

VUU 101

The Nuts and Bolts of the Chandler Congregation

Slide #1 Introduction:

Please find a seat and we will begin in a few minutes.

Overview of this Track

- The Denomination
- VUU Governance
- VUU Organization and who does what
- Planning and Vision
- How to Get Started / Get Funded
- How to Publicize and other misc how tos.
- How to get manage volunteers

Slide #2: Overview

As you can see we will be doing a little of everything over the next hour and change.

We will spend some time on how we do things and how we are organized.

The we will drill down and discuss some how to's

This is a lot of material, full workshops could be done on any of these topics.

But this is what we have to cover, so next...

UUA Top Level Stats

- Universalist Church of America founded 1793
- American Unitarian Association in 1825
- The 2 faiths combined in 1961 to create the UUA.
- Subdivided into regions and districts.
- Central and field staff to serve the congregations

Slide #3 UUA Overview:

As of 1 year ago:

1000+ Congregations: 988 certified with the UUA in 2016

About 250K: Adult members and friends (About 180K members)

About 50K Children and Youth Enrolled in classes

\$300M in assets.

About a \$36M annual budget

And of course affiliated and support organizations, like publishers, seminaries, NGOs

Our history as a denomination in Europe goes back 500 years.

Our history in theology goes back nearly 1700 years (the Original Arians! Aka Bishop Arius)

Reference: Council of Nicaea if you want more

And our dues go to pay for staff

In Boston most staff activity is focused on Social Action and Civil Rights.

Field staff are organized Regionally and are focused on serving congregations.

UUA and UUSC

- Board of Trustees
- Ministerial Fellowship Committee (MFC)
- Commission on Appraisal
- Commission on Social Witness
- GA planning Committee / DA
- Nominating / Presidential/ Moderator Comm
- UUSC
- UUA Staff: Boston / Congregational Life

Slide #4: Committees of the Association

At the very top level there are certain committees that are mandated in the bylaws. Most of these committees primarily are responsible to the UUA itself.

BoT: 11 Member group of lay leaders and ministers. The President is a minister who is chief of staff, the Moderator is the lay leader who is Board Chair

Who is our UUA moderator?: Jim Key

He chairs the Board and annual meetings. The Moderator is the highest ranking Lay leader in UU.

He did a good governance retreat for UU a couple of years ago.

And who are the other Board members?: Can you name one? Rev Andy is one of them.

Where would you go to find out?: The Board has webpage at UUA.org under UUA governance, that is a starting point.

MFC: Ministerial Fellowship Committee determines qualifications for parish ministry, must be fellowshiped to qualify for search.

Handles cases of ministerial misconduct.

Appointed and report to the Board

Commission on Appraisal: inspector generals of the UUA, can independently recommend bylaws changes and produce reports to the membership, not as active in recent years

Commission on Social Witness: Responsible for CSAls and AIWs: a big part of the GA agenda.

General Assembly (GA) is the annual gathering of UU's from around the US and world.

Where will it be this year?: New Orleans June 21-25

Need to book a room 01 March if you want the GA rate

What will be done this year?: Justice DA and Election of a President

Justice District Assembly (DA): March 31-April 2nd: held near the border this year:

Registration will be open soon! Rates go up in one month.

The UUA has committees whose job it is to recruit the next leaders: special committees are formed for the top jobs, just like our congregations

The Moderator committee is getting to work now.

Unitarian Universalist Service Committee (UUSC) formed from the Unitarian Service committee and the Universalist Service Committee.

When did these organizations form?: WWII

What did they do?: save children and those persecuted by the NAZIs

Who here saw Sharp's War?

Today the UUSC is an affiliated NGO that performs civil rights advocacy and relief work around the world.

And of course we have national staff...

UUA Staff

- UUA President is the Chief of staff
 - High level focus
- UUA COO supervises staff
- UUA CFO is responsible for the \$
- Around 200 total employees
 - Including regional staff: what do they do?
- Who is the President/Moderator of the UUA?

Slide #5: UUA Staff

Who is our UUA president?...

Rev. Morales handles the planning and outreach at the highest levels to other denominations.

Has he ever been to VUU?

President is the public face of the Denomination.

He hires senior staff.

The President is responsible to the Board for meeting the goals of the association; very much like a CEO

How does his situation differ from a typical non-profit?

He is elected by the membership, and therefore cannot be fired by the Board.

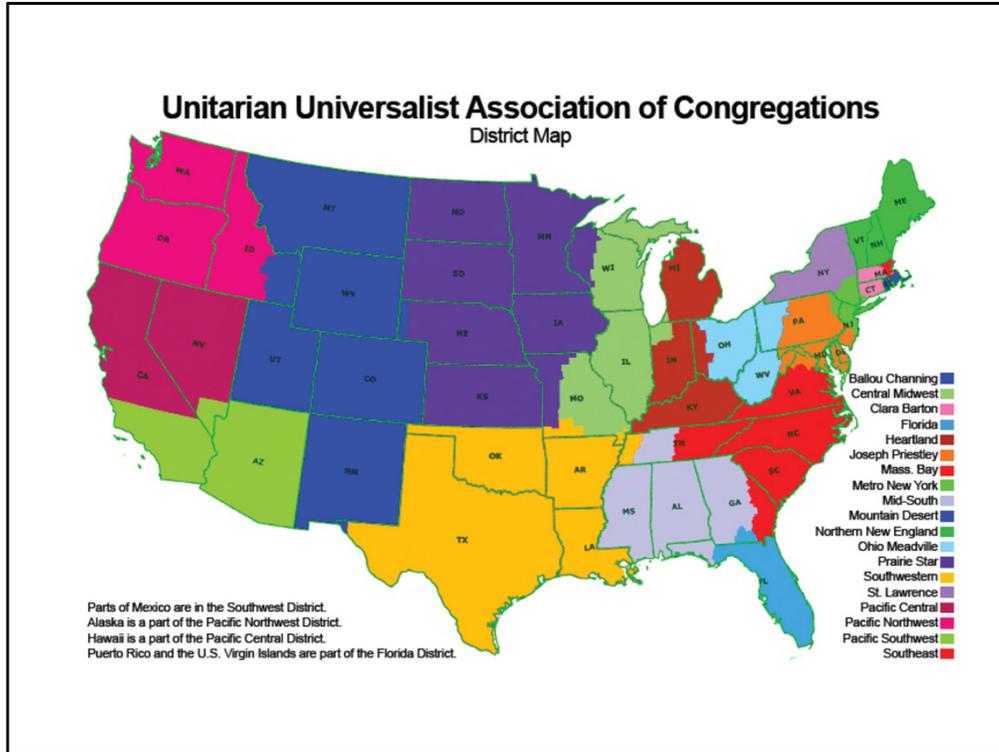
COO is responsible for day to day operations, Executive Officer

Tim Brennan is the CFO, serves on Audit and Investment committees, in addition to staff work.

Departments include Business, Editorial, Communications, Publicity, Marketing, bookstore, periodicals, publications

If willing to poke around website can find contact information for any of these folks: contact information is there for all of them

Somewhere...



Slide 6: Districts of the UUA MAP:

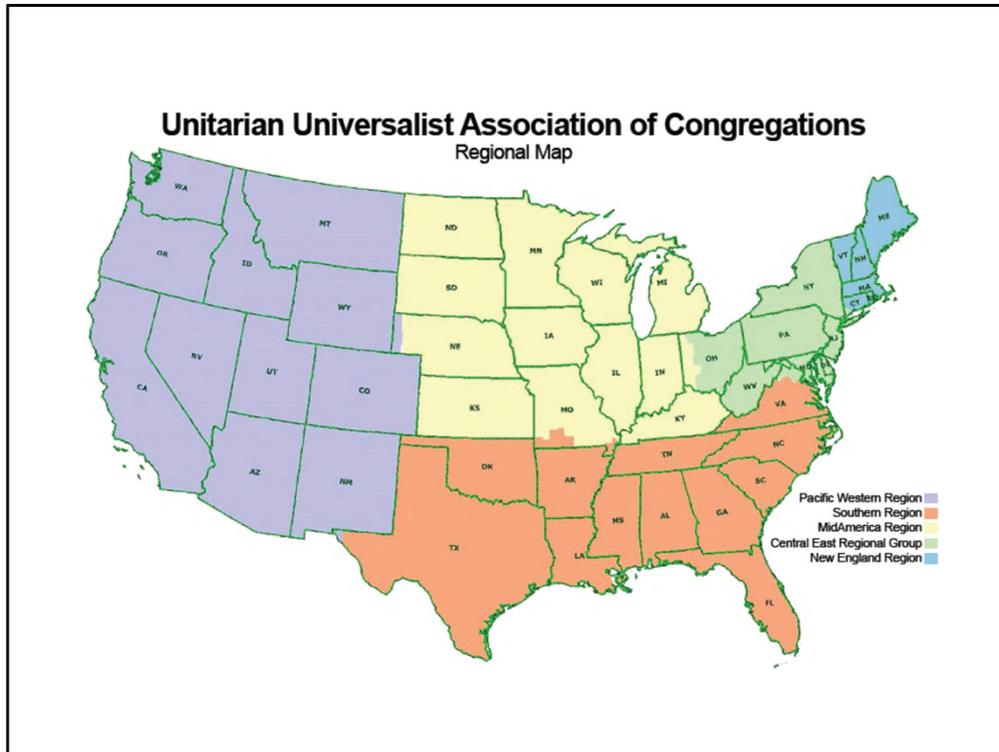
And here is a look at the way the UUA has been organized for the last few decades. These 19 districts formed an intermediate layer of governance which does not seem to serve a current purpose
 Each traditionally had its own Board: this is still true out west in the PSWD

We used to Contact our DE in times of transition, opportunity or crisis in the congregation.

Who was this?: Rev Ken Brown.

Annual District Assembly meetings have been where local business has been done
 PSWD Assembly was held at VUU 2015
 Where was it held last year?: Santa Barbara
 Where will it be held this year?: Many places

13 congregations in AZ; 51 congregations in the PSWD.



Slide #7: Regions of the UUA MAP

This is the newly evolving regional mapping of UU in America

Supports the institutions mentioned above.

Supported by the congregations and supports the congregations.

About 180 congregations in the PWR: includes Alaska and Hawaii.

Congregational Life (CL)

Many of UUA staff do not reside in Boston or even work there, they are the field or Congregational life staff.

They are on the front lines, the first responders if you will to congregational issues and opportunities.

Each region has a CL staff lead.

These days each congregation has a first point of contact:

This person should refer you to the regional staffer best able to help:

Every regional staffer has their own portfolio or specialty.

Our congregational life contact is Rev. Sara Milspaugh (Lifespan Faith formation and SAFE Congregations)

And CL staff do not always deal with bad news:

Positive changes can also trigger a call, first call of a minister, new building, or just asking for advice

In some areas districts have been completely dissolved, but not out west

Any Questions about our Denomination?

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5 regions total: focal point for organizing field staff
Allows regional allocation of share staff, shared resources.
Recent bylaws changes have reduced importance of districts
Regional / District staff all working for UUA at this time.
These moves part of move to Policy governance at UUA
Also an admission that we are not growing.
Should cut out redundancies and streamline our efforts.
Should improve services to the congregations.

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Evolution From a Fellowship

- Where and When did VUU Begin?
- Chartered in 1965
- 1st property purchased in 1967 with 60 members
- 105 members by 1970
- Professional Ministry sometimes part or full time
- Not a year round church.

Slide #8: Evolution from a Fellowship

Where did VUU Begin?: in the Village Inn pizza parlor Rural and Apache in Tempe in 1963.

Chartered a couple of years later in 1965

VUU began as a fellowship spinoff of UUCP: and received generous support from that congregation.

What do you suppose governance was like in those years:

Very member driven; lots of direct democracy

Little or no staff

Where did the power lie? mostly with Matriarchs / Patriarchs.

How many committees did we have?: The Board typically was the only standing committee.

What did we do in the summers?: often nothing or pool parties, the river road church was closed.

80's and 90's

- Member/volunteer drive staff
- 2nd property purchased (Warner Road) with donated land. 1st Service 9 Sept 1984
- Committee System established mid 80's
- Most committees reported to the Board
- Program Congregation discussed

Slide #9: 80's and 90's:

This congregation has a history of periods with only lay leadership (1979-84 the most notable).

During that time there were 5 standing worship teams to cover Sunday services (1st – 5th Sundays)

Traces of this survive in VUU culture to this day.

The staff we had, except the minister, were members. What is the prime example of this?:

Rodger Smith as the Administrator from 1991-98.

VUU evolved from a Fellowship into a Pastoral Church. What are the hallmarks of this?:

Minister may be the sole trained professional

Minister knows everyone: much of congregational life centers on them

Congregation acts like a unified whole; everyone knows your name

As the congregation grew the Board could not do it all: need to enlist a more formal structure (Committees.)

Board meetings were dominated by committee reports: most decisions made by the Board

Every Board member had a portfolio of committees they were liaisons for: they needed to attend those committee meetings.

Board culture was means oriented: there is a lot of operational details in Board meetings.

There was some talk of becoming a Program congregation / Policy governance in the late 90's but nothing was acted upon.

PbG and Program Church 2000 - Present

- Professionalization of staff
- Growth of Staff Responsibility
- Changing role of the Board
- Bylaw changes
- Adaption and refinement of Board Policy
 - Who changes Board policy? How often?
- Importance of Ends
 - How far out do we look?

Slide #10 PbG and Program Church:

Rev Lone did much to develop Policy Based Governance (PbG) here during her ministry. Some staff were hired from outside the membership; professional expectations set and increased for all employees

Staff responsibility grew as most committees reported to them instead of the Board. The Board focused more and more on Policy, Goals, Strategic Planning and formal evaluation of the Sr. Minister.

2006 bylaws were amended to reduce the size of the Board and eliminate direct election of officers (As per PbG)

We took a set of policy documents from the Minneapolis Church and adapted them to our purposes.

Who changes policy? How Often?

The evolution of these policies has continued and the Board is working towards a culture of perpetual policy review.

In 2003 and again in 2015 formal long range plans were perused.

These plans were developed with input from the congregation.

In this last go around the Board contribution took the form of Ends statements.

It is the job now of the Sr. Minister and his staff to complete the long range plan.

How far out do we look? Means/Ends typically have a 3-5 time horizon

Governance Now: PbG

- 3 main types of Ecclesiastical Polity:
 - Congregation
 - Presbyterian
 - Episcopal
- Which one are we?
- Overview of Policy Based Governance (PbG)

Slide #11: Governance Now: PbG

Rev Andy discussed Polity during his keynote.

With Episcopal polity Ultimate Authority resides with the most senior Bishop

What are some good examples of denominations organized in this way?

Who is the top authority among Catholics?: The Pope

Among Mormons?: President of the Quorum of the 12

Methodist, Lutheran, Church of God, and others...

With Presbyterian Polity ultimate authority rests with the Presbyteries, or regional meetings of lay Elders (usually 1/congregation) and ministers

Who likes this mode?: Presbyterian / Dutch reformed Churches

There may be higher level councils, synods or general assemblies.

With whom does ultimate authority reside with UUs?: The congregation in a duly called congregational meeting.

Congregational polity dispenses with bishops altogether.

Who else is organized like this?: Baptists and our cousins, the

Congregationalists

But what about the Bishop's ministry?

What is it?: minister to the ministers and Lay leaders in the congregation.

How do we meet it?: We covered this: with congregational life staff.

What is a good way to tell what kind of Polity you are?:

Which decision makers cannot be appealed.
Who decides where ministers are sent.

Are we a Pure Congregational Polity community?

No, we have examples of other kinds of polity, like any practical church or association of congregations

i.e. National exercises authority over minister selection

Regional assemblies have some authority over what congregations are doing
(but admittedly not very much)

Generally the Board makes the Policies and Ends

Who knows what Board Policies are: Stay tuned, slides to follow.

Who knows what Ends statements are?: a small set of high level statements about purpose and goals.

It is the job of the CEO (Sr. Minister) to come up with a plan to meet those Ends

That plan is the Means in PbG speak, it details an agreed upon interpretation of the ends, and explains how they will be achieved.

Terminology

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- **Policy Governance™** - John and Miriam Carver's
- **Policy-Based Governance** – Any one of several comprehensive adaptations of Carver's model
 - Jonsson
 - Hotchkiss
 -

Slide #12 Terminology

So to recap:

Carver Developed /Introduced/Trademarked Policy Governance in the 70's as a methodology for governing non-profits

This model separates duties of the Governing Board and Management in an effort to clarify roles and help the organizations meet its mission.

In a pure Carver model, the Board speaks for the ownership by setting Policy, setting the goals for the CEO and hiring the CEO

The roles of Board / Staff are distinct and clearly separated.

The CEO then serves at the pleasure of the Board.

In the intervening decades others have build on and expanded the ideas of PG

We Have not used the Carver model at VUU.

The ideas of Dan Hotchkiss have been more influential at in this congregation

His model allows for some areas of shared ministry, provided they are well defined.

Who Has Authority?

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- **By-Laws** — all authority not specifically reserved for the members belongs to the Board of Trustees (By-laws)
- **Board Policy-based Governance** — all authority not specifically reserved to the members in the by-laws or assigned to the Board in Board Policy-based Governance belongs to the Minister
- **Subsidiary Policy** - All VUU ministries, committees, and individuals with authority operate under an approved charter and/or job description and are authorized to develop subsidiary policy relevant to their area of responsibility

Slide #13: Who has Authority?

The Bylaws are how the congregation exercises its authority, along with motions passed at congregational meetings.

Members are the ultimate fiduciaries of our mission.

How often does the congregation meet?: Once per year

So in our system decision making between congregational meetings must be delegated, first to the Board and then to staff, ministries and committees.

The Board creates Policy for the organization, typically focused on the Board, Sr. Minister and high level Ends and operational restrictions.

Other committees may create whatever policy/procedures they need for their areas of responsibility, usually more detailed.

What is the measure of success?

Who is the owner of the Congregation?: note non-profits are forbidden to materially benefit their members

What does the congregation serve?

Our mission: Vision and Ends.

What Is the Board's Ministry?

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- Set Mission, Vision and Goals
- Supervise and evaluate the Sr. Minister
- Maintain Policies
- Speak for VUU between Annual meetings
- Fiduciary
 - ▣ Budget, Legal, Minister eval & contract, records
- Strategic
- Generative
- The occasional BIG issue...

Slide #14: What is the Board's Ministry?

There are lots of definitions of what the Board is supposed to do, here is my take on what this should be (based on my experience and training).

When is the mission and vision work done?: It should be examined every year.

As should policies, probably touch every policy every 2-3 years.

Like painting the Golden Gate Bridge: when you finish it is time to start again

The congregation delegates to the Board all authority not specifically reserved to the congregation when the congregation is not in meeting

The basic level of Board work are the things that must be done, for which they are Fiduciary

Next are the strategic efforts, like Vision and planning

The next level up is creative, innovative and inspirational, the Generative discussions and initiatives

This is really hard to do!

And of course that occasional issue that no one else can deal with: cannot define it precisely but know it when I see it!

Board Policy has yet another version.

How would you find it?: under policies page on the VUU website.

And yes Hotchkiss and Jonsson have their versions as well, need to buy their books.

Principles of VUU Decision Processes within PbG

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- **Decentralize** – Whenever possible, delegate decisions to the point of practice where there is the greatest capacity (expertise, experience, and day-to-day responsibility).
- **Empower (Avoid Micromanaging)** - Whenever possible, empower committees and authorized individuals to choose the means to achieve mission/ goals rather than prescribing “how” they are to achieve the mission/goals.
- **Accountable** – Everyone who undertakes action or decisions on behalf of VUU or its members is directly accountable to someone “higher” in the hierarchy for its own work and is expected to “hold accountable” those “lower” in the hierarchy who are within its realm of responsibility.

Slide #15: Principles of VUU Decision Processes within PbG

One of the classic pitfalls of governance is the necessity of taking all decisions to the Board. PbG attempts to remedy that by allowing delegation within the bounds of Policies set by the Board.

Those policies include the Ends, and certain Means that will be unacceptable to the Board. This allows Staff and Committees and subject matter experts generally to exercise their judgment more quickly and freely.

What is the desired result?: better fulfillment of our mission.

The hierarchy does not go away: but it is given a different focus.

Accountability is the hard part: how do we keep each other honest?

So under this system: What does the Sr. Minister and Staff do?

They are held accountable for developing the Means in enough detail to be measurable and actionable.

And the Sr. Minister is held accountable by the Board, and ultimately the Congregation for their performance.

What is Policy, Anyway?

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- Policy - an authoritative written statement that controls many individual decisions over time.
 - ▣ Avoids dealing with individual decisions on a case by case basis
 - ▣ Avoids staff or committees shopping for a decision they (the Board) likes
 - ▣ Avoids being reactive.
 - ▣ Spend time making policy, not deciding cases

Slide 16: What is Policy Anyway?

These are some of the reasons we use Policy: assists in the sense of fair play and keeps us from getting into fake fights.

Can you come up with some examples of fake fights?

We all know what those are

And how much time, effort and goodwill they can waste.

Allows everyone to focus on what they are good at, tends to shorten meetings.

A Policy document begins with Mission and Vision: why we exist.

Next are all the limits what members and staff can do, usually a long list of negative statements

Tell the staff what the Board will not put up with

And allow them latitude outside to solve the problem as they see fit.

The usual result is a better outcome, and less friction and misunderstanding

along the way.

The third section describes how the Board operates:

Accountability, officer roles, Trustee code of conduct, Task force operation

The last section describes how the Board relates in a formal way to the Senior Minister:

Reporting, Evaluation and Accountability of CEO and a list of required

reports

Any Questions about Policy?

VUU Organization

- Congregation
- Elected Committees
- Staff, Core Staff
- Administrative Committees?
 - Finance Committee (David Sheh)
 - Personnel Committee (Rev. Andy)
 - Stewardship Committee (Carl Anderson)
 - Facilities Committee (Debbie Dinyes)
- Ministries

Slide #17: VUU Organization

In congregational polity: who is ultimately in charge?: the congregation.

Next comes the Board and the Sr. Minister. They are elected/called by the congregation

All other staff, committees, task forces and ministries report to one of them.

What are the administrative standing committees of VUU? How many can you name?:

Finance Committee: Chartered by the Board. David Sheh Chair

Personnel Committee: reports to the Sr. Minister meets A/R.

Stewardship Committee: Reports to the Board. Carl Anderson is chair

Facilities Committee: responsible for campus maintenance. Debbe Dynes

Chair: reports to Administrator/Sr. Minister

Most of the committees/groups at VUU report to the Sr. Minister or staff through 9 ministries.

One of the goals of PbG is to avoid FURS:

Fuzzy Unclear Reporting Syndrome.

Ministries (Decision Maker)

- Music (Rev. Kellie MoM): HeartSongs; Voices Lifted, Cabaret
- Religious Education (RE) (Marci DLRE)
 - YRUU; MUGGs; OWL, weUUs, Coming of Age
- Worship (Rev. Andy)
- Social Action (Willa Cree) UUAJAZ, VUUJAZ, Paz, TCAA, BLM, IHELP, Shoebox, VIP
- Membership (Rev Kellie) Greeters, new member classes
- Pastoral Care LPC / Caring and concerns (Rev. Andy)
- Denominational Connections (Anne Schneider/David Sheh)
 - UUSC; DeBennivelle, SAWUURA, Chalice Lighters
- Fellowship (Open)
 - Circle Supper/Dinner for 8; Chalice Circles; Singles; Bridge
- Communications (Administrator Sue Ringler)

Slide #18: Ministries

This basic 9 ministry structure has been loosely in place since the spring of 2011.

Music: One of the major ministries of VUU. What activities are not listed here?: Bells, Children's Choir

RE: This includes all Education/Enrichment programs for children and adults at VUU or offsite performed by staff or lay led.

Define the acronyms on this bullet point.

Worship: Plan and perform sermons and worship every week of the year.

How many worship associates do we have? 7 or so.

What is the term of a WA? 2-3 years, not hard defined

What do they do?: study worship and provide the lay presence the Sunday

AM experience.

Social Action: Justice, Diversity and inclusion outside the walls of VUU: includes many activities

We have a long history of helping the homeless at VUU

What are the current programs to help the homeless?

Define all 8 terms of this bullet point on the slide.

Membership: The focus of this ministry is on greeting visitors and welcoming them in as

new members

Runs the greeter/Ambassador table/Welcome circle

Responsible for the new member class.

Does not have a lay Chair at present; have not had a membership meeting in over a year.

Pastoral Care: This ministry looks inward to the care of our own membership

Caring and concerns runs a network of neighborhood contacts to provide meals, rides and favors

How can you find out who these are?: Next to last page of every newsletter

Lauree Perry is in charge of this sub group.

LPC is trained by the Sr. Minister to provide counseling to anyone who needs it

They also help the minister keep track of those in need.

What is a public face of this ministry?: every Sunday after service a LPC rep is on call

Denom Com: Help connect VUU to the wider denomination

We are part of a cluster, district, region and association

Announcements in the newsletter / other publicity

Occasional sessions and workshops

Frankly we could do a better job in this area

Fellowship: Ways to connect, have fun and socialize within VUU

What groups are not listed: Men's, Women's, book clubs, wayfarers and probably more

These groups operate independently of each other: historically there has been little coordination

What if you wanted to start something here? Who would you ask?: start with the office, apply RACI.

Communications: keep information flowing within VUU

Newsletter, Facebook, Twitter, YouTube, Service Announcements, Happenings, Publicity

Contact the office for information about this ministry: no lay leader assigned but lay folks to help accomplish.

Any Questions about VUU organization?

Then we will move on to ToDos

RACI Analysis

- Who is Responsible?
- Who is Accountable?
- Who needs to be Consulted?
- Who needs to be Informed?
- How do you find out?
- How do you determine a decision maker?

Slide #19: RACI analysis

Find the person(s) who has the authority over this area,

Will this usually be the Board?: no

Policy Boards do not do programming

Find the person(s) who will be most likely to be asked to answer for the success/failure of this project.

How should that be different from the first question?

Is this person going to be you?

If not, then why not? What dynamic is at play?

Who are the persons who will be most affected by this project?

They will all want to be heard before triggers are pulled

Who is going to be interested in the decision?

They will want to know, through all the usual organs of publicity.

Official contact lists are a good place to start your inquiries.

Ask lots of questions of any number of people, and listen carefully

Think through scenarios, if things go off the rails, who will care?

Make no assumptions, verify anything not known as a fact.

There may be more than one decision maker.

In that case what usually happens?: go vertical

Communicate Communicate Commuunicate: this is the first task of anyone trying to get

something done at VUU

- caring@vuu.org : Ask Questions about caring and concerns services
- pastoralcare@vuu.org : LPC contact questions
- Office@vuu.org : Work Email for Sue Ringler, the Congregational Administrator
- President@vuu.org: Board /Governance related questions
- Minister@vuu.org: Rev Andy's work Email
- re@vuu.org: Marci's work email
- vuuchoir@vuu.org: Rev. Kellie's work Email
- membership@vuu.org: Questions about member classes
- usher@vuu.org: If you want to be an usher: to the head Usher
- socialaction@vuu.org: info/Questions to Willa
- pazdecristo@vuu.org: One or more of the Paz Coordinators
- shoebox@vuu.org: Shoebox Ministry coordinator Volunteer
- webmaster@vuu.org: Email to the Volunteer who is managing the Website
- finance@vuu.org: to the Financial Advisor (FA) and Finance Chair
- personnel@vuu.org: To the current head of Personnel, probably Rev. Andy
- facilities@vuu.org: To the volunteer chair of the Facilities Committee
- stewardship@vuu.org: Chair of the Stewardship Committee
- giving@vuu.org: To the volunteer in charge of Stewardship Committee
- sermons@vuu.org: Questions about Sermons
- fuundtogether@vuu.org: To the Chair of the largest Fundraiser at VUU
- bells@vuu.org: Bell Choir Director, volunteer position
- techbooth@vuu.org: Coordinator of the Sunday AM tech team

Slide #20: Email addresses for various ministries at VUU

Our web services account allows us to create a number of Emails associated with VUU
 An Email to any one of these addresses will get re-directed to the staff member or volunteer in charge of that area.

This is a quick way of getting a message to someone responsible for an area of VUU if you do not necessarily know who that person is.

These addresses are maintained and updated by the Webmaster.

Person to Person contacts are often better, but until you know you can try these.

And if all is well you will find out who they are when they respond.

If they do not respond, what then?: need to ask questions, and when make the correct contact and use webmaster@vuu.org to ask for update.

Have Vision Create a Plan

- How does it serve the VUU Mission?
- How does this serve you?
- How does this serve others?
- Why are you doing it?
- How to find out:
 - Look at the presentation from the other track
- What Resources are needed?

Slide #21: Vision #1 Have a Vision Create a Plan

PbG drives this first question into everything, if you can tie your project to the VUU mission, then selling is easier.

And why are you doing this? How does this project/activity energize You?

Who is served by this project?

How does it help others within or outside VUU?

Can you confidently address any why questions?

There are some items in your packets from the other track, these may help you in determining your mission.

And of course, develop an idea of what you will need.

What are some examples of resources?:

Money

Staff time

Volunteer time

Sunday Morning time

Facilities: VUU property / other non-profits / peoples homes

Your time

Goodwill:

Reputation/Prestige/Favors

From within VUU and our community partners

Do You Have a Vision?

YES?

Then create a plan!

- Link to the VUU Vision.
 - Talk to Others.
- Make a Proposal for VUU support.

Slide #22: Vision #Do you have a Vision

We have a copy of our ends statements in your folders

And we have a copy of a basic social action proposal, these would go to Willa Cree.

Although these concepts do not apply just to social action projects.

How To Get Funded

- How do you schedule a fundraiser?
 - Approval: Stewardship
 - Scheduling
 - Execution
- How do you get initial funding?
- How to get a budget for next year?
 - Develop a detailed plan of expenses
 - Do not wait to be approached: look for help in time

Slide #23: How to Get Funded

To schedule a Fund Raiser your first call is with Stewardship.

How do you find out who that is?

Get the timing of the fundraiser approved

To get on the calendar contact the office

Then you need to execute

What do you need to do this?: Publicity, Volunteers, cash handling expense reimbursement.

We will talk about all of that in subsequent slides.

By this point you have applied RACI and looked for those affected and the decision maker(s)

Who has an existing budget? Who are your allies? Who has some money to spend?

Everyone with a budget at VUU can shift funds around at their discretion

Find a partner with \$ in the budget and get them excited about your project

Who at VUU has the most funds to shift around?: The Sr. Minister

Do not expect relief from the Board, except in extreme circumstances.

The budget process begins in January for the following fiscal year, 01 July – 30 June the following calendar year.

In March-May the blue sky / Base budgets get merged into one final proposal

Find the ministry lead for your program, or contact Rev. Andy directly

Rev Andy submits ministry expenses directly to the Budget team, so he is a good person to have on your side.

Send them a written justification, which includes a itemized list of your expenses and a reason for each, the more specific the better.

Be warned that there are many competing interests for any new \$, so this many take multiple years.

The Finance Chair and the Administrator are good contacts: both of them should be aware of your needs.

Discover who the budget compiler is: that person can tell you exactly what is in the budget drafts as they evolve.

Beware of meeting the deadlines, after the beginning of March it becomes more difficult for a new program to get consideration.

How to Reserve a Room/ facility

- What is the master reservation list?
 - How many rooms are there?
- How to get a key
 - How many kinds of keys are there?
 - How do you get one
- Facility Repair
 - If you see something say something

Slide #23: How to Reserve a Room/Facility

The on line calendar is the master list of who has what rooms when and for how long. It is one click away on the home page of the VUU website: active members check it often There are 2 rooms to reserve in Building B, 4 more in Buildings A and C.

Where are buildings A,B,C?

How are they numbered?

Do not forget the Sanctuary, and the 2 side rooms, which are they?

13 rooms total.

The Administrator is who you check for availability, reserve the room with the office

Who is our administrator?: Sue Ringler.

Introduce yourself if you have not already.

With 2 serious renters, space as become more of a premium, so do not procrastinate

Ongoing meetings can be scheduled for 1 year in advance

Typically leave the rooms as you found them, in particular RE1-2 which are used for outside rentals.

Setup/cleanup and garbage removal are your responsibility.

There are at least 4 kinds of keys:

AA: Temporary Sanctuary Key: needs to be returned when your event is over

A: Sanctuary and classroom key

O: Key to the outside doors of the office

Office specific: keys to specific offices

Permanent keys are assigned to those whose ministries require them

Think about access well in advance of your needs, it is good to have a backup.
DO NOT forget to lock up: if you are last out you are responsible for securing that building
Copying and loaning keys is prohibited: if someone else must have the key make sure the office knows about it.
Expect a fee if a key is lost.

If you see any repairs, contact the administrator.

We have a part time maintenance person, he reports to the administrator

It is the Admin's job to schedule his time and set his priorities.

What is the office email?: office@vuu.org This is a good Email to memorize.

Methods of Publicity at VUU

- Newsletter: Admin and Gilda Czerwonka
- The Happenings
- Service Announcements
- Tables Sunday Morning
- Events TV Screen
- Facebook; Twitter; YouTube channel
- Pulpit Announcements
- Special Interest Groups
- One on One

Slide #25: Methods of Publicity

Once you know what you are doing, and have scheduled it, what are the ways to get the word out.

In General: you need to create your own publicity copy.

VUU staff does not have the specific knowledge of your project or the time to create publicity materials for you.

It is important to tell folks things more than once: get your message out over and over again.

The Newsletter comes out once per month, the deadline is the 3rd Sunday of the month before.

It is mostly an on line document, which arrives a few days before the month it is for

Send your article to the Administrator and to Gilda Czerwonka our volunteer editor.

The Happenings: is the weekly Email blast: get your copy into the Admin by Monday for the Thursday Email

The focus for this communication is for upcoming events not far out.

Service Announcements: Printed materials by the door for Sunday service

Tell the office if you want this, usually in your same email as the Happenings
Can be wordier than the Happenings

Tables: get permission from the Administrator to set up a Sunday morning table
And make sure you have at least two people to staff it
and some good eye-catching materials, information and signup sheets ready
to go
And have at least one person to approach people one on one
This combination can be quite effective.

Upcoming Events TV Screen:
Needs to be shorter still, contact Cathy Miller to do this

Electronic Communications: VUU has a number of accounts.
Cathy Miller is the Facebook contact
For all others contact the tech team, cc the office
brevity is generally key, you need to come up with something very shot

Pulpit Announcements: Rev. Andy or the Worship Associate will announce at the start of
service
This mode is more tightly controlled than the other methods.
Need to get prior approval of the minister
Send your copy into the office the week before.

Special Interest Groups: get a list of emails and send a customized version of your copy to
them

Leadership Council: A list of all committee/ministry chairs. Meet about 4
times/yr for lateral communication and training.

VUUJAZ:

VUUGS:

Singles:

Choir:

RE:

You name it, there may be an email list for it.

This takes some research, you need to know or ask to find out about many of these

Do not forget about our old fashioned internal mailroom

Where are our Mailboxes?

If you need hard copy to someone, put it in there.

These days, you will need to follow up with an Email, text etc to tell them to
check their mailbox.

Last but not least: one on one contacts are by far the most effective.
I have always got my best results relating one on one with people I think will be interested.
Do not be discouraged by lots of nos: that is part of the work.

VUU AND BEYOND THE INFINITE

- Publicity Team
 - To get the word out to local media
- PWR Newsletter
 - Reaches up to 1/3 of the US
- UUJAZ Network
 - Good for social action announcements
- AZ Cluster
 - To reach paid staff in AZ congregations.

Slide #26 VUU and Beyond the Infinite

So what if you wanted to reach beyond the campus of VUU?

We do have a publicity team, whose job is to get press releases into the local media. Beverly McCormick and Laurie Fagan are your contacts, get them your copy. They have a small budget, give them time and keep in touch.

The Pacific Western Region has a monthly newsletter, which has version that goes to each district.

Sara Fulton, a regional admin, is a good contact if you have copy to send to them. Or let David Sheh know, I will ask the question as to who to contact.

UUJAZ (UU Justice Arizona) has contacts and a website, this is particularly useful for social action announcements

/*

Every congregation has a contact, this is currently David Sheh
Rev. Lisa McDaniel-Hutchings is the leader of UUJAZ, you may also contact her directly.
Alison Wood is the UUJAZ #2: Justice Coordinator.

Information would go out to all the congregational contacts, they are encouraged to pass it along in their congregations.

*/

And within AZ there are local clusters and meetings of ministers, these mostly focus on professional staff.

How to Recruit Volunteers

- Identifying volunteers:
 - Plan what you will need
 - Ask around / Breeze / General publicity
- Job Descriptions
- Getting the Yes
 - Focus on the Why
 - Do it in person if practical

Slide #27: How to recruit Volunteers

The success of your ministry will depend on the quality and number of your volunteers. First understand: what do you need? What skills? How many folks? When and how often for how long?

A good approach in designing tasks is to create a set of small focused jobs with a sense of responsibility and clear results.

Finding the right fit involves asking lots of questions and some effort and determination to match job to person.

The Warm body approach is easier in the short run but typically causes headaches before the project is complete.

It is important to ask the right people, who is a good person to go to at VUU?: Laurie Perry
Linda Horton is a good person to ask about the Breeze database

Why is this useful?: a source of leads, folks who have expressed interest at least once before.

And do not be shy about using publicity to get people: remember the previous slide

A good job description needs to include title, Duties, Time Estimate, qualifications and Benefits to the volunteer and to VUU

Do not underestimate the value of this humble document, usually no more than 1 page long

It answers lots of questions and clears up potential misconceptions and sets expectations.

Allows you to cement the planning step above
Lets the potential volunteer clearly understand the time frame and level of
commitment

To get to the yes, focus on why:

Why is this job important?
Inspiration from Vision often works better than a statement of
need

What are the benefits to VUU or the target community?

What are the benefits to the person getting recruited?

Why is this person the best one for this job?

Invitation through a good story is also effective.

Personal appeals generally works the best (no surprise there)

For more complex or sensitive jobs an in person interview is essential

Volunteer Management

- Initial Meeting
 - Common goals/ orientation
 - Introductions
 - Storming and norming
- Training and Understanding
 - How much to do?
 - How to do it?
- Follow-up

Slide #28: Volunteers

The first meeting is the time to set expectations and to understand where everyone is coming from.

I have often made the mistake of diving right in: it is better to assess how much storming and norming is necessary.

Are there any covenants/ground rules that need to be set: if so the first meeting is the time to do that.

Everyone should understand how this project supports the mission

This is a good time to complete any common orientation that is needed.

Training?:

How much needs to be explained/documented for a particular job?

How do you go about training? Is mentoring needed?

Are there any other policies or procedures that need to be read or understood?

i.e. legal restrictions; church policy; confidentiality issues?

Make sure the rules are understood from the beginning.

Is the why/purpose clearly understood?

Head user example: copied a video to explain the philosophy of welcoming visitors.

In other words, how much orientation is needed before training makes sense?

How clearly understood is the job description document?

Often more explanation is needed when the task is at hand

Is a formal training session necessary?

Sometimes the answer is yes. Can you think of examples?:

one on one stewardship drive; Demonstrations;

Be clear about how they deal with expenses and in kind donations, if that is an issue

Follow-up and follow-through are necessary:

A list of actions with deadlines needs to be kept: everyone needs to understand what needs to be done by when

Action lists need names and dates on them.

Circle back on this list frequently, or often enough to make sure your deadlines are not missed.

Or at least circle back before the next meeting.

Do not forget to follow through with staff: they are busy and can forget

If you have a list of supplies, develop and check that Bill of Material

Dry runs are also sometimes useful: setup and try it before hand can save lots of trouble.

More Volunteer Management

- Keeping up the energy
 - Depends on the length of your project
- Rewards
 - Folks like to know they made a difference
 - People like to feel appreciated
- Volunteer Coordinator available
 - A resource to help you recruit/manage volunteers

Slide #29: More Volunteer Management:

Keep up the energy of the group:

Continue communication and make sure everyone knows about the accomplishments and progress so far

Deal with problems as they come up, and there will be unexpected issues

Remind folks of the mission as needed

Rewards:

Think of ways to show appreciation, they do not need to be elaborate

Small gifts

Emails of gratitude

Kind words

Food always works

There is a volunteer coordinator to give you leads / ideas around recruitment.

Note: volunteer coordinators never recruit

Questions?

How to Follow Your Budget

- What is available
- Getting the information
- Reading the information
- Keep track of your own expenses:
 - No one cares more about your project than you
- Digging deeper if it does not jive.
- Where to go for more detail
 - And there is a lot more detail: contact the FA

Slide #30 How to Follow Your Budget

A profit/loss statement, along with a balance sheet, cash flow and monthly summaries and a full general ledger are produced by staff every month

They are available around the middle of the month for the previous month

They are reviewed by Finance and received by the Board.

Year end numbers get a little more scrutiny:

When is this: At the July meetings (Fiscal years run July to June)

First ask the office for your budget and check what you have spent to date vs. the annual budget

You will not see these proactively

If there is a problem it may not come to you until many months later

You will likely be given your line item year to date only.

Why: because mistakes are sometimes made! Believe it or not.

If you know where you are supposed to be then you identify issues early

And that is always easier.

What to do if your bottom line does not match?

Do some digging, you have kept track of what you have spent?!

Ask the Admin for a the Consolidated report: because the general ledger is likely where you will be digging

GL can be searched for expenses/income to see when they came in and where they were put

If you do not find it ask for previous months reports
When you have answers, present them along with a solution.
Like my old boss said: never bring me a problem without a solution.

If you want to know more: there are several presentations and a tutorial available
How to follow the money is a full track in and of itself.

Anne Schneider and DeeAnne McClenahan are the folks to ask.
In general, ask the FA for these training materials

Various Other To Dos

- Administrative Support / Event Materials
- How/When to get an appointment with minister
- Things you should consider:
 - Sexton/Custodial Support
 - Childcare; Food; Tech Support
 - Policies: know which apply and where to find
 - Unknown Unknowns
- Your favorite forms

Slide #31: Various Other To Dos

In general you are responsible for the creation and handling of all your documents, materials and mailings.

The office has Paper, Envelopes, labels, a copier and a volunteer computer for your use
If you want the office to help: have detailed instructions prepared and give them at least 5 working days to get it done before your deadline

AND

Have a backup plan if the office cannot get to it.

Meetings with the Sr. Minister typically take 2-3 weeks to schedule in a congregation of this size

What are Rev. Andy's meeting evenings?: Tuesdays and Thursdays

What are Rev. Andy's Days off?: Fridays and Mondays. Do not expect him to even check emails on those days.

What if it is a real emergency?: Board President or Administrator can contact Rev. Andy Directly.

What is an example of a real emergency?: Risk to life or major property damage.

And there are things to think about in advance:

Sexton/Custodial Support: if needed contact the Administrator

Childcare: do you need it? If so be sure to check with Marci: or find the lay person who has picked this up

Food: are you serving it? If so make arrangements among your team to bring it or the \$ to buy it

You need to clean it up; be careful what you leave in the frig, it will probably get thrown out.

Tech support: Do you need it? If so schedule in advance. Who do you contact?: Tech team email.

Official VUU Policies: sometimes you need to get at them.

Where are the official copies?: on the web at

<http://www.vuu.org/resources/policies/>

What if's, wildcards: think about what can go wrong and what you have missed.

Forms that are available from the office:

Voucher Request for Payment: must be signed by the Chair

Deposit Submission Form

Facility Work Order form to report repairs needed

Key Request Form

Budget Request Form: Get from Rev. Andy or sometimes the Budget Compiler

How to Handle Cash

- Always have a partner when handling cash
- Follow procedures and document everything
- There is a safe in the sanctuary: make arrangements ahead of time to use it
- All expenses need to be paid out by the bookkeeper
- From whom would you get the current procedures?

Slide #32: How to Handle Cash

Handle money the same way SAC handles nuclear weapons: use the 2 person rule at all times.

This protects the reputations of everyone involved, especially against honest mistakes

Total the checks and cash and seal them in an envelope with totals written on the outside with the names of the persons doing the counting and event name.

Give to Lauree Perry or make arrangements with her to place in save for deposit.

If not available designate a cash holder, report their name to the office and have them come the next business day.

Do not pay costs of event out of the cash, that needs to come out of the office from the appropriate account:

Submit a voucher

If you need \$ for change:

Submit a voucher

If you need to get some costs paid up front:

Submit a voucher

This allows VUU to track expenses

It takes about a week for checks to be cut, so plan ahead.

For the detailed current how to policy: ask the administrator

Her name is?: Sue Ringler

What are the new office hours?: M-Th 8am – 5pm

Meetings Bloody Meetings

- Agenda
- Minutes
- Etiquette
- Zoom
- Scheduling: How many meeting places are there?
- Where is the church calendar?
- What is the rulebook if you need formality?

Slide #33: Meetings Bloody Meetings

Any Monty Python Fans?

Yes your project will probably need a meeting or two.

Books have been written on this subject, so I will only re-hash a few things:

An Agenda sets expectations, helps the most important/urgent business get done

What is the most important item on any meeting?: the one first on the agenda

Minutes help keep track of decisions, discussions and action items.

Etiquette: honor time and feelings, keep everyone in the discussion; keep on track AND

Honor the ground roles; Rules of engagement/covenants (if extent)

Some committees set formal rules: come on time, honor quitting time, keep commitments, listen respectfully etc.

Do not overlook the availability of virtual meeting spaces after the group has stormed and normed.

VUU owns a zoom account, ask the administrator if you can use it.

4 official meeting rooms: RE 1-2, RE5, Conference Room and Board room, but more rooms available in a pinch.

Where is our church calendar:

Church calendar is right off the web page; If you need a meeting space you need to schedule it.

What is the official rule book?

And Robert's Rules of Order: good when you need to deal with strong feelings/large groups/decision making with a sense of fair play.

That is another topic that is a class in and of itself.

When All Else Fails

- Know your boundaries and those of others
- Know the facts. How?
- Contact ministry heads / Office
- When to contact Board President/Minister?
- When to beg forgiveness rather than ask permission?: You Call it. Enough said.
- Keep Calm and Be Kind
- CMCR: the last resort.

Slide #34: When All Else Fails

Ministers talk about being well differentiated:

That involves good self awareness

And knowing your boundaries / Boundaries with others

Get the facts: Avoid assumptions and ask for 1st person accounts.

Speak directly to folks with responsibility.

When to escalate to the top?:

For the Sr. Minister, when other leaders / Staff have tried and a solution remains elusive

For the President: When Board Policy / Governance issues are involved

Keep Calm and Be Kind: this mantra is never out of style

Crisis Management / Conflict Resolution Policy: next slide

Conflict Resolution

- Meet, Listen, Communicate, Compromise
- Deescalate and Negotiate; remember why
- CMCR Policy created by VUU Board
 - Policy has evolved over the last 10 years
 - Has 3 goals
 - Immediate action steps: where required by safety.
 - Creates an Ad-Hoc team that reports to Board
 - CMCR team will determine its own conclusions

Slide #35: Conflict Resolution

If there is conflict then:

One on one discussions among the folks involved and with affected leadership are to be attempted first.

Agreements, understandings and covenants outside of any process are always preferable.

Do what you can to Deescalate and Negotiate: this can be frustrating and take time

Remember and Remind the why: the mission we serve and the goals we are trying to accomplish are more important

Look for the win/win whenever possible.

No one gets everything that they want; Keep Calm and Be Kind.

Go vertical and get help from Rev. Andy if these efforts fail.

CMCR stands for Crisis Management Conflict Resolution, a Board policy to deal with conflicts that cannot be settled any other way.

Policy focuses on the following:

Behavior that disrupts VUU services or activities.

Harm to the physical or emotional well-being of any VUU member or associated person or the congregation at large.

Interpersonal behavior that interferes with a person's ability to participate fully in the VUU community OR diminishes the appeal of the congregation to its potential and existing membership.

Immediate action is described first, to suspend the activity and call the authorities as required for safety, then report to Board President and Sr. Minister.

Informal remedies are to be considered again, if that fails then

One CMCR member appointed by the Sr. Minister, the 2nd by the Board President, the 3rd chosen by the first two.

The team reads everything generated to that point and interviews the people involved.

The team creates a set of recommendations following the guidelines in the CMCR policy document and their own best judgment.

The team reports to the Board and the Board votes to accept, modify or reject the recommendations.

Once the team's work is done then disbands

Be Warned:

Once this process starts you do not have control of the outcome: they will arrive at a determination independently

/* And that outcome is very difficult to appeal in practice. */

Hopefully you will never need this, but:

If you want to read more, where would you find this policy?: Policies page on the website.

CONCLUSION

• **Questions???**

- <http://www.vuu.org/leadershipdevelopment/>
- www.uua.org
- <https://www.uua.org/pacific-western>
- <http://www.pswduua.org/>
- <http://justiceda2017.weebly.com/>
- www.vuu.org

Slide #END: CONCLUSION

This slide deck will be posted at vuu.org at the first address.

And some websites for your reference are included above.

These are websites for National, Regional, District organizations.

Of course we have a web link for the upcoming Justice DA.

And our own congregation has a web page.

Ask for Questions