

Minutes of UUFSD Board Retreat
Saturday, August 19, 2017, 10:00 am – 3:30 pm
Tuller Residence

Board Members present:

Mark Tuller, *President*
Bob Quick, *Vice President*
Alisa Guralnick,, *Secretary*
Rich Franzwa
Linda Giannelli-Pratt
Robin Sales

Also present:

Rev. Meghan Cefalu, *ex officio*
Glen Bowden, *Treasurer*

Absent:

Swagatam Mukhopadhyay

Mark convened the meeting at 10:05 am, Rev. Meghan read opening words, the chalice was lit, and members checked-in.

NEW ACTION ITEMS

-Board member committee liaisons to communicate to their committees that the Board is there to support them but chairs have authority to make decisions affecting their own committee without Board input.

-Alisa to send out SignUp Genius for Sunday morning Board table sign up and for Board meeting hosting (host to provide opening words and snack).

-Board members are encouraged to sign up to usher on Sunday mornings and should contact volunteer coordinator Alana Schuler.

- Planning for Rev. Meghan's Installation: on Sunday, December 3- Robin Sales and Linda Giannelli-Pratt volunteered to help plan and communicate.

- Following up from spring Leadership Development Council participants: Alisa and Linda G-P; Alisa and Linda to propose fall '17 and spring '18 dates with LDC and work with LDC to schedule and facilitate. Fri 10/6 and Sat 10/7 for the Fall; and Fri 3/2 and Sat 3/3 for the Spring were calendared.

-Mark T. will work with Meghan to create and provide a staff monthly report template to staff before the first (September) board meeting.

- All board members: Read and review Policy #474, Social Action Justice as slightly amended to reflect comments at the Retreat, and send comments/input to Mark Tuller via email, prior to September board meeting.

OLD ACTION ITEMS

DECISION ITEMS

Election of Secretary and Treasurer. After discussion, the Board adopted the following resolution:

RESOLUTION NAMING SECRETARY AND TREASURER:

The Board of Directors upon motion made and duly seconded unanimously adopted the following resolution, August 19, 2017:

WHEREAS, Alisa Guralnick accepted the leadership position of Secretary; and

WHEREAS, Glen Bowden accepted to continue in his leadership position as Treasurer; and

NOW THEREFORE BE IT:

RESOLVED, Alisa Guralnick is elected as Secretary.

RESOLVED, Glen Bowden is elected as Treasurer.

RESOLUTION THANKING ALISON SCHLICK FOR BOARD SERVICE

The Board of Directors, upon receiving the resignation of Alison Schlick from board service, do hereby extend our warm thanks for Alison's years of service on the UUFSD Board of Directors. Her tireless passion for service, and her particular support of the Environmental Justice, Hospitality/Luncheons/Kitchen and Religious Education committees, are much appreciated and will be sorely missed.

RESOLUTION ELECTING ROBIN SALES TO BOARD MEMBER

The Board of Directors upon motion made and duly seconded unanimously adopted the following resolution, August 19, 2017:

WHEREAS, Robin Sales has agreed to fill the board member position formerly filled by Alison Schlick, who has resigned;

NOW THEREFORE BE IT RESOLVED, Robin Sales is appointed to the vacant position until such time as she can be properly elected at the Congregational Meeting in January 2018.



RETREAT ACTIVITIES, DISCUSSION ITEMS, AND INFORMATION ITEMS

Getting to know each other. Each retreat participant gave a brief description of his or her religious skills and background. Mark led a brief discussion of what each member felt to be priorities for the upcoming congregational year, and shared a **brainstormed list** of possible topics for consideration. Each member’s priorities were:

- Mark: the Capital Campaign, to conclude negotiations with Sandy Hill, and a focus on Social Action Justice (along with his list of ideas)
- Bob: automating congregant pledging, improving volunteering
- Rich: Capital Campaign and fundraising, member engagement, help with infrastructure needs
- Glen: pledging improvements, improving communication and volunteerism; Team Generosity
- Robin: Social Action Justice / Beloved Conversations; member engagement
- Linda: Capital Campaign; environmental issues
- Alisa: Leadership development
- Meghan: Capital Campaign, Sandy Hill, and Beloved Conversations: spiritual support (for members and within the community); Meghan’s installation

Personal expectations for Board members: Mark led the discussion and the group confirmed that the Board covenant does not need updating. In general terms, the purpose of the Board is to serve the UUFSD mission, vision, and covenant.

Board Meeting schedule: Meetings will continue to be held monthly on the third Tuesday of the month in Rev. Meghan’s office, except the January board meeting will be on January 16, and the June board meeting will be on June 12 to accommodate the congregational meetings on January 21 and June 17 of 2018. The January meeting will be held in between services at 10:15, and the June meeting will be held following a single 10:00 am service, at 11:15 am.

Board Meeting Operations: The monthly agenda was reviewed and discussed. A suggestion was made for a template to be provided for staff, so that staff reports are similar in structure. Mark T. will work with Meghan to create and provide this template to staff before the first (September) board meeting. Alisa will send around a Doodle poll so that board members can sign up to host and provide opening words for board meetings. **Robin Sales will take September, and Bob Quick will take October.**

Board Meeting Monthly “Deep Dives”: Monthly Deep Dives are the Board’s way to learn about, celebrate, and re-calibrate key ministries. This is the Board’s main chance to identify problems at a granular level, and figure out how to improve them.

A discussion was held regarding the long-planned but as-yet-incomplete website revamp. Glen gave some background into Alice Brzovic’s efforts to work on the website revamp, and that she has encountered some resistance from Adrienne McCord. Meghan agreed to remove responsibility for the website from Adrienne’s current priorities.

RESOLUTION TO CREATE A WEBSITE COMMITTEE:

The Board of Directors upon motion made and duly seconded unanimously adopted the following resolution, August 19, 2017:

WHEREAS, the Board recognizes the need for a Website Development Committee with full authority to act in the best interests of UUFSD in developing its website, and for Alice Brzovic to Chair this Committee, and

WHEREAS, the Board explicitly removes responsibility for the website from the Director of Connections (so as to allow the Director of Connections to focus on other needs of the Fellowship);

NOW THEREFORE BE IT RESOLVED, the Board invites Alice Brzovic to Chair this Website Development Committee (if she so chooses) and to delegate full authority to the Chair to choose its supporting team members.

Monthly Deep Dive topic areas: Board Liaisons are responsible for notifying the Chair of each committee listed below, and to assist the committee in preparing for a 30-minute overview of the Committee’s charter, current status and for ways in which the Board can support the committee.

September: Website Development / Alice B / Swagatam

October: Capital Campaign / John Sherman / John Atcheson (Who is in charge of the build itself?)/ Bob Q

November: Environmental Justice Committee: Debbie Hecht / Linda Giannelli-Pratt

December:

January:

March:

April:

May: Annual Budget

Planning for Rev. Meghan’s Installation: a discussion was held. Typically, held on a Sunday afternoon, after services; there are ritual acknowledgments and ritual language, ‘pomp and circumstance’, and many visiting ministers in their garb. **December 3, at 4pm has been finalized** (note: same day as Music Sunday); Robin and Linda volunteered to help with planning and communication.

2017-2018 COMMITTEE ASSIGNMENTS

Note: Board members are expected to check in with committee chairs at the beginning of the congregational year, and to attend meetings as needed; board members act as a liaison to bring committee issues to board meetings, and/or via email if a time-sensitive issue should arise.

Buildings and Grounds	Rich Franzwa
Capital Campaign/ Dream Builders/ Dream Funders	Bob Quick
Committee on Ministry	Rev. Meghan

Communications - Website Development (new)	Swagatam Mukhopadhyay Swagatam Mukhopadhyay
Concerts	Rich Franzwa
Design Review	Rich Franzwa
Environmental Justice/Sustainability	Linda G-P
Finance Committee -Endowment Fund -Pledge Team -Team Generosity	Mark Tuller Mark Tuller Glen Bowden/ Bob Quick Bob Quick/ Glen B
Library	Robin Sales
Memorial Walkway	Mark Tuller
Member Engagement/Connections -Hospitality/Food/ Luncheons -Fun and Fellowship	Adrienne McCord- staff Rich Franzwa Robin / Linda G-P
Music	Chris Lehman- staff Rich Franzwa
Nominating / Leadership Development	Alisa Guralnick & Linda G-P
Pastoral Care	Rev. Meghan
Personnel	Alisa Guralnick
Policy	Mark Tuller
Religious Education	Alison McLeod-staff Swagatam Mukhopadhyay
Social Justice and Action -Casas de Luz	Rev. Meghan & Mark Tuller Robin Sales (both)
Worship -Ushers	Rev. Meghan Bob Quick
Young Adults	Linda G-P

Priorities for the Year.

Mark, Bob and Alisa met prior to the Retreat to propose three initiatives for this year:

Culture of Service/Leadership Development
 Culture of Generosity/Fundraising/Team Generosity
 Culture of Welcoming/Communications/Outreach

Culture of Service / Leadership Development (discussion led by Alisa):

We discussed last spring's first Leadership Development Council dinner/workshop and the need for follow up with the participants from that weekend. Discuss two dates for this congregational year: Calendared dates are Oct. 6 (6-8pm) and Oct 7 (9-noon); and also March 2/3 for spring (same time frames). Discussion about Team G/ stewardship – fundraising issues in general, other possible 'revenue' sources, such as the B&B initiative

(Lisa Shaffer); using our site as a rental (Glen brought up the need for a more professional brochure) and the idea of Team G chair acting as a facilitator, rather than needing to ‘do it all’, in order to select and keep a chairperson.

Speaking From the Heart class (summer speakers): 3 Wednesdays, May 9, 16, 23 (Meghan)
Serving with Grace: 6 weeks, (Meghan), beginning Wed March 7 thru April 11, 7-9 pm.

Overall: we, as a board, need to have, articulate and reinforce the culture of service.

Culture of Welcoming/Communications/Outreach: Mark Tuller

Mark led a discussion about ‘culture of welcoming’, growth of ‘secular’ population as possible UUs; is there an intellectually honest way to discuss issues with those of differing political views / Republican / classically conservative, respect for tradition, etc., what if we reached out to moderate Republicans/ League of Women Voters? Meghan expressed her point of view with Trump in the White House as an apparent fascist/ Nazi supporter- what are we doing here, and what is our role (the congregation) in the community during these turbulent times? How do we reach and support those who are truly marginalized and still reach out to the moderates that Mark described? We discussed the power of personal testimonials – the Board would like to see more of these each month at Sunday services. Member challenge: Bring one person to church this year- to all members and friends.

Culture of Generosity/Fundraising/Team Generosity: Bob Quick

Bob led a discussion about the board’s role in leading the concept of fair share donations and pledging; finding ways to talk about money openly and positively; Meghan discussed what works elsewhere- when someone gives a testimonial, people ‘name numbers’, disclose what they donate, and why they do so – that this might be one of the ways to shift the culture; the need for ongoing testimonials year-round; what are the tangible ways in which we can get out of our current culture of being so very tight-lipped about money?; discussion about automatic pledging / baseline annual increases, for example.

Governance presentation. Mark Tuller gave a presentation on congregational governance. The congregational structure could be viewed as two overlapping mountains: governance and ministry. The Board is at the top of the governance mountain and should focus on policy issues. The Minister is at the top of the ministry mountain and assists the staff, committees, and other volunteers in executing the policies of the congregation. Note to new board members: the presentation is available to you- request directly from Mark Tuller.

Policies and Procedures: Mark discussed a proposed Social Action Justice policy #474, which is attached to these meeting minutes. All board members are asked to read, review and provide written input and comments on proposed Policy #474 prior to the September board meeting, for possible vote.

Strategic Plan: Mark Tuller presented the soon-to-expire UUFSD Strategic Plan, and discussed ideas for a new strategic plan. Mark’s draft is attached to these meeting minutes, for all members to read and consider for future action TBD.

Proposal: Discussion of a Board-sponsored Casas De Luz Home Build

Mark Tuller gave an impassioned proposal for a Fellowship-led, Board-sponsored home build under the Casas De Luz program. Robin Sales gave some background and proposed that we announce this at the Christmas Eve service.

RESOLUTION TO SPONSOR A CASAS DE LUZ HOMEBUILD:

The Board of Directors upon motion made and duly seconded unanimously adopted the following resolution, August 19, 2017:

WHEREAS, Mark Tuller created the proposal for a Home Build for March 17-18, 2018, per the attached proposal duly attached to these minutes;

NOW THEREFORE BE IT:

RESOLVED, the Board of Directors supports the sponsorship of the Casas De Luz Home Build.

The President declared the meeting adjourned at 3:05 pm. The next scheduled Board meeting is on Tuesday, September 20, from 7:00 to 9:00 pm at Rev. Meghan's office.

Respectfully submitted,
Alisa Guralnick, *Secretary*

Attachments:

- Agenda for August 19, 2017 Board meeting
- Policy #474 draft
- Mark Tuller's brainstorming list of priorities (if you want this to be a part of the permanent record)
- Mark Tuller's strategic plan draft
- Casas De Luz Home Build proposal

Final
UUFSD Board Retreat Agenda
Saturday, August 19, 2017, 10:00 sharp – 3:30 PM
Home of Mark Tuller, 1428 Lauren Court, Encinitas 92024
Snacks, lunch provided (coffee, sandwiches, salad, iced tea, cookies, at least some vegetarian options)

Mark Tuller, President
Bob Quick, VP
Alisa Guralnick, Secretary
Robin Sales
Rich Franzwa
Swag Mukhopadhyay
Linda Giannelli-Pratt
Glen Bowden, Treasurer
Rev. Meghan Cefalu

Goals of the Retreat

- Get to know each other- welcome, Linda & Swag!
- Agree on a covenant for our work together
- Review and discuss what a board does, & how we should do it
- Look at the coming year and identify key events and goals
- Make a list of things we need to accomplish
- Consider assignments, roles, others we need to engage with
- Agree on operating procedures – where and when to meet monthly, etc.
- Define action items for next meeting

1. Welcome, Review Agenda, Review the Goals for the Retreat

10:00 sharp

2. Chalice lighting and reading

10:00

Blessing: Rev. Meghan

UUFSD Covenant of Right Relations

As we walk this spiritual path together, we are mindful of our common need to love and be loved, to support and be supported, to listen and be heard, and to forgive and be forgiven. Therefore, we strive to build a religious community dedicated to communicating directly, respectfully, patiently and lovingly. We strive to be kind to each other and to establish a place of trust and safety. We welcome and respect differences of opinion. When conflict arises we seek clarity and listen more than we speak. Mindful of our own assumptions, we work to achieve reconciliation when we disagree. When the inevitable challenges come in our interactions we will stay in community and reaffirm the values that brought us together.

3. Getting to know each other

10:15 – 10:30

Quick self-introductions:

-Your background, including your particular gifts and/or skillset you can leverage to help the Board!

-Your priorities you want to get done this year? From your perspective what is working well and what needs to be fixed at UUFSD?

4. Personal expectations for Board members

10:30 – 10:45

- **Covenant: literally the promises we make to one another**

- Take responsibility seriously
- Stay in right relation while working through disagreements or conflicts
- Attend worship and Board meetings; share responsibility for the work
- Serve as ambassador to the congregation
- Speak with one voice once an agreement is made
- Anything to add? (*This is our own covenant with each other*)
- **Other Board member responsibilities**
 - Welcome Table duty during Gathering Hour to explain UUFSM to visitors
 - Mix, mingle, and welcome guests
 - Sign up to usher or greet now and then
 - Attend as much and as often as you can (not just services!)
 - Be a lead pledger
 - Be a good committee liaison
 - Coordinate & work on special projects for the Board (e.g., maybe a pet project that speaks to you)
- **Schedule of meetings**
 - Third Tuesdays, 7-9pm, Meghan's office (September through June); January and June meeting scheduled earlier in month (prior to Congregational Meetings)
 - Doodle to sign up for snacks for board meetings (Alisa)
 - Two congregational meetings: **January TBD and June TBD**
 - Jan meeting: to be held between services (more inclusive) at 10:15- for brevity; elect Leadership Development (Nominating) Committee, mid-year update
 - June meeting: to be held after single 10 am service; elect Board and Officers, annual report, vote on budget
- **Meghan's installation—when, what, how to pay?**

5. Election of Treasurer and Secretary; approval of past minutes

6. Priorities for the Year—I of III

11:00-11:20

- **Three main priorities:**
 - *Culture of Service/Leadership Development*
 - *Culture of Generosity/Fundraising/Team Generosity*
 - *Culture of Welcoming/Communications/Outreach*
- **First priority—Culture of Service/Leadership Development**—discussion by Alisa
 - Current needs: Team Generosity Chair
 - Working with Christie and the Leadership Development Council
 - Schedule Fall and Spring Board dinners for LDC
 - Serving With Grace class, Sermon-Writing class, others? Meghan?
 - Changing the culture of service
 - Succession planning (board, committees)

<Short Break>

11:20-11:30

7. Governance (Mark Tuller presentation),

11:30-12:00

- What is the role of the Board? The Board governs, it does not manage
- What other positions have what roles in governance? The minister, congregation, committees

8. Policies & Procedures

12:00-12:15

- Also adopt new Social Justice Action policy

9. Strategic Plan

12:15-12:30

- Revisit past strategic plan
- Need a process for a new strategic plan

<LUNCH >

12:30 –

1:00

10. Committee Connections: Where most of the work gets done

1:00 — 1:30

Our goal is to be connected to the committee, to ensure you understand what they're doing, what their needs are, and help them solve problems or remove obstacles to help them accomplish their mission.

- Briefly discuss each Committee's purpose; grant each chairperson access to the committee's budget, empower to spend w/in budget, consequences of committing or spending beyond budget
- Designate / update Board Liaisons for each committee:
 - Membership/Engagement (with Director of Connections/ Adrienne McCord)
 - Dream Builders / Capital Campaign Task Force
 - RE
 - Social Justice Action
 - Team Generosity (includes Pledge Drive)
 - Worship
 - Finance
 - Endowment
 - Policies & Procedures
 - Buildings & Grounds
 - Communications
 - Concerts
 - Music
 - Design Review
 - Environmental Justice
 - Fun and Fellowship
 - Hospitality/Food/Kitchen/Luncheons
 - Library
 - Memorial Walkway
 - Nominating/Leadership Development
 - Pastoral Care
 - Personnel

- Ushers
- Young Adults
- Casas de Luz

11. Board Operations –agenda outline- any updates?

1:30 - 1:40

- Check-in
- Opening words; Chalice Lighting
- Items for celebration; tracking success
- Review and approve minutes and agenda
- Report on action items from last month
- Decision Items [relatively short time for each]
- Discussion Items [specified time for discussion of each]
- Information Items [most of these should be in written reports and not take meeting time]
 - Monthly reports: RE, Admin, Dir. Of Connections, Rev. M
 - Staff are welcome to attend
 - Monthly reports, as needed, from Committees
- Deep Dive topic of the month—learn, improve, thank
- Leftovers [second thoughts on things, items we forgot, etc.]
- Review of action items/decisions
- Items for next month’s meeting
- Who do we need to thank this month?
- Process check and check out
- Adjourn

12. Priorities for the Year—II of III

1:40 - 2:00

- *Second priority: Culture of Welcoming/ Communications/ Outreach*—discussion by Bob
 - We need to communicate better and more broadly! Numbers growth depends on it
 - Many seculars & non-religious are UUs and don’t know it yet!
 - What about intellectually honest & well-meaning people with different political views?
 - Communications—internal inreach. Some ideas:
 - Rotating personal messages in weekly newsletter- Meghan, Board President, Alison/RE, Committee Chairs
 - New / updated/ more user friendly website (get an update from Adrienne on this)
 - Testimonials (personal “why”) and Announcements of all kinds
 - Communications—external outreach
 - Via adult programs—concerts, lectures
 - Via social action—engaging the community
 - Via communication—advertising, signage, rainbow flag, etc.

<Short Break>

2:00

13. Priorities for the Year—III of III

2:10 - 2:30

- *Priority three— Culture of Generosity/Fundraising sources/Team G*—discussion by Mark
 - B&B program
 - Site rental
 - “Give, get, or go”
 - Capital campaign, pledge drive,
 - Concerts

14. Proposal: Adoption of a Board project—a Board-sponsored Casas de Luz home build

2:30 - 2:45

15. Deep Dives—select and schedule

2:45 - 3:15

Monthly Deep Dives are the Board’s way to learn about, celebrate, and re-calibrate key ministries. This is the Board’s main chance to identify problems at a granular level, and figure out how to improve them.

Possible Deep Dives to schedule:

- Leadership Development Council—Christie—culture of service—dinners, candidates, results
- Concerts—Vicky—why do we have them? Money? Outreach? Fun? Need plan to organize & pay
- Capital Campaign & Phase 1 Build—John & John—timeline, construction management, cash
- RE—this is our second biggest program by dollars after Meghan
- Team Generosity—pledge drive—new fundraising initiatives, like B&B—culture of generosity
- Strategic Plan—our current Strategic Plan expires at the end of this year
- Website revamp
- Culture of welcoming/outreach
- Casas de Luz—Kathy—our biggest social action program, and it has a complicated governance
- Internal Generosity Sunday—part of culture of giving
- Director of Connections—function & future funding
- Others?

16. Feedback, next steps, “vibe check”, check out

3:15

17. Closing and ADJOURN

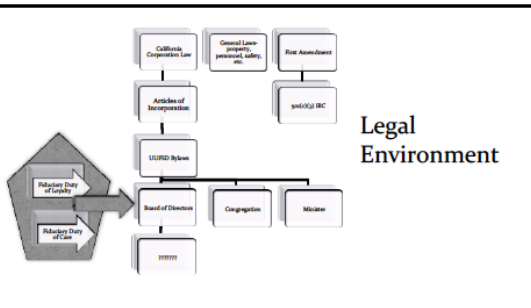
UUFSD Governance

Board of Directors

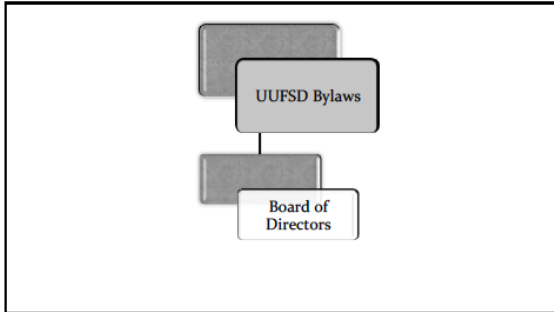
Board of Directors

- Legal Environment
- Practical Governance

Part One Legal Environment

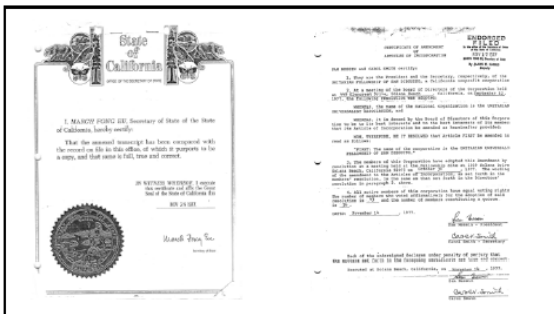
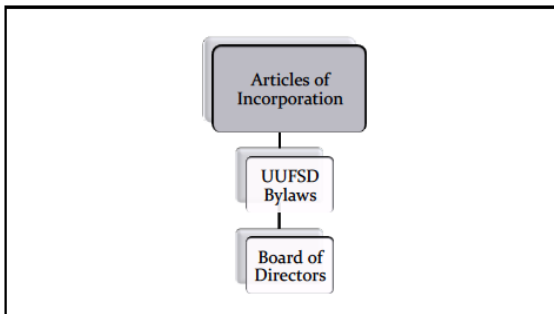


Board of Directors



UUFSFD Bylaws

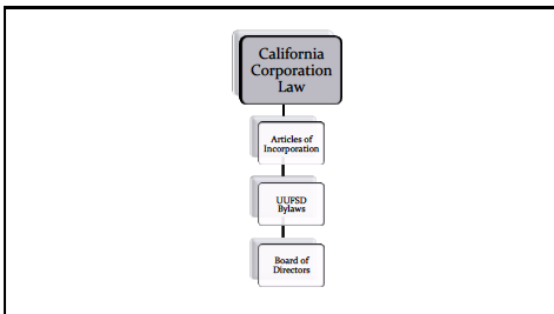
- “The Board of Directors of the Fellowship shall consist of seven Directors. The Board shall have the authority to do all things necessary to conduct the business of the Fellowship. A copy of all board meeting minutes shall be posted in a public place and kept on file in the office.”



Articles of Incorporation

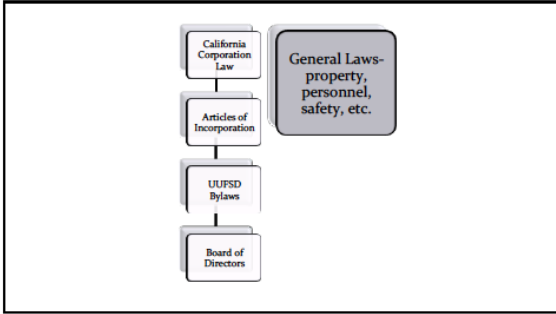
(a) Primarily to engage in the specific purpose of carrying on a perpetual religious society wherein the study of liberal religion shall be pursued and its principles practiced; and

(b) To form a liberal religious association, without restrictions as to race or creed, which will promote the principles of the Unitarian movement; to provide a place for religious meetings and to maintain facilities for the religious education of our youth; and to advocate and practice a religion of reason, brotherhood, and good will, enriched by the world's great traditions of the past, but captive to none.



California Corporation Law

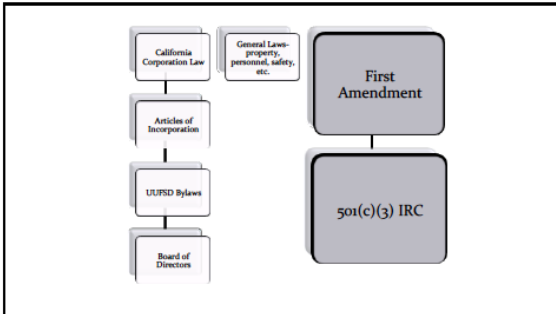
Non profit religious corporation
 Sue and be sued
 Some protection from punitive damages
 Enter into contracts
 Act as necessary for affairs and purposes of the corporation
 Minimal oversight from state



Laws of General Application

(a) Employee taxation
 (b) Property safety
 (c) Criminal laws like embezzlement

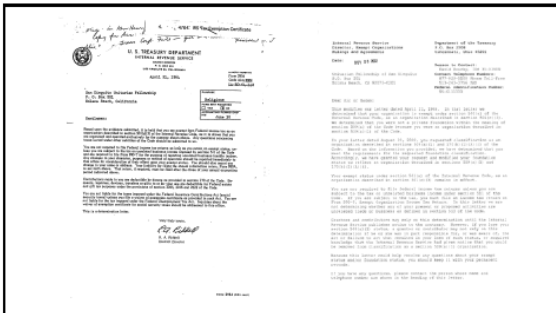
- Discrimination Law
- Immigration Laws
- Workers Compensation
- Fair Labor Standards
- Termination Requirements



First Amendment

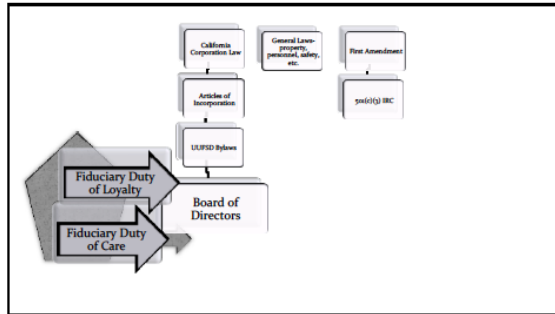
“Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof”

Government to avoid “excessive entanglement” with religion and religious institutions



501(c)3 Obligations

- No intervention in political campaigns
- No “substantial” lobbying
- No income taxes payable
- Except income taxes on “unrelated business income”
- No private profit allowed (“inurement”)
- Payroll and similar taxes are payable
- Analogous CA exemptions under CA law (e.g., no property taxes on our huge and valuable campus)

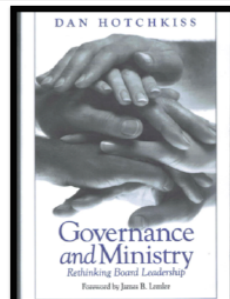
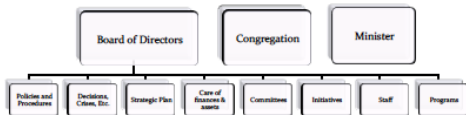


Part Two

Practical Governance

Practical Governance

- What should the Board actually do?
- What should the minister and staff actually do?
- Who's in charge?
- What's the relationship to the congregation?



“Most practical decisions can safely be made away from the board table, provided that the board adopts clear and limited delegation policies, gives the decision maker guidance as to the larger goals to be achieved, and establishes effective ways to monitor progress and evaluate results.”

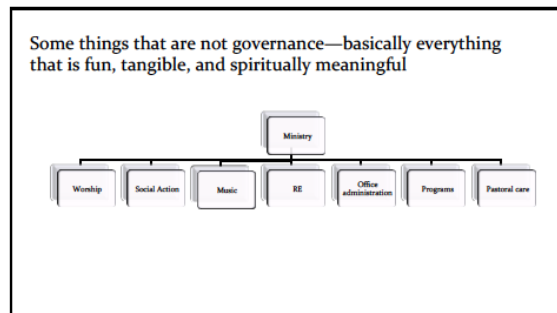
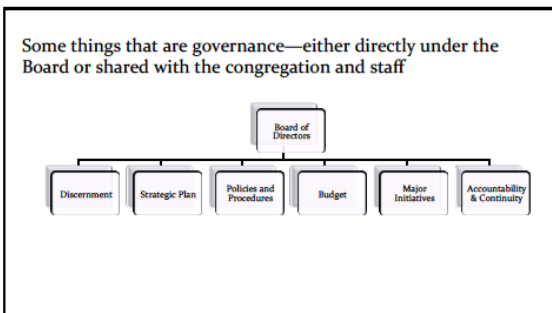
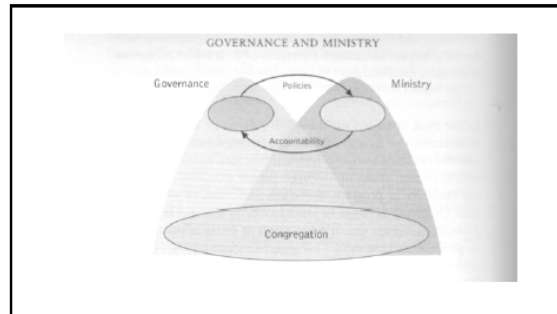
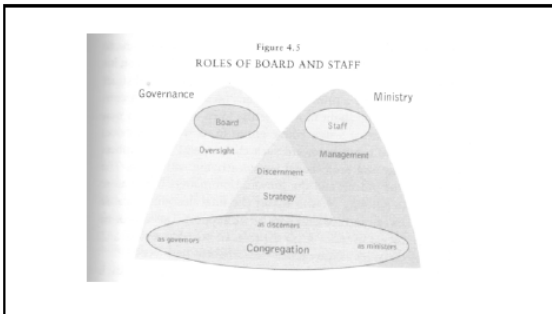
IN OTHER WORDS. . . .

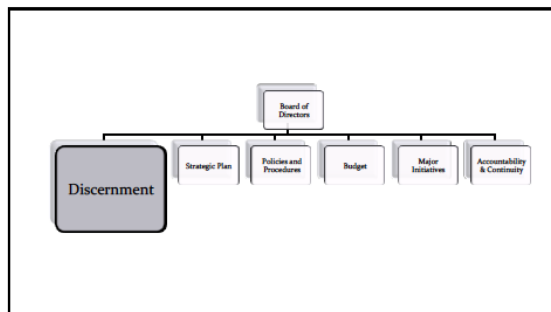
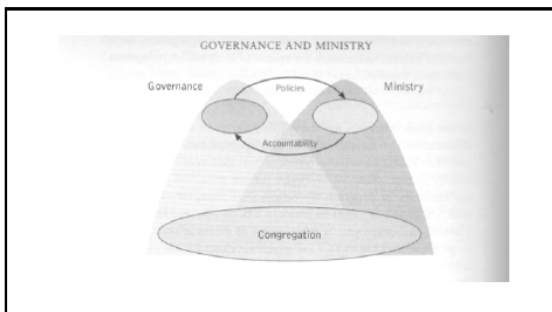
Figure out effective delegation policies on major issues to the minister, staff, and volunteer committees, then let them make their own mistakes and don't interfere, and regularly come back to evaluate and re-orient if necessary.

Governance — Policies, Envisioning, Strategic Planning, Accountability

Ministry — everything else: running things, doing things

Don't confuse Governance with Ministry





Discernment—Vision Statement

- “Inspired by our Unitarian Universalist principles, we are a vibrant, intentionally diverse congregation that models and promotes both locally and globally: love, spiritual growth, service, right relations and sustainable living.”

Discernment—Fellowship Covenant

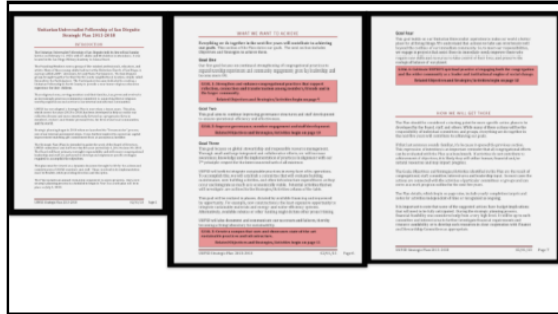
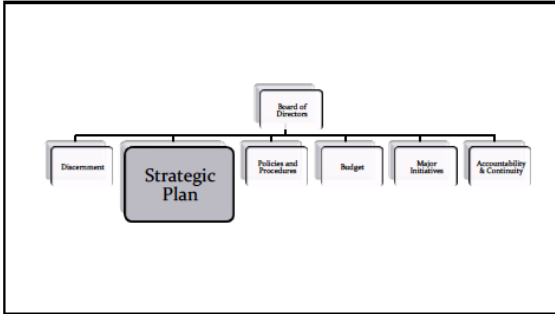
- “May love be the spirit of this congregation;
- May the quest for truth be its sacrament
- And service be its prayer;
- To dwell together in peace,
- To seek knowledge in freedom,
- And to help one another in fellowship.
- This is our Covenant.”

Discernment—Covenant of Right Relations

“As we walk this spiritual path together, we are mindful of our common need to love and be loved, to support and be supported, to listen and be heard, and to forgive and be forgiven. Therefore, we strive to build a religious community dedicated to communicating directly, respectfully, patiently and lovingly. We strive to be kind to each other and to establish a place of trust and safety. We welcome and respect differences of opinion. When conflict arises we seek clarity and listen more than we speak. Mindful of our own assumptions, we work to achieve reconciliation when we disagree. When the inevitable challenges come in our interactions we will stay in community and reaffirm the values that brought us together.”

Discernment—Bylaws

- “UUFSD is a safe haven and community of inspiration creatively meeting the spiritual, social, educational and emotional needs of members and their families in ways consistent with our UU principles. Through this mutual support, we are empowered to transform the world, one person at a time. “



UUFSD STRATEGIC PLAN
GOAL 1: STRENGTHEN AND ENHANCE CONGREGATIONAL PRACTICES THAT SUPPORT REFLECTION, CONNECTION, AND TRANSFORMATION AMONG MEMBERS/FRIENDS AND THE LARGER COMMUNITY.

- Increase spiritual grounding and spiritual growth for UUFSD congregational life by broadening opportunities for participation.
- Create policy and practices within our organizational framework that establish planning and implementation guidelines to optimize participation.
- Increase awareness and expectations of the meaning of membership, raising our connections with each other as vital to our spiritual growth.
- Eliminate barriers to intergenerational and inclusive participation in congregational life.

GOAL 2: IMPROVE GOVERNANCE, MEMBER ENGAGEMENT AND STAFF DEVELOPMENT

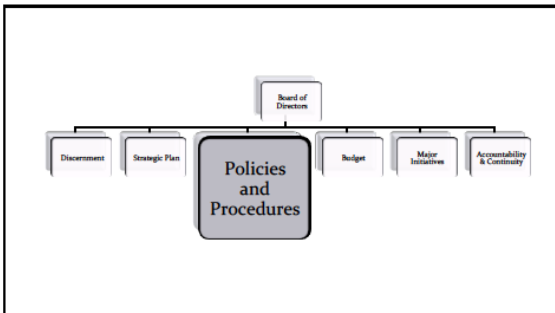
- Increase the breadth and depth of leadership.
- Develop/Update and Implement a Membership Sustainability Plan
- Improve Financial Stability
- Support Staff

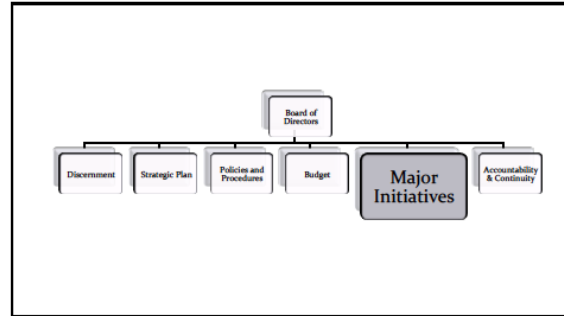
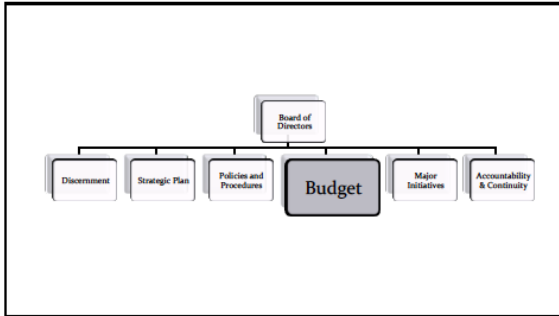
GOAL 3: CREATE A CAMPUS THAT USES AND SHOWCASES STATE-OF THE ART SUSTAINABLE PRACTICES AND INFRASTRUCTURE.

- Establish a long term Committee on Sustainability including representation from Buildings and Grounds, Stewardship, and Social Action Committees, Worship and the Board of Directors.
- Optimize the Efficiency with which we generate and use water, energy and materials.
- Make the UUFSD campus a living laboratory in the education, practice, and promotion of sustainable design and living.

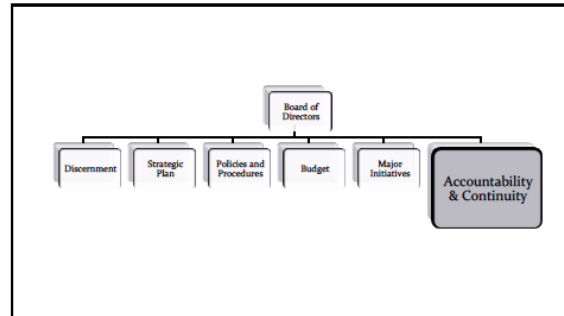
GOAL 4: CULTIVATE UUFSD'S SPIRITUAL PRACTICE OF ENGAGING BOTH THE CONGREGATION AND THE WIDER COMMUNITY AS A LEADER AND INSTITUTIONAL ENGINE OF SOCIAL CHANGE.

- Energize congregational participation and enthusiasm for social action issues.
- Make UUFSD known community partner in alleviating the symptoms of poverty in all of its
- Become a community leader and recognized practitioner in community and economic development, focusing on Tijuana.
- Become a recognized community leader in sustainability through the repurposing and reuse of goods to help needy.





- ### Major Initiatives
- Capital Campaign
 - Settled Minister
 - Membership Growth
 - Leadership Development
 - Transforming the world (aka Social Action)
 - “Evangelism” (aka Outreach to the Community)
 - Governance reform



- ### Accountability & Continuity
- Negative control: no theft, loss, etc.
 - Positive control: monitoring and evaluating programs of staff and volunteer leaders; how can they better succeed in their mission?
 - “A balanced budget is no virtue if no lives are changed.”
 - “Monitoring needs to be focused if it is to mean anything: flooding the board members with irrelevant paper or tedious oral reports actually reduces their awareness of how the congregation’s ministry is or is not following the guidelines it has laid down or rising to the goals it has set.”

- ### So . . . Make our gift of time make a difference
- When wearing our Board hat (versus our various other UUFSO hats):
 - Keep it big
 - Keep it focused on policies not cases
 - Delegate, and expect the inevitable mistakes
 - Monitor and re-orient without micromanaging

