

Lack of Clarity - How does the church work?

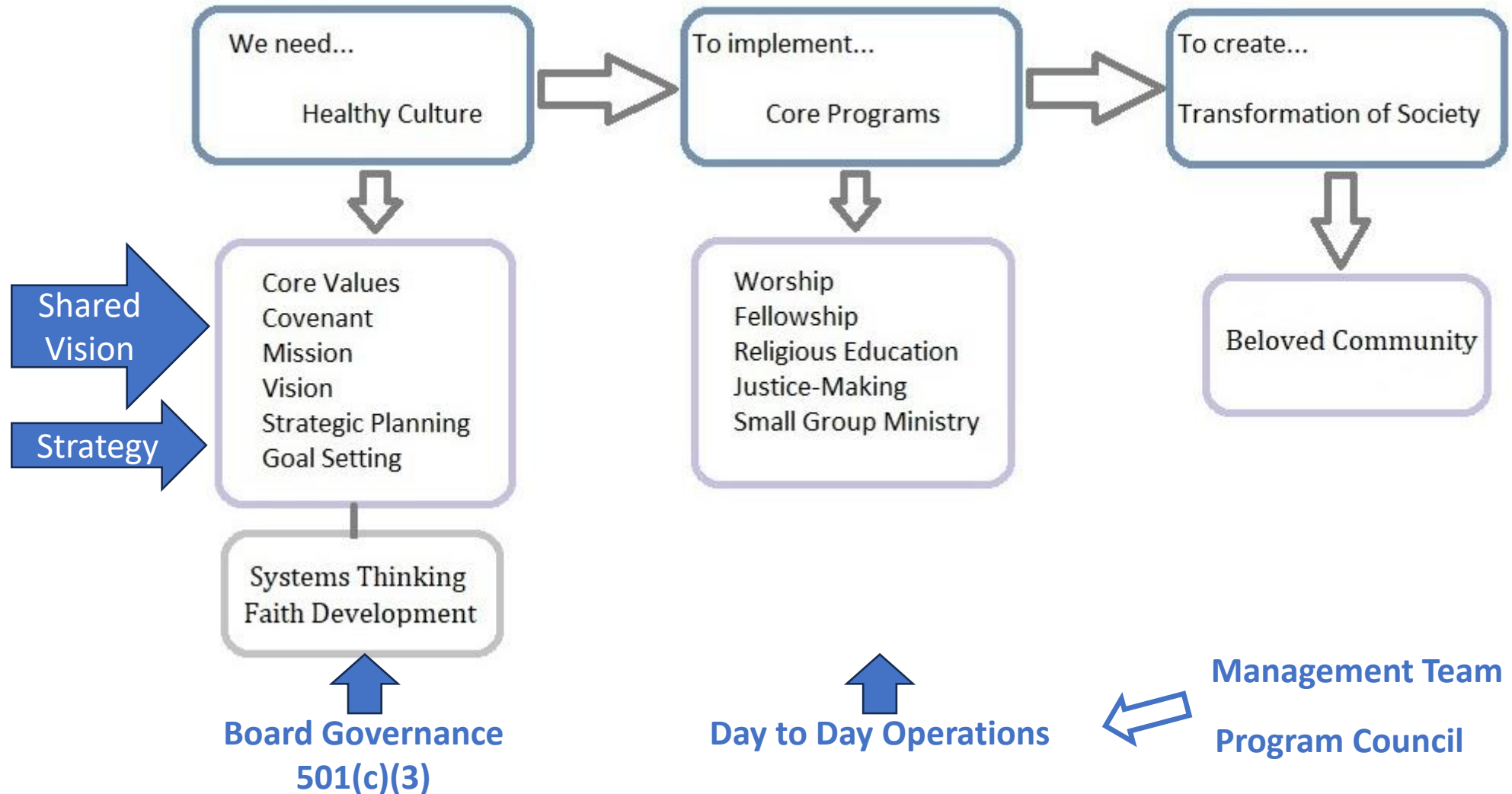
The Church has three Areas of Focus

1. **Governance** - Management of the business aspects
2. **Programming** - Management of the organization's planned offerings to the world and the staff
3. **Ministry** - Attention to and fostering relationships

Board Goal 1: Fast, Focused, and Flexible Structure

- **Fast** = Solutions are created, and decisions are made nearest to the source.
- **Focused** = Efforts are focused on where they provide the most leverage (critical few).
- **Flexible** = Do not let "That's the way we have always done it." stand in the way of creativity, progress, and innovation.

UUA Southern Region Model Overlay



A Clear and Executable Strategy



Primary Constraint to Executable Strategy

The current Executive Team Structure (hub and spoke) is ineffective at providing the church with a sense of direction or any mechanisms for clear communications and rapid decision-making.

The current Policy Governance Structure was implemented by TVUUC at the recommendation and through the assistance of the UUA in 2012 and is the basis for our current bylaws.

The proposed bylaws changes were designed to use a systems approach to transition more toward a Strategic Board Structure.

Strategic Board Structure

These Governing Boards maintain accountability for the effectiveness of the congregation's operations and program but have delegated both authority and responsibility for the operations and program of the congregation to another entity. **Sometimes this delegation is to a Religious Professional or Staff member, sometimes this delegation is to another lay-leadership structure. Often it is to a combination of these two.** Strategic Boards develop structures for the operational and programmatic authority (such as an executive team, program council, or congregational executive) to be accountable to the Strategic Board. **Unless an action by the operational and programmatic authority is deemed to be fiduciarily unsound, counter to the congregation's vision and mission, or outside of policy and other guidance given by the Strategic Board, the board does not intervene or overrule decisions made by the operational and programmatic authority. Strategic Boards focus their time and attention on discerning the congregation's identity, culture, mission, and vision.** They develop good policy guidance for the congregation and ensure that the assets of the congregation are protected and utilized to achieve the vision and mission. Strategic Boards regularly assess how well the congregation is achieving the mission and vision, and with the operational and programmatic authority create goals and plans for achieving that mission and vision.

Policies

Group Policies would be developed by or submitted to the Board. The Board would develop the Committee Policy, the Management Team would develop the Standing Team Policy, the Program Council would develop the Program Policy, and The Strategic Planning Committee would develop the Volunteer Team Policy.

- **Committees** – Related to church governance and Board functions (like Goal Deployment)
- **Programs** – Groups related to church service, special interest, community involvement, activism, and community partnerships.
- **Standing Teams** – Teams involved with ongoing processes that support worship services and day-to-day operations
- **Volunteer Teams** – Recruited talent for short-term commitments and specific tasks for major projects and initiatives using **weekly sprints**.

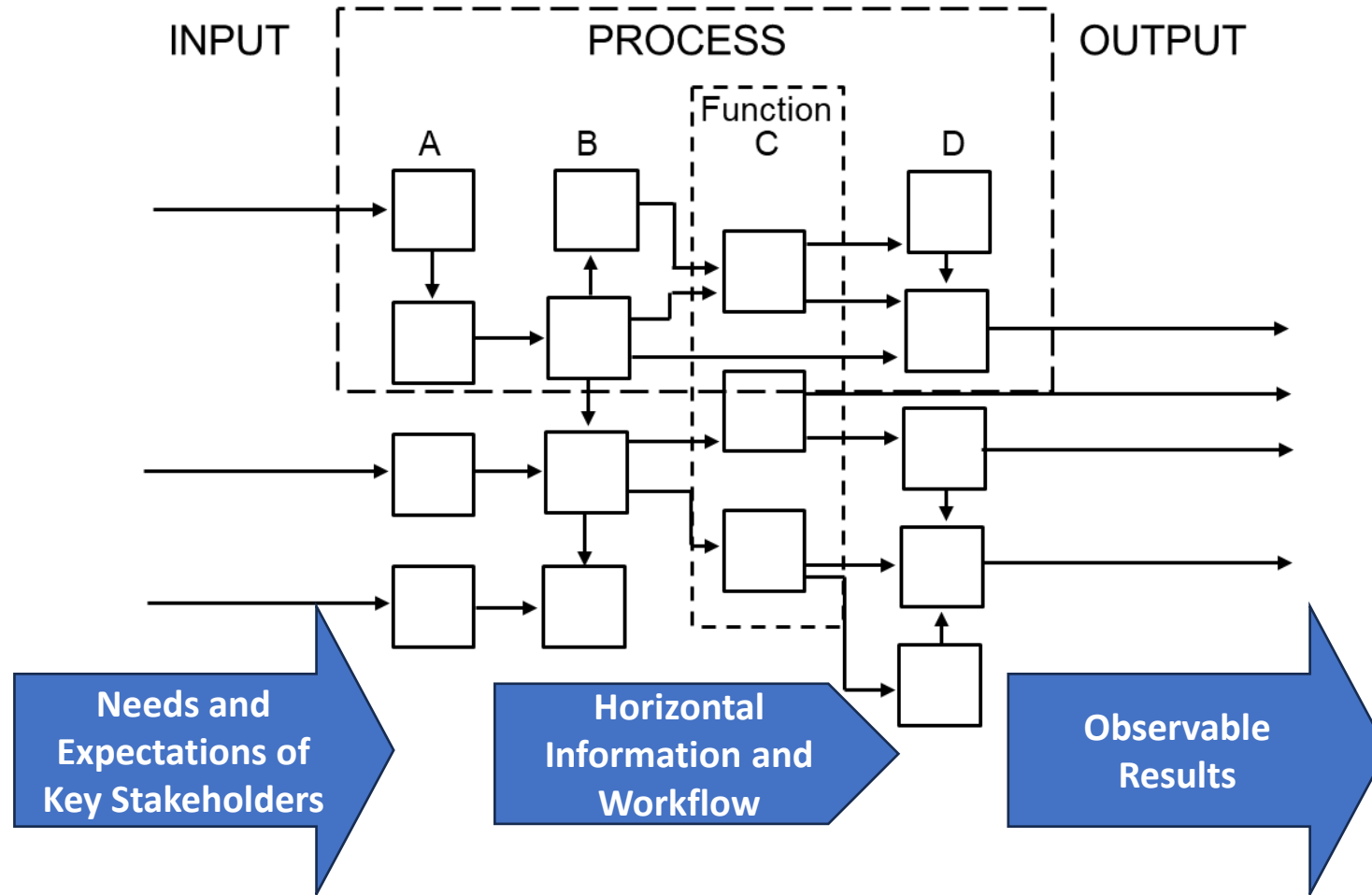
Charters

All Board and Elected Committee, as well as the Management Team Charter, will be rewritten by June 2024 to include the following:

- Desired Results (Purpose)
- Standard Agenda
- Decision-Making Process
- Measures for Success and Scorecard
- Methods to Track Progress and Keep Each Other Accountable
- Escalation Process for Decisions and Conflict

All other Team and Program Charters are rewritten at the discretion of the Management Team and Program Council.

System Structure vs Hierarchical Structure



Staff Roles and Responsibilities Objectives

Roles

Responsibility

Objectives (examples)

Stakeholder Advocate

Serve others

Be able to respond to any member information request within 24 hours by X date

Personal Developer

Work on yourself

Attend two skills development courses by X date

Process Improver

Work on the Church.

Develop a method for ensuring phone calls are responded to within X hours by X date

Task Executor

Work in the Church

Maintain task management system and submit a summary report to the Board Rep monthly

Functions and Platforms

Function	Platform	Notes
Human Resources	Viva Suite, Teams	
Marketing	Website, Realm	
Sales	Constant Contact, Realm	
Operations	Realm, SharePoint, Teams	
Finance	Realm	
Strategy	Teams, Viva Goals, Planner	
Communications	Constant Contact, Realism, MS365, Google	
Governance	Teams, SharePoint, Realm	