

## APPENDIX B

Board's Current Goals for the Congregation adopted as revised 8/11/18

### BUF BOARD OF TRUSTEES FOUR GOALS 2017-2022

Goal #1: Be more welcoming of diversity (socio-cultural, economic, racial, age) and increase the engagement in BUF's membership

*Five objectives for this goal were Identified by the Board in Fall 2017, as listed below with the top priority action steps determined. Actions & priorities were generated by an appointed Ad Hoc Committee.*

#### **Objective #1: Increase the Number and Type of Activities**

- \*Sunday morning "Spirit Jam"—alternative activities offered for a variety of learners/interests (in long term, pay RE teachers)
- \*Clearly communicated invitation/process to initiate activities including flow chart and instruction guide
- \*Festival for suggesting/recruiting new programming (include children)

#### **Objective #2: Increase Participation in BUF's Activities**

- \*Emphasize Chalice Circles
- \*Include families/children in more activities
- \*Increase awareness/communication about activities
- \*Provide more child care
- \*Ministry include announcing children's options from the pulpit each Sunday
- \*G&L clerical staffing needed to support the above two objective actions

#### **Objective #3: Increase Practices of Inclusion**

- \*Be welcoming with outside groups that use the space—allow them to relax and be themselves in the space in their own way. Standards flexible about clean/dirty—weigh welcome and multi-cultural relationships vs some logistical challenge (breakage, cleaning, noise).
- \*Design decision-making in sync with these goals and in collaboration with the relevant teams
- \*Artwork, objects and general aesthetic that represent diverse cultural groups
- \*Paid Membership Coordinator

#### **Objective #4: Support Cross-Cultural Initiatives and Relationships**

- \*Local Partner Congregations with demographics of our goal
- \*Deepening community relationship, as a Congregation, with civic organizations/activities

#### **Objective #5: Increased Programming Related to Race, Culture and Economic Diversity**

- \*Training for congregation in cultural racism/undoing racism/undoing white privilege by

an outside trainer

\*Dinners for Eight Include people of color in the community, perhaps via partner congregation relationships

\*Signs at BUF also in Spanish

**Goal #2: Organizational systems are clearly defined, clearly communicated, transparent, and representative**

**Objectives:**

Increase clarity of BUF's governance philosophy

Increase function and representativeness of BUF's organizational structure

Increase ease of access to key documents, templates, and communication tools

Ensure key documents are easy to understand and accessible to all

Review and update bylaws, policies, and procedures so that they are consistent with one another and consistent with daily practice

Increase comfort in conversations about organizational changes

Increase participation in organizational decision-making

**Possible Activities:**

\*Create calendars and templates for essential communications

\*Involve people from all BUF programs/sectors, new and old members, and demographically diverse membership to leadership activities.

\*Increase communication and collaboration between BUF leadership and local groups that align with our mission.

\*Create communication guidelines and tools

\*Review and revise organizational structure, policies, and procedures so that they are consistent with one another and with current practice.

\*Develop ways to easily show and describe organizational structure, policies, and procedures within and outside the congregation.

\*Invite participation via phone or web technology in meetings leading up to and including congregational meetings

\*Suggestion box or other clear way to provide feedback and ideas and thoughts

**Goal #3: BUF has knowledgeable, supported, and energized leadership**

**Objectives:**

- 1) Form a Leadership Development Team to accomplish this goal
- 2) Increase practices for volunteer recruitment, training, retention, and appreciation
- 3) Increase access to technological tools for group communication, advertising, and event coordination
- 4) Increase knowledge of funding strategies for programs
- 5) Increase resource sharing, both internally and externally (i.e. PNWD, UUA, other UU's)

- 6) Increase support of BUF leadership to avoid burnout
- 7) Make volunteering fun and win-win

**Possible Activities:**

- \*Form a Leadership Development Team
- \*Provide training for BUF leadership on volunteer recruitment, training, retention, BUF organizational structure, time management, running meetings, healthy boundaries and appreciation
- \*Develop “how to” guides for communication, advertising, events -- tools regularly used by lay leadership plus communication streams to get information & provide feedback
- \*Develop and communicate fundraising guidelines for BUF groups
- \*Regularly bring resources to Leadership Development meetings and/or send via e-mail lists that are relevant to BUF leadership
- \*Conduct a needs assessment and informally check-in to see what support leaders need
- \*Hire a volunteer organizer
- \*Encourage participation in GA & other UUA activities
- \*Involve the congregation via survey and clear information on how to navigate BUF/volunteer

**GOAL #4:** BUF’s culture of generosity supports our mission and includes sustainable financial practices

**Vision:**

We plan ahead.

We are comfortable talking about money.

We support a culture of generosity and gratitude. We are transparent in financial dealings.

We lay the groundwork for vibrant programs.

We are financially secure.

We measure the success of our endeavors.

We learn from our experience.

We will have increased income and resources.

We are an organization that people want to work for, volunteer for or contribute to.

We have adequate reserves.

We have resources to fulfill our mission even through significant fluctuations in income and expenses.

**Action Steps:**

- \*Recruit five members to serve on the Stewardship Committee
- \*Create a draft budget before the start of the Stewardship campaign
- \*Create the budget informed by current financial status
- \*Inform the Stewardship campaign of financial goals
- \*Identify staff needs
- \*Create and follow through on a plan to reach UUA payroll recommendations
- \*Find volunteer to become Treasurer starting July 2019
- \*Hire a volunteer organizer/membership coordinator
- \*A van would be helpful
- \*Hire clerical support for Growth & Learning
- \*Hire a webmaster

**Long-term Action Steps:**

- \*Develop an operational reserve (1% of operational budget)—on-going
- \*Establish a building reserve fund—on-going
- \*Attain UUA “Responsible Employer Status”
- \*Create a year round stewardship plan
- \*Have an engineering firm do a reserve study for long term facilities maintenance
- \*Discuss accommodation for increased attendance
- \*Create a task force to consider developing a second service
- \*Develop leadership for sustainable ongoing fund raising, especially unrestricted funds
- \*Create a business using volunteer labor to produce a product that can be sold
- \*Research needs for desirable future staff enhancement and expansion
- \*Pay RE teachers