

USH Board Meeting - October 2, 2018

Present - Sherry Manetta, Joe Rubin, Carolyn Carlson, Sue Tenorio, Tom Richardson, Sarah McKenzie, Marye Gail Harrison, and Cathy Rion Starr and Heather Rion Starr, ex-officio Absent - Judy Sullivan

Guests - Caron Lanouette

6:32 - Board Covenant - Tom read the covenant

6:34 - Sarah M read opening words - Amid all the noise in our lives - Tim Haley, Joe R lit the chalice

6:35 - Carolyn had some suggestions for Thank You cards & Rev Cathy had some also - Judy Sullivan, Carolyn Carlson, Kathie Ferguson, Gloria Mengual, & a condolence card for the Kemble family.

6:37 - consent agenda, motion to approve - Carolyn made the motion, Tom R seconded (consent agenda attached) Aye - 7 No - 0 Abs - 0 Motion Passed

6:38 - Stewardship sub-council discussion - what the committee is working on & how board can best support efforts.

- Fall auction - moved it up to earlier in the year, hoping to get a better response by

moving it further away from Green Sanctuary re-gifting sale, Festival of Seasons, and Holidays. They've gotten a really good response for services/items from congregation. Added ability for people to ask for items they'd LIKE to see offered, and got some good responses. Also added small live auction component, to auction off week in cottage in Provence, France. Looking to add additional items to the live auction. There will also be online bidding, which should hopefully go live by this weekend. Auction starts at 12 noon on 10/21, and runs until approx 2:30. - Spring pledge drive - will start 3/3 and end 3/31. Theme is still under discussion. Still

going to use neighborhood gatherings. When does stewardship need guidance from the board on messaging, goals. Caron said by mid-January. Sherry pointed out that USH used to send out an end-of-year letter reminding people to keep USH on giving cycle in order to take advantage of tax write off for current year. Sometimes used to address a deficit, but sometimes not. Need to also keep stewardship and legacy giving in mind so as not to be asking the congregation for money too many times per year. Need to make sure that there is some coordination. Caron has gotten some feedback from congregation that they don't know why we do a pledge drive, what the money is used for, etc... maybe do some under the stairs conversations regarding pledging, and where

the \$ goes, and what it's used for. Tom will give Caron an infographic showing where the \$ comes from and how it is used. Would like to see the congregation talk about money year round, to make people feel more comfortable with talking about the church finances.

7:25 - Intern Minister for January 2020 (info attached)- Marye Gail Harrison made the Motion to approve that USH apply to the UUA by Nov 1 for an intern minister for a 2 year period beginning on/around Jan 1 2020 at the cost laid out by the UUA (currently: year 1 - \$3625 + \$277 FICA, and year 2 - \$5437 +277 FICA) to be provided for within a balanced operating budget. As soon as practical, an intern discernment committee will be appointed by the board; this committee will structure the recruiting and onboarding process, interview candidates, recommend (or not) a candidate, and participate in the hiring. When appropriate, an intern advisory committee will be appointed by the board to fulfill advisory duties during the internship. Both committees will be appointed by the board upon the recommendation of the supervising minister and the spiritual life council chair in consultation with the board. Carolyn seconded.

Discussion followed; Rev Heather pointed out that these committees would not overlap, and so some people could be on both discernment and advisory committees. Concerns raised about money needed to pay intern. When do we need to decide by after application submitted? April 1 2019 is the general date for internships that start in September. Ours would not start until Jan 2020 because of Revs sabbatical in the fall of 2019, so may be able to push that date back some & hopefully be able to work it into the budget for FY2020 and hype it at stewardship neighborhood gatherings. Vote Aye - 7 No - 0 Abs - 0 Motion Passed

7:44 - Sabbatical timing (Sabbatical plan attached) - Marye Gail made the Motion to approve a sabbatical for the Revs to run concurrently from 100119-123119 & appoint Marye Gail to convene a task force, to include one or both of the co-ministers and to be approved by the board, to develop and implement a plan for sabbatical coverage at USH during their absence. This will be a task force of the board. Joe R seconded Vote Aye - 7 No - 0 Abs - 0 Motion Passed

7:50 - COLA increase for co-ministers - When the board passed the FY2019 budget, it increased some staff salaries, but not COLA for the co-ministers. If funding could be identified, the board decided it would re-visit the increase for the co-ministers. Due to the grant from the

Garmany Fund to provide funding for the music program, enough \$ is freed up in the operating budget to fund the COLA increase for the ministers.

Tom made the motion to approve a 2% COLA increase to salary and professional development retroactive to 7/1/2018 for Heather Rion Starr and Cathy Rion Starr . Joe seconded. Sue T raised some concerns regarding some unfulfilled responsibilities and open issues related to COLA increases not provided to certain staff members for FY 2019. Vote Aye - 7 No - 0 Abs - 0 Motion Passed

8:05 - Board Priorities (attached) - Sherry took the conversation from the last meeting, and from executive committee & conversations with Carolyn and Marye Gail and drafted FY 2019 Board Priorities document. Board members will review and make suggestions to Sherry, or if want to volunteer, and Sherry will make changes to document. Board was asked to verbally affirm that this document is the direction we want to go. A little premature to actually vote on document. Board agreed that it makes sense directionally

8:07 - Co-minister's Priorities (attached) - Revs identified top priorities and then lower priorities later in the document. TR asked are we approving these, or are C & H reporting to the Board? Sherry pointed out that we would like to have a performance evaluation for the Revs this year, so these would be the goals that evaluation would be based upon. Sherry identified some areas where there is overlap between Board Priorities and Co-ministers' Priorities. What can we define right now to set performance goals for the Revs? (See "Where we need your support" section of attached doc). We do need to think about the issue of staff supervision during the Revs sabbatical. Maybe ask Joe Sullivan to come and spend some time discussing these issues at perhaps a mini-retreat on a Saturday morning sometime, or maybe have him video conference in to a Board Meeting for 1/2 hour or an hour. Joe, Sherry, and one or both Revs will reach out to Joe Sullivan.

8:47 - time check from Sherry - if anyone has comments on the Co-Ministers' priorities, send them to Cathy and Heather.

Rev Cathy asked if anyone was available to go to the Leadership seminar on Oct 13 in West Hartford, or Oct 27 in Dedham, MA. Sherry will send a separate email.

Sue T - recently B&G found out that City of Hartford has not been collecting our trash, they only pick up from residential locations. B&G has contracted with Paine's for garbage pickup. Minor roof leak has been fixed.

Carolyn had a meeting with someone from 20s & 30s as a result of the swap of cards a few weeks ago, and had a fabulous time.

8:52 - closing words - We Shall Overcome (thanks to Rev Cathy for the Illuminations App)

Respectfully Submitted,

Sarah H McKenzie, Secretary

## **USH Board Meeting Timing Agenda--October 10, 2018 Shaded items are in every meeting**

### **FY2019 Theme: Deepening and Connection**

The Unitarian Society of Hartford Mission: As a growing, evolving spiritual community inspired by our denomination values, we will commit ourselves to:

Nurture our needs for personal spiritual growth, inspirational worship and a mutually caring community Devote ourselves to religious learning for all ages Embrace human diversity by welcoming individuals and families of all kinds Join with the larger community to promote love, justice and service to society Toward these ends we pledge our talents, energies and resources

### **AGENDA**

6:30 PM 0:04 Opening words (Sarah) 6:34 PM 0:03 Board covenant (back of this agenda) 6:37 PM 0:01 any changes to agenda  
6:38 PM 0:01 Thank you notes (RevCathy) 6:39 PM 0:03 Consent agenda Motion to approve 6:42 PM 0:20 Stewardship  
sub-council discussion--Caron Lanouette and others Objective: dialogue, plans, what they need from the board 7:02 PM 0:10  
Intern minister for January 2020 (Marye Gail, Rev Heather) Motion to approve 7:12 PM 0:05 Co-minister sabbatical timing  
October to December 2019 (Marye Gail) Motion to approve 7:17 PM 0:05 Co-minister compensation increase retroactive to July  
1 (Tom) Motion to approve 7:22 PM 0:20 Board priorities cont'd (Sherry, Marye Gail/Carolyn for D, All Affirmation 7:42 PM  
0:20 Co-ministers' plan--revised (RevCathy, RevHeather) 8:02 PM 0:05 Co-ministers' report (RevCathy, RevHeather) reports  
8:07 PM 0:10 Council Chair report highlights (Judy, Sue, Carolyn, Marye Gail) & verbal 8:17 PM 0:05  
President/President-elect's report (Sherry, Joe) highlights 8:22 PM 0:00 Review decisions and follow-up actions, under the stairs,  
other matters (All) 8:22 PM 0:00 Guest comments (if time allows)  
8:22 PM 0:03 Closing words (Sarah) 8:25 PM 0:05 Executive session 8:30 PM Adjourn

### **Follow ups and Parking lot items**

New Marye Gail and Sherry form mini task force for Leadership Development research Carried forward July '18 mtg Finalize  
Board and Co-Minister priorities June '18 mtg Fall fundraising after completion of year end financial reports Apr '18 mtg Safer  
Congregation policy to be finalized Feb '18 mtg Sabbatical--began dialogue w/ Joe Sullivan, timing to be approved 10/18, task  
force to develop plan Jan '18 mtg Comprehensive lighting plan/projection/sound project--proposal to come to board November  
2018 Dec '17 mtg Other Hartford Foundation grants or other funders available? Nov '17 mtg Meeting House  
security--comprehensive exploration

Materials/Discussion

Opening

**Discussion Items/Votes**

**Closing Items**

## **USH Board Covenant**

The USH Board of Directors covenants and affirms its commitment to the seven principles of Unitarian Universalism, to the USH mission and to the following:

We acknowledge that our work takes place in the context of a spiritual community, one that covenants each week that "love is the spirit of this church." Therefore, we will strive to work together in a loving, courteous, and nonjudgmental way. We will be intentionally accountable to one another and to the congregation as a whole, e.g., we will work within an orderly process, regularly communicate what we can and cannot do, be responsive to each other by providing updates and revisions to plans/expectations as needed, and model respectful behavior with each other.

We will conduct our work with transparency and at the same time with sensitivity and discretion. We will seek to work as a team and we will be compassionate and forgiving as individuals to ourselves and one another, assuming mutual good will and positive intentions.

Consent Agenda USH Board meeting October 2, 2018

Motion: Approve minutes of September 4, 2018 board meeting

To: Rev. David Pettee Ministerial Credentialing Director Unitarian Universalist Association 24 Farnsworth Street Boston, MA 02210-1409 mcodirector@uua.org 617-948-6402

1. Complete this application form and have your president (or equivalent) sign the verification statement (Section III). (Attached).
2. Attach a letter from the UUA's Annual Program Fund office, verifying your congregation's Honor congregation status. (Attached).

SECTION I Name and Address of Congregation: Unitarian Society of Hartford 50 Bloomfield Avenue Hartford, CT 06105

*Duration of Internship Start date: January 1, 2019 Completion date: December 31, 2020\* We anticipate that this will be a two-year, part-time internship, and we understand that we need to reapply for the Stipend Grant for the 2nd year of 2020-21.*

Proposed Stipend From congregation: \$3625 (+ FICA @7.65% of total = \$3902.00) From Internship stipend Grant: \$3625.00 From other sources: NA Total: \$7250, UUA's recommendation for a congregation of our size

Other Remuneration Professional expenses: approximately 1000.00 Health insurance: TBD Housing: TBD Travel: Included in stipend. Taxes: FICA @7.65% of total = \$555 Total: \$8805.00

Name and Title of Person Completing Application Rev. Heather Rion Starr, Co-Minister, Unitarian Society of Hartford



Email: revheatherrionstarr@gmail.com

### **Previous Intern Experience NA**

Supervisor Name: Rev. Heather Rion Starr Year admitted into Final Fellowship: 2009 Previous supervisory experience: I supervise several staff here at this congregation and have supervised staff in a congregational context for over a decade. In prior work I supervised over a dozen work-study staff at the University of Pennsylvania.

SECTION II Please provide responses to the following (a maximum of one typed page each):

*1. Why does your congregation want to become a Teaching Congregation?*

This congregation has weathered some significant challenges in recent years, as well as some relatively short settled ministries (5 years or less) previously and several interim ministries over the past two decades. We are now at a comparatively stable, grounded point as a congregation and it seems like an opportune time to engage with a student Minister. Significant enthusiasm has been expressed by the congregation for having an Intern Minister; members have been excited about the possibility of working with and supporting a student's development and experience on their path towards ministry. We Co-Ministers are currently in our fifth year here at USH and we are both in Final Fellowship.

Bringing on an Intern Minister offers an opportunity for fresh enthusiasm and energy as well as new insights and perspectives. Some of the enthusiasm for having an Intern Minister has specifically cited the possibility of additional perspectives in the pulpit and in supporting our adult religious education programming.

*2. What special attributes make this congregation a strong internship site?*

The congregation has recently engaged a Consultant to help us examine our governance and finance processes, and that Consultant is also supported a revamp of our Stewardship annual campaign just last year. Our Board, staff, and lay leadership have recently finalized a Strategic Plan which we are now working on implementing, are currently in the ongoing process of developing a Safe Congregations Policy, and are considering what it might mean to engage in a Congregational Covenant process. These are just some examples of ways that our congregation is actively engaging in the work of congregational life and there will ample opportunities for an Intern Minister to observe and participate in this work. Our location in a state capitol affords us countless

opportunities to show up for and with one another in seeking social justice through both protest and policy change at the local, state, and national levels.

Reflecting upon my own internship experience (in northern Minnesota) and others that I have observed, I'm also aware that the Hartford congregation is situated in an excellent learning environment. Though this congregation is geographically situated in a small New England city, it very much draws members, friends, visitors and newcomers from throughout this region. There is another UU congregation just 2.5 miles away (Fern Street Universalist) with a recently settled minister (Rev. Dr. Adam Robersmith) who is also interested in and committed to healthy ministerial formation. Other UU congregations in Manchester and Meriden are also currently served by colleagues (Rev. Josh Pawelek and Rev. Jan Carlsson-Bull) who will be excellent, distinctly different, and supportive models of UU parish ministers and colleagues.

Finally, Rev. Cathy Rion Starr and I are each half-time at the Unitarian Society of Hartford, so a part-time internship over two years is a good match for our weekly work schedule. There will be ample opportunities for an Intern Minister to guest-preach in this larger region of multiple smaller congregations.

*3. Please list and briefly describe the activities, programs, classes, workshops, and/or outreach in which your congregation has engaged issues of anti-racism, anti- oppression and multiculturalism.*

On July 13, 2013, a Sanford, Florida jury found George Zimmerman not guilty of having killed Trayvon Martin. The #BlackLivesMatter movement began. Revs. Cathy and Heather Rion Starr were called to the Unitarian Society of Hartford in 2014 and began serving in August of that year. On August 9, 2014, Michael Brown was shot in Ferguson, Missouri.

I write out these dates because they are integral to our experience of ministry with this congregation, located just barely within the city limits of Hartford, Connecticut, in addressing its own legacy of racism, white supremacy, and countering the racism that is a part of our congregation, denomination, larger community, country, and shared world. Connecticut is the third-most financially skewed state in our country (third only if D.C. is counted as a state, as it should be, but that's another matter! Otherwise Connecticut would be 2nd in income disparity only to New York)<sup>1</sup>. Hartford is a poor and working-class city in an astonishingly racially-segregated state (residents of Hartford itself are 40% African-American or black, and 44% Hispanic or Latino, primarily of Puerto Rican descent).<sup>2</sup> It can be difficult to know where to begin and how to move into and forward with this work, but we try, and there are ample opportunities to do more.

<sup>1</sup> [https://en.wikipedia.org/wiki/List\\_of\\_U.S.\\_states\\_by\\_Gini\\_coefficient](https://en.wikipedia.org/wiki/List_of_U.S._states_by_Gini_coefficient) <sup>2</sup> [https://en.wikipedia.org/wiki/Hartford,\\_Connecticut](https://en.wikipedia.org/wiki/Hartford,_Connecticut)

Hartford is also a small city where a small number of people can make a big difference. In a short amount of time after we'd arrived and in the context I described above, RevCathy discerned that she'd like to co-found a Hartford Chapter of the anti-racism organization, Showing Up for Racial Justice, and she did that and co-led that organization until it was pushed to fold by a few local black organizers opposed to explicitly-white-led organizing. When SURJ-Hartford started and Cathy led worship on #BlackLivesMatter, dozens of our members took #BlackLivesMatter lawn signs home and shared about their experiences having the lawns sign up for many months afterwards. As part of the community collaborating that SURJ-Hartford engaged in, there was a Moral Monday Connecticut action in the fall of 2015 at a major intersection adjacent to our Meeting House, RevCathy and other members of our congregation were arrested for blocking traffic to bring attention to #BlackLivesMatter, and the Meeting House facility was used as a staging, press-outreach, and follow-up base.

Prior to our coming here, the congregation had already participated in a piloting of Mark Hick's "Building the World We Dream About" curriculum several years ago. Happening during our search process and continuing sporadically since then, there have been a series of "Race Matters" conversations open to the whole congregation focusing on a variety of racism-related topics--storytelling and sharing, bystander training, and implicit bias. Many people have participated.

In 2016-17, our congregation collaborated with the Fern Street congregation in reading and discussing over three months the book *Waking Up White*. Our Director of Religious Education, Rayla Mattson, who self-identifies as Black, a single mother of three children, and has worked here for over five years now (and dealt with lots of complex comments and reactions from our majority-white congregation) hosted a screening of *The Children's March* which showcases children marching for civil rights. Rayla also led a Summer 2017 curriculum for children and youth, *The Safety Pin Box*, focusing on ways that children and youth can counter a variety of oppressions.

In May 2017 Rev. Heather coordinated and we held a powerful #WhiteSupremacyTeachIn service in which three of our members shared deeply about their experiences as people of color and as a well-meaning white person trying to address racism in her life (and making mistakes along the way). In 2017-18, Rev. Cathy taught "The Arc of the Universe" adult religious education curriculum on race and racism in UU history. Also this church year, Rev. Cathy and DRE Rayla worked together to craft a "The Promise and Practice BLUU Sunday" service in which both Rayla and a youth of color shared their personal reflections. And in February 2018, we participated in a "Dinner with the Revs." with People of Color in the congregation to hear about their experiences at this congregation and in Unitarian Universalism. Over 30 people of color were invited to the dinner and ten attended.



Also along the lines of countering oppressions, our congregation has long been engaged in local and denominational accessibility work, formerly known as EqUUal Access. This is especially given that we're in New England--this congregation has placed a high priority on keeping the Meeting House as accessible as possible, installing an elevator around 2000, and etc. Currently around 30 members and friends of the congregation are actively involved in the Accessibility and Inclusion Ministries (AIM) certification process, particularly addressing mental health and other forms of less visible accessibility and inclusion challenges. The AIM group at USH has already coordinated many programs and workshops; most recently a multi-session group open to-the-public with NAMI (the National Association for Mental Illness) focused on parenting children and teens with mental illness.

*4. What opportunities might an intern have to be involved with the congregation regarding these issues?*

There will be ample opportunities for showing up at social justice and public witness events in the Greater Hartford area and at the State Capitol Building (in Hartford). There are also ongoing opportunities for both worship leadership on these issues and one-on-one conversations with our congregants, newcomers and visitors who are all wrestling, in one way or another, with the ways our country is confronting our national legacy of racism. We participated in a dinner with People of Color who are members or friends of the congregation, as mentioned above, and have been building up relationships and programming for people of color and for white people committed to addressing racism in ourselves, our communities, and our world.

One of the related things we're hoping our 2019-20 Intern Minister can help us with is our current gap in Adult Programs Coordinating. We have a number of ongoing and eclectic Adult Program offerings, but no one currently reflecting upon them as a whole program or really representing that whole program to and for the congregation. It is our hope and expectation that the Intern Minister will take this piece of congregation life on as their own, with our support, and will bring their own offerings to it in whatever ways seem both appropriate and energizing. As delineated above, Rev. Cathy has offered some anti-racism adult education courses in the past, and that is one way that the Intern Minister could also center this important work.

*5. What is your plan for achieving self-sufficiency in funding future internships?*

This is the first time in many decades that this congregation has chosen to be a Teaching Congregation, and we are building excitement about this endeavor in the present moment by establishing an Intern Discernment Group to manage the evaluation and recommendation for moving forward, through congregational discussions in small groups and at a semi-annual congregational meeting, and during the current Pledge Drive. Once our Intern Minister is here, I believe that many more people throughout the

congregation will appreciate the value of an internship ministry, and we will then be able to discuss whether and how to continue being a Teaching Congregation in the future.

SECTION III (see attached) Please have the president, or equivalent, of your governing body sign the following statement of verification: I verify that the governing body of the Unitarian Society of Hartford has agreed upon the following to: 1. become a teaching congregation. 2. provide at least 50% of the total minimum recommended stipend (regardless of the outcome of an upcoming canvass) 3. create an Intern Committee prior to the intern's arrival, in accordance with the guidelines of the Internship Manual.

\_\_\_\_\_ Name (please print)

\_\_\_\_\_ Signature

\_\_\_\_\_ Email address

\_\_\_\_\_ Title

\_\_\_\_\_ Date

Notes: Grants will be finalized after the prospective intern has accepted the position and the Ministerial Credentialing Office has received a signed Internship Agreement (see Internship Manual) spelling out the terms and the duration of the internship. This Agreement should be sent to the Ministerial Credentialing Office by April 1, 2019.

originally drafted & presented, February 2018 revised September 2018

Sabbatical Letter & Proposal to/for our Board of Directors

Dear USH Board of Directors,

This letter is flesh out in more detail planning for our first sabbatical leave while serving as Co-Ministers of the Unitarian Society of Hartford. To quote from Co-Ministers (and also clergy couple) Revs. Kathleen Rolenz and Wayne Arnason: "A sabbatical is a very old concept that relates to a period of rest or change, often after six years of service. The root is from the biblical word "Sabbath," meaning the day of rest after 6 days of labor. Unitarian Universalist congregations frequently grant their ministers a sabbatical period with full pay in recognition of their difficult and consuming work. The result is a renewal of the ministers' outlook, new directions of thought, and growth of vision."

We discussed sabbatical briefly at the November 2017 Board meeting and in subsequent Board Exec meetings 2017-January 2018. Treasurer Phil Gardner has brought up multiple times the importance of financially planning ahead for our sabbatical (thank you, Phil!). Here is what is articulated in our (2014) Letter of Agreement: Sabbatical Leave / The Co-Ministers may take sabbatical leave for study, education, writing, meditation, and other forms of professional and spiritual growth. Sabbatical leave accrues at the rate of one month per year of service. Leave may be taken after five years of service. No more than six months of sabbatical leave may be used within any twelve-month period. The dates of the sabbatical plan must be approved by the Board of Directors at least one year in advance. The Congregation will continue full salary, housing allowance, and benefits during sabbatical leave. In the event of the Co-Ministers' resignation, termination, or retirement, unused sabbatical leave is not compensable. The Co-Ministers agree not to resign from full-time service to the Congregation for a minimum of one year following the end of each sabbatical leave. The Congregation agrees to take no action on ministerial tenure during a sabbatical leave.

In reflection with others about the timing of sabbatical and the proposed Capital Campaign/Vision 2020, we feel that it would be best if we take sabbatical before that endeavor is fully underway. With this letter we are proposing that we take the three months of October, November, and December 2019 as a joint, simultaneous sabbatical.

In discussion with colleagues, we've been hearing and learning that more and more of our colleagues are finding it best to take shorter, more frequent sabbaticals, so that there is less strain on the congregation during their absence. We understand that anxiety can arise in the congregation about our being gone and while we are away, and we want to plan well ahead to help assuage that anxiety. For example, prior to taking sabbatical, we want to work together with congregational leadership to form agreements about what sorts of things will and won't happen while we are away.

We recognize that there is no perfect time for us to be away, and taking October-December 2019 feels to us like the closest-to-ideal time in that it is not in conjunction with summer vacation, it would not mean missing the height of the Annual Pledge Drive or Annual Meeting, etc. It would also take place in the next fiscal year (2019-20) so we'd have several months-to-a- year in order to plan out the precise details, budget, etc.

For now this is simply a proposal as to the idea and timing of our sabbatical to begin a conversation together with you and begin to incorporate this possibility into our collaborative future planning.

One thing that would be helpful to sort out--and that will probably change between now and October 2019--is who the best New England UUA Regional Staff person is to help support our congregation during the sabbatical period. Though that is not clear at the moment, there are extensive print resources available at this website:

<https://www.uua.org/careers/ministers/support/education/19059.shtml> These materials include sample brochures to highlight service series during the sabbatical period, sample letters and brochures to the congregation explaining how the sabbatical period will work, etc. I find it helpful that we just did parental leave in February 2017 (February 10- March 10 for Heather, and February 10-May 7 for Cathy, as pre-arranged) so there is some recent-ish congregational experience of carrying on quite well in our absence.

We hope you will consider this proposal carefully and let us know what questions and thoughts arise for you. We look forward to planning for this sabbatical time and coming back to USH with renewed energy, perspective, life experiences, perhaps some accomplishments, and new insights!

Gratefully,

Revs. Heather & Cathy



## Introduction

[This section needs to be written]

[Include discussion of ARCI—Accountable, Responsible, Consult, Inform]

### **Objective A: Leadership development/capacity building**

(discussed at September board meeting with some follow up discussions regarding Worship Associates and strategies by Marye Gail and Sherry)

There are two stages to leadership development and capacity building: 1) short-term, to develop strategies that will identify and engage leaders to fill leadership “holes” in FY2019 and start to fill the pipeline for FY2020, and 2) a longer-term strategy to take visitors from membership to involvement to leadership roles. This second strategy ties into Objective D, Adult Religious Education.

The Board will focus on #1, the short-term, for this objective.

A lot of work was done last year by Nominating, Membership and a special task force led by Joe Rubin that included Sarah McKenzie. We should leverage these resources and the foundation that they developed. Our Leadership Development plan should include a timeline that starts NOW vs. waiting until March or April.

An untapped group may be members who joined approximately 2-3 years ago, who have not been mentored and engaged.

We should evaluate what strategies might be effective recruiting volunteers from different member cohorts, e.g., 20s/30s, parents with kids, etc. How do we need to shift what we do and how we do things to address the shifting demographics of the congregation and engage these member cohorts?

Using Worship Associates as a successful leadership model, the following characteristics were noted:

- One-on-one mentoring through a series of stages until emerging as a full-fledged WA
- A structure and rhythm to services through an annual cycle
- Consistent minister/staff focus and involvement during most of the year
- Required 2-year commitment for volunteers
- Very few group meetings

We should consider how the Board best supports volunteer leaders and helps make them more effective. Which are the key sub-councils and committees where the Board and ministers are spending their time, and how are we intentionally making those groups more effective, making the work more rewarding, and use those groups to help develop new volunteer leaders. Where is the Board spending its time?

In the process of doing these things, we want to start to shift the culture of leadership.

We should tap more into UUA resources. An example includes a Leadership Development session on 10/13 at Fern Street from 9:30 to 3:00, which will be repeated 10/27 in Dedham, MA and Woodstock, VT. More information is at <https://www.eventbrite.com/e/claiming-our-spiritual-leadership-oct-13-west-hartford-ct-registration-48492054039>

One sub-council to focus on for leadership development is Membership. The Membership Sub-council leader will step down in June 2019. Start to decompose the functions and reposition staff and volunteers, e.g., Welcome Volunteers, activities such as pancake breakfasts/picnic/new member dinner, educational classes such as First Sunday Connections/UU/USH&You, and a broader-based mentoring program with more mentors.

Next steps

- Appoint a task force to develop a plan, including a timeline
- Assess and evaluate different strategies for recruiting leaders from various congregational cohorts
- Determine what Sub-councils and committees the Board and ministers will actively support and work with in developing new leaders
- Address Membership leadership change in June 2019

Accountability and responsibility to be determined.

## **Objective B: Anti-racism**

(discussed at September board meeting)

This objective for FY2019 will focus on changing internal congregational culture and attitudes with respect to race. Focus will be on education for the congregation:

- Race Matters committee - Gloria Francesca Mengual will do a series of programs this Fall; this will lead to...
- Beloved Conversations training that is a 1.5 day seminar January 18 and 19 with eight 2-hour sessions (every other week)

The Board needs to show some leadership in this area.

External activities may continue but will not be emphasized in FY2019.

## **Objective C: Sustainable Financial Model**

to include staff capacity, budget, capital campaign, legacy giving and endowment (discussed at September executive committee meeting—for board discussion)

Board has ultimate accountability and fiduciary responsibility for financial stability of USH; responsibilities are more broadly dispersed.

Discuss and identify sources of additional revenue {R: Revs/staff, Board}

Areas of focus:

- First, know what we want revenue for
- Organize the budget so there are clear accountabilities [R: Rev Cathy, Brian Mullen, Tom]
- Simplify reporting so there is more transparency [R: Rev Cathy, Brian Mullen, Tom]
- Endorse a finite number of things to do [A & R: Board and Revs/staff]
- Pledge income—better quartile management, make high donors a smaller % of overall pledges by increasing pledges of others [R: Stewardship, Rev Cathy, staff]
- Increase rentals—make space more compelling to rent—unrealized potential in rentals [R: Rayla, Rev Heather]

Develop an approach to determine what we want from a capital campaign—take a few steps on the capital campaign in FY2019 [Revs, Joe, Sherry discussed possible timeline with Mark Ewert last year; good background information] [A, R: Board to establish a task force to address]

Move forward on legacy giving immediately—put it out there, schedule an Endowment/Legacy Giving Committee meeting [A: Board, R: Board, Rev Cathy/staff, Endowment/Legacy Giving committee]

Staffing—think it through, make incremental increases, is there a leap that would make a difference, share staff [A: Board, R: Revs/staff]

Focus on the things we say we're going to do, and do what we say we're going to do better

## **Objective D: Adult Religious Education**

(to be discussed; reflects work done by Marye Gail and Carolyn)

Better define and address the need—programmatic and administration

There are two approaches to adult religious education that have been discussed in recent weeks. One is related to Adult Programs being explored by Carolyn Carlson and the other to a broader spiritual path that navigates visitors to members to engaged members to leaders that is being explored by Marye Gail. One is shorter term and immediate, the other longer-term. These two paths intersect with each other, and the longer-term path may intersect with and replace some of the path to Membership that is currently in place.

The Dallas UU congregation has developed a three-stage process (the third process, being leadership development, which is not available yet) that is more fully described here:

<https://faithforwarduu.org/about/>

## **Congregational Covenant—Right Relations**

(to be discussed)

- Container for conflict resolution
- Disruptive person policy
- Respecting governance structure