

Parish Committee Minutes

First Parish Unitarian Universalist of Arlington

August 28, 2018

Present: Steve McMullin (Chair), Marie Meteer (Vice Chair), Lori Kenschaft (Clerk), David Klingsberg (Treasurer), Maggie Carey (Parish Committee Member), Tom Estabrook (Parish Committee Member), Julius Pereli (Parish Committee Member), Jeff Roberts (Parish Committee Member), Marta Flanagan (Minister)

(1) Second Minister and Ministerial Intern. We received and discussed in some detail the recommendations and requests of the second minister working group (Appendix A).

The members of the Parish Committee voted 8-0-0 to approve the plan of aiming to hire a one-year ministerial intern starting September 2019 and to hire a second minister starting August 2020.

The members of the Parish Committee voted 8-0-0 to approve the formation of a Second Minister Committee, with members recruited by the Parish Committee's second minister working group and Marta and a charge to offer education to and collect information from the congregation regarding a second minister and also do fundraising for a start-up fund, with the goal of \$200,000 in commitments by the end of December 2018.

The members of the Parish Committee voted 8-0-0 to approve the formation of a Ministerial Intern Search Committee, with members recruited by the Parish Committee's second minister working group and Marta and a charge to identify and recommend to the Parish Committee a candidate for a one-year internship (2019-20) and also to identify what supports an intern will need for a successful ministry.

We decided not to transfer any funds from the \$26,000 allocated for a senior staff position in the FY 2019 budget to the second minister start-up fund at this time. We may or may not come back to this question later in the program year.

(2) Bookkeeper. Marta shared a document outlining all the tasks that need to be done by the First Parish office (Appendix B).

The members of the Parish Committee voted 8-0-0 to transfer \$7,000 from the senior staff position to hire a bookkeeper.

We understand that hiring a bookkeeper will cost approximately \$14,000 a year, with perhaps an extra \$1,000 needed during the first year for start-up time. Roughly \$8,000 a year will come from reducing the office assistant hours from 20 to 10 hours a week, which is easier to do at the moment because of our office assistant vacancy. We understand that the office will probably compensate for this time reduction by reducing its open office hours (to increase staff efficiency) and that Joan Dyer will take over some of the tasks most recently done by the office assistant.

We expect that a professional bookkeeper will help improve First Parish's financial processes. We also expect that removing bookkeeping from the office manager position will eventually make it easier

to hire a new office manager, as bookkeeping is quite different from the interpersonal skills that are essential for an office manager in a religious community.

We expect that Joan Dyer, Marta Flanagan, Steve McMullin, David Klingsberg, David Dreyfus, as well as the HR Committee, will be involved in selecting and hiring a bookkeeper.

(3) Parish Committee Retreat. The Parish Committee retreat will be on Saturday, September 15. That is Town Day, so we will not be able to meet in the Parlor. We will meet in another space at First Parish unless other notice goes out, and we will all reserve 10 a.m. – 4 p.m. for the retreat.

(4) Parish Committee Dinner. Lori noted that only four people had filled out her Doodle poll for a ParCom dinner in August/September, and that there was no date that all four of those people could make. We agreed that Lori will create a new ParCom dinner poll for January.

The meeting adjourned at 8:25 p.m.

Draft minutes submitted by Lori Kenschaft, Clerk
Approved by the Parish Committee, September 11, 2018

Appendix A

Recommendations and Requests from the Second Minister Working Group

August 28, 2018

Input from the Congregation

Members of the working group have spoken one-on-one with 24 First Parish lay leaders about the possibility of hiring a second minister.

21 people were warmly to enthusiastically supportive of the idea. Several of these 21 expressed financial concerns and several had questions and ideas about how to make this work well.

Three people expressed more fundamental concerns – two about the finances and one about whether we have had enough process around choosing a second minister rather than another option.

Financial Background

Hiring a ministerial intern should cost approximately \$20K. We allocated \$26K in the current 2018-19 operating budget for a senior ministry-related position – if we carry over that entry to the 2019-20 operating budget, it should fully cover the cost of a ministerial intern.

The total annual cost of a second minister has been recalculated at ~\$132K for the first year, including salary, benefits, payroll taxes, and professional expenses.

In addition, there is a one-time expense of perhaps \$10K for the search process and setting up an appropriate office space.

The operating budget currently includes ~\$64K a year that could be applied to the second minister. In other words, we have a ~\$68K gap in the operating budget (which is currently a little over \$800K a year).

Other “belt-tightening” in the operating budget could come at the expense of other initiatives, given the relatively small portion of the annual budget that is discretionary.

The operating budget will need funds to give all the staff COLA raises and to keep all staff at the midpoint or above of the new UUA salary ranges (which are updated each year, sometimes significantly). The second minister working group has also assumed, in our financial calculations, that the Parish Committee will choose to hire a bookkeeper at a cost of ~\$14K a year.

Three households have collectively pledged \$88K to a start-up fund. One of these pledges is for \$20K the first year, \$15K the second, \$10K the third, and \$5K the fourth.

Calendar

Hiring or calling a minister is typically an 18-month process, with several hard deadlines that First Parish would need to meet in order to have an adequate pool of candidates. The nearest hard deadline is the end of November.

The second minister working group concluded that it would be possible to condense the 18-month process into 12 months if we hit the ground running, had lots of willing volunteers, and had no problems with fundraising. This would require moving very quickly, doing things simultaneously

that are usually done sequentially, and using a lot of volunteer time before we know whether the finances will work out.

Process

The second minister working group developed and reviewed four possible financial models and two possible calendars.

We took into account our conversations with other members, the UUA's timeline for searches, the impact of a second minister on the operating budget and an upcoming capital campaign (timing TBD, but we will need one at some point), the need to make sure members feel like they are well informed and engaged in this process, fundraising goals, the desirability of having many members (not just a few households) contribute to a start-up fund, the uncertainties of the country's economic climate and First Parish's future pledges, the value of volunteer time, and concerns about losing momentum if we move too slowly.

We considered the alternative options of pursuing a non-ministerial senior staff hire, hiring a series of interns over the years, and hiring contractors to maintain budget flexibility.

We had three long meetings, two of them including Marta.

Recommendations from the Second Minister Working Group

- (1) Plan to hire a one-year ministerial intern for the 2019-20 program year and to hire a second minister (tentatively titled a Minister of Community Engagement) to start in August 2020.
- (2) Seek to raise \$200K in commitments to the second minister start-up fund by the end of December 2018. This start-up fund would cover one-time costs, contribute \$60K to the operating budget in 2020-21, and step down by \$12K a year (\$48K in 2021-22, etc.) until the operating budget carries the full load in 2025-26.

Tentative Timeline

Fall 2018

- Fundraise with a goal of achieving \$200,000 in start-up fund commitments by December
- Offer education to and collect information from the congregation re: a second minister
- Begun the process for an intern search

December/January

- Go/No go decision on moving to second minister search, based on fundraising success

Winter/Spring 2019

- Intern search active
- Select Second Minister search committee members (if moving forward)
- Congregational survey

Define expected/likely roles between ministerial staff

Clarify compensation amount/strategy

Fall 2019

Ministerial intern starts

Search committee provides updates to congregation on process

Winter/Spring 2020

Candidate selected and announced before Annual Meeting

August 2020

Second minister starts

Current Requests to the Parish Committee

- (1) Vote to approve the plan of aiming to hire a one-year ministerial intern starting September 2019 and to hire a second minister starting August 2020.
- (2) Vote to approve the formation of a Second Minister Committee, with members recruited by the Parish Committee's second minister working group and Marta and a charge to offer education to and collect information from the congregation re a second minister and also do fundraising for a start-up fund, with the goal of \$200,000 in commitments by the end of December 2018.
- (3) Vote to approve the formation of a Ministerial Intern Search Committee, with members recruited by the Parish Committee's second minister working group and Marta and a charge to identify and recommend to the Parish Committee a candidate for a one-year internship (2019-20) and also to identify what supports an intern will need for a successful ministry.
- (4) Vote on whether to transfer part or all of the \$26,000 allocated for a senior staff position in the FY 2019 budget to the second minister start-up fund.

Note: If ParCom transferred all \$26K to the start-up fund, the current balance (including the existing \$88K in pledges) of the start-up fund would be \$114K. An additional \$86K in new pledges would be needed to make the \$200K goal.

Appendix B

Office Responsibilities August 28, 2018

ADMINISTRATION	
	Supervise administrative and building staff
	Provide administrative and clerical support for the minister, including scheduling.
	Answer general inquiries (email, in person, phone) or refer to appropriate person.
	Purchase office, classroom, housekeeping, coffee hour, and worship supplies
	Greet visitors, answer phone, triage
	Sort mail
COMMUNICATIONS	
	Collect content for communications from staff and lay leaders
	Support staff and lay leaders in their production of print and electronic communications
OOS	Edit the order of service (Sept-June)
	Print the order of service
Bulletin	Edit the Sunday Teaser (Sept-June)
	Print the Sunday Teaser (Sept-June)
Website	Collect and update content for website
	Code and design as needed
	Assist staff and lay leaders to update content on their own when requested
	Create web forms for staff and lay leaders to collect information
Social Media	Manage social media accounts
	Update social media
e-mail	Edit and distribute weekly announcements email
	Edit and distribute other email announcements
Annual Report	Determine who to ask for a report
	Ask for reports, track receipt of reports, send reminders
	Create document using previous year as a template, input reports
	Review reports and final proofreading
	Print report
	Post report to web, email to members
Spire	Print the monthly Spire
Other Print	Mailmerge and print stewardship and other mailings as needed.
	Print brochures for Stewardship and others as needed.
HR	
	Administer HR – benefits, new hires, etc.
	Maintain personnel records
	Process and record payroll
	Select and hire office and building staff with HR
	Provide staffing cost information for annual budget process
OFFICE EQUIPMENT AND TECHNOLOGY	
	Arrange maintenance for copiers. Maintain relationship with service contractors.
	Maintain telephone system. Set up phones for staff. Change menus, greetings, messages, etc. Train staff in use.
	Provide training and assistance in use of all office equipment to staff and lay leaders.
	Purchase and maintain AV equipment (projectors, sound, screens)
	Provide training and support for AV equipment (projector, sound system, screens)

DATABASE (Realm)	
Serve as Administrator of database (data structure, fields, codes)	
Provide training and assistance using data base to staff and lay leaders.	
Enter and maintain records of individuals and households including contact info, membership and personal data	
Collect and input registrations for groups and classes	
Maintain committee and group rosters	
Design and/or run queries and reports, including data for Stewardship campaign	
Assist congregants in using Realm.	
Enter and maintain pledge and giving records	
Produce pledge statements.	
Answer donor questions about their giving record and pledge status	
BUILDING	
Work closely with the Property Committee in maintaining the building facility	
Be the first responder on building use issues	
Schedule required inspections for building systems including fire alarm, fire suppression elevator, kitchen exhaust, emergency lights, etc.	
Act as the key point of contact with building users, renters, and contractors	
Oversee distribution of keys and building access codes	
Respond to security and fire alarm system issues	
Supervise outside contractors	
FACILITY USE AND SCHEDULLING	
All Users (First Parish and Rental)	Maintain the calendar. Collect requests from First Parish and outside users, book spaces, resolve conflicts.
	Post building schedule information
	Provide information and training to First Parish and outside space users about building procedures and systems as needed.
Rentals	Be the first and main point of contact for Mariposa, and the liasion between First Parish (staff and lay leaders) and Mariposa.
	Manage use of building by outside users. Receive inquiry, provide information, show spaces, negotiate contract, collect payments, arrange for sexton coverage, coordinate with vendors etc.
IT	
Provide tech support for staff	
Select, install, and maintain both hardware and software.	
Select and manage web and email host services, domain management	
Select and manage online software services, cloud storage, etc.	
Maintain email accounts, aliases, and Office 365 groups	
Setup and maintain data backups	
ACCOUNTING	
Set up and maintain automatic budget and transaction reports for staff and lay leaders. Answer questions about data on reports.	
Process bills and reimbursements via Bill.com	
Work closely with the Treasurer and Assistant Treasurer to ensure integrity of donor records and accounting data and to answer questions.	
Download and enter credit card transactions into Quickbooks. Reconcile credit card account to statement.	
Process donations from Giving First, special collections, etc. Use Quickbooks to determine amount to be sent and initiate payment process via Bill.com	
Record income in Quickbooks	