

# Board of Trustees Meeting

Date: Tuesday November 14, 2017

Location: Gilbert Hall



firstunitarian  
church of rochester

- Call to Order: 6:40 PM
- Adjourn: 8:52 PM

**Board members present:** Jo Cone, Nicole Delgrosso, Tim Farnum, Mary Hammele, Stephanie Ketterl, \*Courtney Miller (\*arrived at 7:12 PM), Gregory North, John Solberg, Paul Suwijn

**Board members absent:** Dave Burnet, Shadia McAnally, Anne Perry

## AGENDA & MINUTES

### 1. Centering (Rev. Joel Miller)

- a. Meditation: Living Prayer, from the book titled: A Long Time Blooming, by Marta I. Valentin

### 2. Routine Business

- a. Approval of October 2017 Minutes: No proposed edits of the meeting minutes.
  - i. Motion to approve October 2017 minutes: John Solberg, second: Nicole Delgrosso
  - ii. With no objections, the minutes were approved.
- b. Cards of gratitude & concern (Jo Cone):
  - i. Jo will write a note of thanks to the Koch's for restoring the credenza. Jo will also write a note of thanks to Steve Brown for building a new top for the table in the Youth Room.
  - ii. Last Wednesday, Jo wrote a bunch of cards on behalf of the Board and sent them out.
  - iii. Rev. Joel will get Jo the name of the Bi Fri person who has helped with door repair, etc.

### 3. Minister's Report (Rev. Joel Miller)

- a. Two searches update
  - i. Interim Associate Minister Search
    1. Rev. Joel is in the process of assembling a search team including Gary McAnally who is a representative on behalf of Soul Matters facilitators. There will also be representatives from the staff, the welcome team/hospitality, and pastoral care.
    2. This search will mostly be a recommendation from the UUA. This will not be a full-fledged search as it is too much effort and not appropriate for this position. That said, Rev. Joel does not want to do a "typical" interim search process where things happen very quickly in about two weeks time. Keith Kron from the UUA is helping us with this search. Rev. Joel wants to get to the pool of possibilities long before the interim process. As a reminder, the interim associate minister is a position for which Rev. Joel will just hire them. This is an appointed position where neither the congregation nor the board will be voting.
    3. Rev. Joel is struggling with language around this position. Typically a "regular" settled associate minister is called by the congregation. That has not been the case here, and it is not necessarily the case in larger congregations. Assistant ministers are typically hired rather than called. Rev. Joel believes that if we bring someone on to do the work of an associate minister, they should have the title associate minister regardless of whether they were called or not. Rev. Joel identified himself as somewhat of an "institutionalist" and gets nervous when we do not use things according to our structure, as it can be confusing when the congregation is in search and looking for staff. He will not confront the dilemma at this time, as the spot being filled is an interim position.
    4. The interim associate minister position is for a maximum of three years. Rev. Joel feels **VERY STRONGLY** that this must be an interim position. The congregation has struggled in the past with hiring and letting staff go. The first position that is hired is

the senior minister. Rev. Joel feels strongly that the senior minister needs to hire the associate minister rather than to negotiate the politics of letting them stay or not.

5. The interim associate minister cannot continue working past their maximum of three years. They will start in July and 1-2 years into the interim associate role, they will be working with the new senior minister. The contract is renewable on an annual basis up to three years.
6. The announcement will be made somewhere between February and April 2018.

## ii. Settled Minister

1. The past few Sundays there have been announcements that the Nominating Committee is taking recommendations for nominees for the Senior Minister search committee. To be clear, the nominating committee is seeking recommendations (not nominations), after reviewing recommendations, the Nominating Committee will present a slate of nominees to the congregation.
2. The Nominating Committee is responsible for presenting a minimum of 9 but up to 13 nominees for the search committee to the congregation. The search committee will ultimately consist of 9 members. The Nominating Committee is using the Interim Minister Report for guidance during this process.
3. The nominees should have the best interests of the congregation at heart, be able to serve the needs of the entire congregation, they should be able to work well on a team, there should be a good balance of skills amongst the nominees, there should be a diversity of demographics, and candidates best suited for the search committee should not react strongly to ministers. They should be open to different styles of minister and not fixated on a specific "type" of minister.
4. We are obligated to follow the UUA settlement handbook for this search process. Our bylaws also clearly indicate that we will follow the UUA settlement handbook. There is not a lot of give with this. The handbook is really good.  
[https://www.uua.org/sites/live-new.uua.org/files/settlement\\_handbook.pdf](https://www.uua.org/sites/live-new.uua.org/files/settlement_handbook.pdf)
5. Having a strong attachment to a minister, or being part of the CCC for example, does not exclude someone from being considered as a candidate for the search committee. Board members may be nominated to serve on the search committee. Should a board member accept the nomination and be accepted, they should plan on stepping off the board.
6. There are some travel requirements for the search committee. Travel costs and meals away are paid for by the congregation. There should be no financial limitations to serving on the search committee. Travel will likely be in February or March 2019. There are roughly 350 hours of work for this process beginning on July 1, 2018 and wrapping up May/June 2019.
7. If a successful search ends up without identifying a candidate, the search will continue for another year. Search committee members can leave or continue. There would likely be a small elections process.
8. Rev. Joel never actually meets with the candidate during the search process. He will be contacted and asked questions "tell me about First Unitarian, what's up" – If Rev. Joel thinks we have something to still be working on, and he hasn't told us, he would certainly not share those details with a candidate.
9. Special meeting to elect search committee needs to be scheduled. The notification needs to go out at least two weeks in advance.
  - a. Call a special meeting of the congregation to elect a ministerial search committee to take place on Sunday April 15, 2018 at 12:30 PM.
  - b. Motion: Jo Cone, Second: Gregory North

c. With no objections, motion was approved.

b. Introduction to Financial Plan

- i. Rev. Joel handed out a budget projection. The two key columns to review are 2018-2019 budget and 2019-2020 budget. Just to the left of those two columns are this year's budget. Most lines have held steady, Rev. Joel was conservative and realistic with the budget. There are only a few changes and those are things he knows might increase.
- ii. The numbers in the pledge collection line (4100) is the discounted line. Things happen (congregants move, die, etc). The pledge default rate is roughly between 3.5 - 4.0%.
- iii. The endowment line (4340) is projected to be back at 5% instead of 4.5% in order to make these numbers work.
- iv. Miscellaneous Income (4400) – This year there was a matching grant for pledges. \$84k
- v. Next year all of the other lines will remain consistent, there will be a budget shortfall of roughly \$40k. The shortfall will be roughly half of the matching grant this year. The reason the shortfall would not be larger is because of an increase of the value of the endowment.
  1. Something to keep in mind – We will have to find a way to make up the \$40k shortfall.
- vi. 2019 -2020 there will be no need for a matching grant of any kind in order to submit a balanced budget, largely because of the endowment. The Helen Brooks bequest made a huge difference.
- vii. Only significant difference on the expense side is the only thing Rev. Joel felt like he had enough information to change is related to the interim associate minister salary and housing costs. That number goes up a bit in order to follow UUA fair compensation guidelines.
- viii. The generous interim associate minister salary and housing costs are in anticipation of the fact we are looking for someone capable with experience. In anticipation of Rev. Tina's departure, this person will need to hit the ground running.
- ix. Next year, the interim associate minister will focus on three main areas – support Soul Matters program, oversee pastoral care and oversee hospitality and new member process.
- x. Rev. Joel noted that salaries at First U when he arrived fit the UUA category of Large Size 2.
  1. For context, First Unitarian had staff that was hired part time, were being paid Large Size 2 salaries but they were working full time.
  2. The congregation functions as a Large Size 1 church. If we were to function as a Large Size 2 church we would need more staff (which we are unable to sustain).
  3. In a Large Size 2 church, the Senior Minister preaches, works with the board and writes books. In a Large Size 1 church the Senior Minister role includes preaching, working with the board and oversight of staff.
  4. Interestingly, Unitarian Universalists are the only denomination looks at membership numbers. All other denominations look at attendance to make budget attendance.
- xi. There is a budget for the interim associate search for this year (5605).
- xii. Board has already set aside funding for half of senior minister search, the second half of that is for the senior minister moving expenses, etc.
- xiii. The document Rev. Joel shared is based on a few assumptions and is not ready for congregational conversation. If you don't want the document, please give it back to him.

c. Healthy Congregations

- i. Rev. Joel is a little distracted after the shooting in Texas. He has been working with the risk management team at First Unitarian to do research. Good information has come out from our insurer and how congregations manage the risk of an active shooter.

d. Greater Good Results

- i. RE children voted for the Allendale Columbia – Summer LEAP Program and Refugees Helping Refugees – College Preparatory Program
- ii. Sunday December 10<sup>th</sup> services will include speakers from each of the three programs (including Honduras Project).

4. **Board's Role in Staff Grievance Process** (Gregory North)

- a. Gregory provided a handout including what he and Dave worked on as an initial concept. Based on discussion tonight, Gregory, Dave and Jo will wordsmith off line.
- b. The scope here is appendix C of Board Policies- "Policies and Process for Conflict Resolution".

- c. Leveraging the circle process (used by many UU congregations and with youth) for conflict resolution. Conflict resolution is not about negotiation, it is a process of bringing people together in a way in which they feel safe and heard. Some members of the board would need to sign up to do the required training provided by UUA/regionally. The idea would be to have a few members of the board trained at any given time. The board would be present as a neutral party to manage the process. Facilitator playbook does not need to go into the policy.
- d. Considered process flow chart and minister role. This process is designed for exceptions, not rules.
- e. The recommendation is made that the board will maintain three members trained in conflict resolution. A recommendation was also made that language should be included to indicate how the process is initiated. The process needs a clear starting point.
- f. Unity has a short policy but a specific process which includes prompts for the board including– After following steps provided, the staff person may go to the board. Based on the flowchart, the board considers: Is the minister following policy? If yes, is their interpretation of policy something we agree on? Is there an issue with the policy? Does it need to be changed?

**Action Item: Gregory North will work with Dave and Jo to rewrite based on Board feedback. Gregory will share updated draft in advance of the next board meeting.**

## 5. Board Reports

- a. Election of Board Vice President (Tim Farnum) – Nothing to report on this yet.
- b. Gregory North, on behalf of his wife and those serving on the Investment Committee made a motion to nominate Doug Constable to join the committee.
  - i. Motion: Gregory North, Second: Jo Cone
  - ii. With no objections, motion was approved
- c. Nesting Bowls update (Gregory North) – Publicity meeting last night, getting down into specifics as to who is doing what in order to share the messaging burden. Laura Park has sent examples of what other churches have done in terms of messaging and communication. This is a campaign, not a “one off” thing. It needs to be a big deal. Rev. Joel can mention it, but it is the responsibility of the Board to make sure that the church sees this as “their process”.

## 6. New Business

- a. Congregational Ministries & Building Use
  - i. Congregation is a busy place. We have a lot of rentals but there are also many times we do a lot of social justice ministry here. Current conversations include how we allocate time to start up groups while not bringing extra burden onto staff. Current trends have sexton staff fully scheduled. There are also concerns of risk management. If we have an organization in the building and there is not staff on hand, what happens if/when there is an issue? Rev. Joel has been in conversation with staff and social justice exec about this.
  - ii. Discussion - What is the ministry of the building? What is the ministry we offer to the community? What are our ends? Once we define those, we can come up with criteria that are not arbitrary. How do we align resources with mission while allowing values and to remain aligned with ends of the community? Social justice activities cannot operate outside of the policy governance structure.
- b. Resolution from the Executive Committee
  - i. Whereas:
    - 1. Morgan Stanley handles contributions we receive in the form of securities, and
    - 2. They will only communicate with people officially designated by the Board of Trustees, and
    - 3. Currently people who need to communicate with Morgan Stanley in the regular course of business are not designated by the Board and cannot communicate with them.
  - ii. Resolved:
    - 1. The Board of Trustees appoints three people: The Treasurer (Anne Perry), the Chair of the Investment Committee (David Friedman), and Alan Gundlach (staff) as people designated to communicate with Morgan Stanley about handling securities donated to First Unitarian Church.

- a. Motion: John Solberg, Second: Nicole Delgrosso
- b. With no objections, motion was approved
  
- c. Social Justice Grants Panel – Jo Cone spoke with grants panel chair, Mary Palmer about board concerns regarding the lack of diversity on the panel. Per Jo's report, two folks have agreed to step down to allow for a more diverse group.
  - i. Motion to approve 2018 Grants Panel:
    - 1. Mark Foos
    - 2. Mary Palmer, Chair
    - 3. Tom Petrillo
    - 4. Elaine Richane
    - 5. Jule Sanchez
    - 6. Shirley Rae Spencer
    - 7. Ellie Stauffer, SJC Representative
  - ii. Motion: Nicole Delgrosso, Second: Jo Cone
  - iii. With no objections, motion was approved

**7. Executive Session**

- a. Board went into executive session to discuss staff concerns.

**8. Questions, Comments, Good of the Order**

- a. Tim Farnum will provide food for the December board meeting.
- b. Next meeting will take place on Tuesday December 12, 2017.

Motion to adjourn: Tim Farnum, Seconded by: Stephanie Ketterl

With no objections, the meeting was adjourned at 8:52 PM.

Draft submitted by: Stephanie Ketterl, Clerk  
Monday December 4, 2017