

## Goals for Executive Director – through December 2009

As approved by the Board of Trustees 6/16/2009

### TOP PRIORITIES

This first set of priorities represent the most important projects for Sean Hale to accomplish by the end of the year and will form the principal basis for measuring his performance. Barring any major setbacks or distractions, these should form the main focus of his work beyond day-to-day business.

	<b>Due</b>	<b>Indicator</b>	<b>Done?</b>
<b>Define Responsibilities of Direct Reports Part 2</b> – responsibilities clarified with staff; basic criteria established for regular performance appraisals	6/30/09	Stimmel confirms via meetings with Hale, staff, etc	
<b>Define Responsibilities of Direct Reports Part 3</b> – long-term goals set; strong office performance confirmed on current responsibilities	12/31/09		
<b>Stewardship Part 5 – Incomplete Pledges</b> – Hale and Stewardship Committee design and execute processes and procedures for Stewardship Committee to provide appropriate follow up with incomplete pledges.	8/31/09	Stimmel confirms via meetings with Hale, Edwards, etc	
<b>Rental Systems Review 1</b> – a full review of FUUCA’s room management and rentals is made; are policies, procedures, forms, contracts, and technology the most effective, efficient, and appropriate? Should they be maintained, replaced, or otherwise changed?	5/31/09	Stimmel confirms via meetings with Hale, Freeburg, etc.	
<b>Rental Systems Review 2</b> – if any changes in systems are appropriate, a full plan is developed to identify and plan those changes.	6/30/09		
<b>Rental Systems Review 3</b> – any plan is fully implemented and operational.	9/30/09		
<b>Data Systems Review 1</b> – a full review of FUUCA’s different electronic systems is made; are they the most effective, efficient, and appropriate? Should they be maintained, integrated, replaced, expanded, etc?	6/30/09	Stimmel confirms via meetings with Hale, Matthis, etc.	
<b>Data Systems Review 2</b> – if any changes in systems are appropriate, a full plan is developed to identify and plan those changes.	9/30/09		
<b>Data Systems Review 3</b> – all changes in data systems, if necessary, fully implemented and ready to begin operations.	12/31/09		

<b>Bounced Credit Card Procedures</b> – permanent procedures developed and implemented to handle bounced payment of pledges by credit card.	9/30/09	Stimmel confirms via meetings with Hale, report on results, etc.	
<b>Support for the incoming Interim Minister</b> – We need to set the minister up for success. May want/need a good deal of interaction / support, especially getting started.	ongoing	Stimmel confirms via meetings with Newman, Hale, etc.	

## SECONDARY ISSUES

Although these issues are important, they have less urgency. Consequently, although their implementation will benefit the church, the Board of Trustees has no expectation that Hale will have done so by the end of the year.

	Status	Notes
<b>Stewardship Part 3 – Fall Campaign Design</b> – Hale and Stewardship Committee have developed a strong fall campaign, including clear strategy, processes, and defined responsibilities		
<b>Stewardship Part 4 – Fall Campaign Execution</b> – Hale and Stewardship Committee execute a strong fall campaign, as measured by smoother processes, better utilization of volunteer and staff time, execution of strategy, etc.		
<b>Office remodel</b>	Have received commitment of volunteers and funds. Volunteer work begun.	This project will decrease distractions and increase efficiency. Delays on my part could hurt my credibility with volunteers, staff, and the donors. My direct time outlay may be moderate, though the whole project may potentially create some temporary disruption to daily work patterns. Will know more soon after we get new design options.

<b>Improved internal controls</b>	Nothing yet.	Could transfer some of bookkeeper's duties to volunteers, making work load more manageable. Brings us into compliance with auditor's recommendations.
<b>Fully improved financial reports</b> (easy to understand) and the ability to generate them easily from our accounting software.	Half-way	Our current financial reports would make Arthur Anderson proud. They made it impossible for anyone to anticipate our current financial trouble, or even effectively track our balance. This is a moral and legal concern.
<b>2010 Budget Process</b>		Thorough, involved participation.
<b>Event Team Supervision</b> - of event team, week days vs Sunday		Clarifying and formalizing authority, responsibility, duties, etc.

### TERTIARY ISSUES

Although these issues are important, they have less urgency than those above. Consequently, although their implementation will benefit the church, the Board of Trustees has no expectation that Hale will have done so by the end of the year.

	<b>Status</b>	<b>Notes</b>
Improving building and property security	Phase one (of 2 or 3) complete	Security Task Force. Without Nell or me leading this, could languish. Perhaps Karen Saadeh can lead. Volunteers could feel abandoned. If Nell & I both withdraw, only 3 volunteers left.
Support for pastoral groups (MSC, CCC, etc.)	?	Defining and providing appropriate support to the Memorial Service Committee, the Congregational Care Committee, and other church service groups. These seem like things that should just take "five minutes." But, they rarely are. MSC has already proven to be fairly complicated for staff. Not sure yet about the CCC.
Cross-training on key staff functions & systems (especially bookkeeping)	Just beginning w/books (priority area)	Good supplementary work to defining responsibilities of direct reports. I should be able to at least muddle through all key systems in case of emergency. Also, should be able to step in

		and help w/bookkeeper duties in Jan, when there are many deadlines to meet.
Support for the Bridgebuilder and related processes		I just attend meetings and provide input at this point. Mainly to provide staff input, perspective, and keep us in the loop.
Pledge Statements by email	Volunteer work begun.	Joseph Hunt is trying to generate the data for me. Might be able to do a test run in a month or two for at least a basic version of this. Basic version might require 3-5 hours of my work. Savings = \$200 postage per mailing plus staff time.
Keys and alarms project	Volunteer and staff work begun.	My direct time commitment minimal. Most implementation by Natalie and volunteers. Pulling plug could harm credibility. Security isn't a burning issue, but it never is until something goes wrong.
The donated loudspeakers		Minimal time investment by me. Currently, these are a hazard and liability in case of fire in Howson Hall (obstructing exit). Volunteers carrying most of load on project to get them out of limbo.
Volunteer recruiting, coordination (limited)	Every lunch, meeting, etc.	Part of my job ... investment in smooth operations, delegating tasks, identifying and cultivating new leadership, etc.
Definition of voting member and related issues (giving input, not leading)		Just giving input. I should have the opportunity to give input on all major initiatives, both for big picture perspective and to keep things manageable for staff.
Finance Committee		Monthly Participation
Resolving issues with accumulated vacation and sick leave		It seems that staff vacation and sick leave have been improperly accrued, perhaps for years.
Committee structure and responsibility		
Clarifying definitions, rights, and responsibilities of different groups (committees, church groups, affiliated groups, etc.)		What's the difference between the different classifications? Rights? Responsibilities? Who enforces? Use of rooms? Photocopier? Other church resources?
Support for Library reestablishment		Getting books into a regular space. Getting set up. Establishing

		rights, processes, staff involvement, etc.
Resolving ambiguity around financial roles		Role of treasurer vs executive director; supervision of bookkeeper, generation of financial reports, roles of finance committee and subcommittees, authority, policy, etc.
Acquire more space		Explore arrangements with neighbors (Middle School, Spiritual Center) for mutually beneficial exchange/use of each other's space.
Better Internal Communication		
Support development of/transition to policy governance		

### **OTHER ISSUES**

These issues, while important, should not distract Hale or his staff from the more urgent issues above.

- Improved, regular statistical reports/graphs (attendance, income, etc.)
- Daily or weekly monitoring of income & expenses
- Reduce error rate in Quickbooks, COMS, etc.
- Increase # of rentals (e.g., marketing)
- Support for development of internal audit committee (something the finance committee wants to do)
- Locked file for senior staff personnel records
- Review of personnel policies
- Review of cleaning policies
- Social Action, help to refocus