

# Parish Committee Minutes

First Parish Unitarian Universalist of Arlington

June 11, 2019

*DRAFT: Not approved by the Parish Committee, do not circulate*

**Present:** Steve McMullin (Chair), Marie Meteer (Vice Chair), Celia Wcislo (Clerk), David Klingsberg (Treasurer), Maggie Carey (Parish Committee Member), Tom Estabrook (Parish Committee Member), Sara Galantowicz (Parish Committee Member), Paul Hollings (Parish Committee Member), Anne Quaadgras (Parish Committee Member), Marta Flanagan (Minister).

**(1) Consent agenda.** *The members of the Parish Committee voted unanimously* to accept the consent agenda, which consists of the agenda, May 14 and May 19 minutes, and financial documents.

**(2) David Klingsberg (Treasurer) update on finances.**

- We drew down \$4,000 from the Executive Assistant fund for the first time.
- We had a \$80,000 surplus at the end of May mostly because of personnel being underbudget. David is predicting it to be a \$50,000 surplus by end of June.
- He would like to keep \$50,000 in the General Reserve Contingency Fund. We currently have \$80,000 in the fund, with an expected \$10-12,000 to be paid for outstanding kitchen remodeling expenses.

**(3) Delegates to General Assembly.** A request by Wendy Page to attend the assembly as a credentialed (voting) member was discussed. There is no financial contribution from First Parish. After some general background for new members, a motion was made and seconded to credential Wendy Page. *Motion passed unanimously.*

**(4) Request from the Committee on Ministry.** A general background on the COM was given by Marta for new leaders. The COM is down one person and is requesting that they be allowed to add one new person. Following the established policy, Parcom reviewed four potential leaders and gave them rankings for the COM to consider in their outreach. The term is for 3 years. Maggie Carey will let John Anderson know the outcome.

**(5) Property committee request for funds to replace the flat roof.** The flat roof is at its 30-year life limit, and leaks have been needing repair. The first 2 estimates that the Property Committee has received estimate it will cost about \$65,000. They are awaiting one more bid. After a discussion about whether to proceed this August or next August, there was a consensus that it was better to act now and avoid future problems. A motion was made and seconded that: *“Parcom authorizes monies for the replacement of the flat roof this August, with \$45,000 coming from the Capital Infrastructure Fund (pending the Trustees approval), and up to \$30,000 to come from the General Reserve Contingency Fund”*. *The motion passed unanimously.* Steve McMullin and Mike Birenbach from Property will go talk to the Trustees about this.

**(6) Marta’s update and Mariposa discussion were postponed due to lack of time.**

**(7) Overview for Parcom on our role and responsibilities (Appendix A).** The committee read through the document Marta handed out. Marta put this in the context of we are now the 3rd largest UU church in the

Boston area (out of 35) and need to carefully reconsider our role as Parcom in light of the size of the congregation. Some highlights of the paper were focusing on the strategic rather than reporting on details. Examples of where we've succeeded in this is in setting up the turning outward committees, including the SJCC, Strategic Committee, and Action Sunday. at

**(8) Meeting schedule (Appendix B).** A draft schedule was distributed. All dates will be confirmed at the August meeting. Steve has sent out a doodle poll for the date of the Fall retreat.

The meeting adjourned at 9:15 p.m.

Draft minutes submitted by Celia Wcislo, Clerk

Upcoming hosts: none assigned; date of August meeting was set for August 20<sup>th</sup> but might need to be *rescheduled* because several people are out of town.

# Parish Committee Minutes

First Parish Unitarian Universalist of Arlington

May 14, 2019

*Adopted in Consent agenda*

**Present:** Steve McMullin (Chair), Marie Meteer (Vice Chair), Lori Kenschaft (Clerk), David Klingsberg (Treasurer), Maggie Carey (Parish Committee Member), Sara Galantowicz (Parish Committee Member), Julius Pereli (Parish Committee Member), Jeff Roberts (Parish Committee Member), Marta Flanagan (Minister), Tina Schultz (Director of Religious Education), David Dreyfus (Chair, Finance Committee), Celia Weislo (First Parish Member)

**(1) Departing Parish Committee members.** We recognized that this is the final Parish Committee meeting for three members – Jeff Roberts, Julius Pereli, and Lori Kenschaft.

**(2) Consent agenda.** *The members of the Parish Committee voted 8-0-0* to accept the consent agenda, which consists of the agenda, May 23 minutes, DRE's Report (Appendix A), and financial documents.

**(3) Financial Report.** David K. shared a projection of finances for this fiscal year (Appendix B), which he plans to make a regular feature in his reports to the Parish Committee. We agreed that this format will be quite helpful and will help us see better where we are and where we're headed. The current projection is that income will be ~\$10K above budget and expenses ~\$55K below budget, for a surplus of ~\$65K, though of course that is a very rough estimate.

David K. reported that the Alliance had contributed \$2,500 to help cover the expenses of the new chancel design, which means that the contribution from the Parish Committee is now quite minimal. He also noted that pledges for the operating budget and second minister start-up fund are coming in well. The new book-keeper, Liz McKersie, is beginning to come up to speed.

David K. noted that plate collections are down this year. Hypotheses about reasons include more thorough pledge drive (so people pledging rather than just putting cash in the plate), people carrying less cash (though some have switched to "plate" collections by phone), and possibly attendance down (Marta's Annual Report will include numbers on attendance).

**(4) Appoint Kit Hayes to the Shared Ministry Committee.** *The members of the Parish Committee voted 8-0-0* to approve Kit Hayes to be a member of the Shared Ministry Committee.

**(5) FY 2020 budget.** David D. reviewed the proposed budget for FY 2020 and explained two decisions that the Parish Committee needed to make.

*The members of the Parish Committee voted 8-0-0* to approve the proposed budget version 2.0 plus an increase of \$700 to increase the RJCC line item to \$3,000. The final budget document, including the RJCC increase, is in Appendix C.

Tina is currently starting to search for a new Youth Group Coordinator. The Parish Committee agreed that the YGC position will be 1000 hours a year or more, and therefore eligible for full benefits. Tina and Joan

will work out the details of how many hours fit the approved budget for this position.

**(6) Upcoming meetings.** We are considering moving Parish Committee business meetings from second Tuesdays to third Tuesdays, to give the Treasurer more time to prepare financial documents from the previous month before we meet. Everyone present was fine with that change. Steve will check with the incoming members of the Parish Committee. The proposed draft meeting schedule is in Appendix D.

The Parish Committee's spring retreat will be on Friday, June 7. Steve's recent email said it would be 3-9 p.m., but that timing may be revised.

**(7) Archivist.** Steve and Marie reported that the Executive Committee has appointed Jeff Roberts to be First Parish's Archivist. We thanked Jeff for undertaking this valuable responsibility.

The meeting adjourned at 9:05 p.m.

Draft minutes submitted by Lori Kenschaft, Clerk

## **Parish Committee minutes**

### ***Adopted in consent agenda***

First Parish Unitarian Universalist of Arlington

May 19, 2019

Present: Steve McMullin (Chair), Marie Meter (Vice Chair), Celia Wcislo (Clerk), Tom Estabrook (Parish Committee member), Sara Galantowicz (Parish Committee Member), Anne Quaadgras (Parish Committee Member), Paul Hollings, (Parish Committee Member), and Marta Flanagan (Minister).

This meeting was a follow-up to today's Annual meeting.

- 1) Date setting: The Spring retreat was set for Saturday, June 8, from 11-4. The first full Parish Committee meeting is set for the 2<sup>rd</sup> Tuesday of June, which is June 11, 7-9. We agreed to change future Parcom meetings to the 3<sup>rd</sup> Tuesday of each month after June.
- 2) Election of Chair and Vice Chair: Steve McMullin was nominated and seconded to be Chair. He was elected unanimously. Marie Meter was nominated and seconded to be Vice Chair and was elected unanimously.
- 3) Election and selection of the Second Minister Search Committee: The Parish Committee divided up the 120 ballots for the Second Minister Search Committee (aka SMSC) and counted the ballots. The top three vote getters were determined. Parcom then discussed the need to balance the group with a variety of different talents. Parcom discussed the remaining candidates and voted unanimously to select an additional 3 rather than 2 in order to create a wider balance. The full committee will be: John Anderson, Lois Fine, Carolyn Hodges, Mark Jacobson, Tina Silberman and David Whitford. Parcom will notify all candidates who ran, by phone, within the next 24 hours. This group of candidates is an incredible set of leaders, and the process they will lead the Parish through will be great.
- 4) Discussion on appointing a Chair for the Second Minister Search Committee: The Parish Committee discussed and agreed that it should appoint the chair for this committee. A motion was made to ask Carolyn Hodges to be the Chair. The motion was seconded and passed unanimously.
- 5) Miscellaneous follow-up:
  - a. Each Parcom member was assigned a SMSC person to call and report back on to Parcom.
  - b. Sarah took responsibility to help move the survey process forward that is required for a new minister search.
  - c. An alias email will be set up as [secondminister@firstparish.info](mailto:secondminister@firstparish.info). Marta agreed to work with Joan to update the Parcom alias email.
  - d. The congregation will be notified about the outcome of the Second Minister Search Committee membership in the next E-Bulletin. Tom will write up an opening paragraph, and Celia will get that, along with the names, to Joan on Wednesday to be included in the E-Bulletin.

Upcoming host: June 11 Tom

**First Parish Unitarian Universalist Church of Arlington  
Budget vs. Actual Income Statement 2018-19**

May 31, 2019  
91.67% of year

	11 months	Annual Budget	% of Budget	Budget to month
<b>Income : 4100 Pledges</b>				
4110 Current Year Pledges	519,700	615,600	84%	\$564,300.00
4120 Prior Year Pledges	0	20,000	0%	\$18,333.33
4130 Pledge Income Prepaid in Prior Year	81,852	0	#DIV/0!	\$0.00
<b>Total 4100 Pledges</b>	<u>601,552</u>	<u>635,600</u>	95%	\$582,633.33
<b>4200 Plate Offerings (including Giving First)</b>	36,410	42,000	87%	\$38,500.00
<b>4300 Fundraisers</b>				
4310 Fair	16,682	14,000	119%	\$12,833.33
4320 Auction				
4330 Other Fundraisers, Men's Chili	(115)	1,500	-8%	\$1,375.00
<b>Total 4300 Fundraisers</b>	<u>16,567</u>	<u>15,500</u>	107%	\$14,208.33
4410 User Donations (Mariposa)	50,187	53,750	93%	\$49,270.83
4420 User Donations (Other building fees)	38,071	25,500	149%	\$23,375.00
4500 Other Contributions (Exec ass't salary contr)	4,000	4,000	100%	\$3,666.67
4510 ParCom special purpose (parking spaces)	5,500	6,000	92%	\$5,500.00
4520 One time gifts	0	0	#DIV/0!	\$0.00
4525 Social Justice	3,061	2,842	108%	\$2,605.17
<b>Total 4500 Other Contributions</b>	12,561	12,842	98%	\$11,771.83
4600 Interest	277	21	1319%	\$19.25
4730 Wellington Fund (Minister's Housing)	10,000	10,000	100%	\$9,166.67
4900 Other Income (to transfer to cap infrastructure)	0	13,000	0%	\$11,916.67
<b>Total Income</b>	<u>765,625</u>	<u>808,213</u>	95%	\$740,861.92
<b>Expenses</b>				
5110 Salary	328,287	406,021	81%	\$372,185.92
5112 Housing Allowance	45,000	41,052	110%	\$37,631.00
5120 FICA	27,670	29,750	93%	\$27,270.83
5130 Workers Comp	3,138	2,870	109%	\$2,630.83
5140 Pension (UUA) both employer/employee	29,440	28,704	103%	\$26,312.00
5150 Health Insurance	13,592	14,280	95%	\$13,090.00
5160 Life Insurance	1,290	1,128	114%	\$1,034.00
5170 Disability Insurance	3,060	2,820	109%	\$2,585.00
5190 Prof Expenses	15,701	14,100	111%	\$12,925.00
5193 Recruitment expenses	361	0	#DIV/0!	\$0.00
5960 Sabbatical Reserve	4,068	8,142	50%	\$7,463.45
<b>Total 5100 Personnel</b>	<u>471,607</u>	<u>548,867</u>	86%	\$503,128.04
<b>5200 Contractors &amp; Consultants</b>				
5240 Consultants (Action Sunday, etc).	3,165	0	#DIV/0!	\$0.00
<b>5300 Office Expenses</b>				
5310 Payroll Service	1,864	2,000	93%	\$1,833.33
5320 Postage	297	600	50%	\$550.00
5340 Telephone & Internet	3,282	3,700	89%	\$3,391.67
5350 Office Supplies & Repairs	6,852	7,650	90%	\$7,012.50
5415 Treasurer's expenses	11,233	8,500	132%	\$7,791.67
5360 Office Equip Lease & Maintenance	5,647	6,700	84%	\$6,141.67
5398 Computer Software/hardware	3,599	3,000	120%	\$2,750.00
<b>Total 5300 Office Expenses</b>	<u>32,774</u>	<u>32,150</u>	102%	\$29,470.83
<b>5400 General Church Supply Expenses</b>				

**First Parish Unitarian Universalist Church of Arlington**  
**Budget vs. Actual Income Statement 2018-19**

May 31, 2019  
91.67% of year

	11 months	Annual Budget	% of Budget	Budget to month
5410 Housekeeping Supplies & Repairs incl Christmas	3,510	3,700	95%	\$3,391.67
5412 Christmas Eve sexton		850	0%	\$779.17
5420 Coffee/Friendship Hour Supplies	2,055	1,500	137%	\$1,375.00
5430 Worship Supplies, etc.	892	1,100	81%	\$1,008.33
5445 Sign Language Interpreter	750	400	188%	\$366.67
5460 Minister's Discretionary Fund	0	0	#DIV/0!	\$0.00
5440 Stipends/Honoraria Guest Ministers	900	3,300	27%	\$3,025.00
<b>Total 5400 General Church Supply Expenses</b>	<b>8,107</b>	<b>10,850</b>	<b>75%</b>	<b>\$9,945.83</b>
<b>5500 Property Expenses - Main Building</b>				
5511 Heating Fuel Oil & Gas	15,730	12,000	131%	\$11,000.00
5512 Water & Sewer	4,407	6,590	67%	\$6,040.83
5513 Electricity	1,725	3,000	58%	\$2,750.00
5514C Solar Power Purchase Agreement	7,090	9,154	77%	\$8,391.17
5514B Power Options Membership	175	175	100%	\$160.42
<b>Total 5510 Utilities</b>	<b>29,127</b>	<b>30,919</b>	<b>94%</b>	<b>\$28,342.42</b>
5515 Maintenance Contingency Fund	2,000	2,000	100%	\$1,833.33
5520 Heating Maintenance & Repair	904	4,000	23%	\$3,666.67
5521 Elevator Inspection & Maintenance	3,884	4,400	88%	\$4,033.33
5530 Main Building Maintenance & Repair	29,651	18,000	165%	\$16,500.00
Reimbursement from Capital Infrastructure Fund	(19,300)	0		\$0.00
5535 Main Building Capital Expenditures	13,000	26,000	50%	\$23,833.33
5550 Groundskeeping	561	1,500	37%	\$1,375.00
5560 Snow Removal	6,441	6,000	107%	\$5,500.00
5580 Insurance	10,946	11,766	93%	\$10,785.50
<b>Total 5500 Property Expenses - Main Building</b>	<b>77,214</b>	<b>104,585</b>	<b>74%</b>	<b>\$95,869.58</b>
<b>5600 Religious Education</b>				
5610 Children/Youth	10,481	8,000	131%	\$7,333.33
CORI checks		0	#DIV/0!	\$0.00
Youth group coordination	0	1,500	0%	\$1,375.00
RE shelving, special needs supplies	0	0	#DIV/0!	\$0.00
5620 Owl training	800	900	89%	\$825.00
<b>5600 Religious Education</b>	<b>11,281</b>	<b>10,400</b>	<b>108%</b>	<b>\$9,533.33</b>
<b>5700 Music</b>				
5750 Music Committee	10,542	10,050	105%	\$9,212.50
5760 Piano Repair	1,000	1,500	67%	\$1,375.00
5790 Organ Fund Set-aside	2,500	2,000	125%	\$1,833.33
<b>Total 5700 Music</b>	<b>14,042</b>	<b>13,550</b>	<b>104%</b>	<b>\$12,420.83</b>
<b>5800 Other Committees</b>				
5801b STAR/Adult RE	1,448	500	290%	\$458.33
HR Committee		200	0%	\$183.33
5807 Lay Ministry Training		150	0%	\$137.50
5809 Membership Committee	148	800	19%	\$733.33
5808b Leadership Development	182	200	91%	\$183.33
5810 Parish Committee	2,179	17,000	13%	\$15,583.33
5811 Parish Committee Contingency Fund		8,000	0%	\$7,333.33
Turning Outward	143	3,000	5%	\$2,750.00
Racial Justice Coordinating Committee	1,612	3,000	54%	\$2,750.00

**First Parish Unitarian Universalist Church of Arlington  
Budget vs. Actual Income Statement 2018-19**

May 31, 2019  
91.67% of year

	11 months	Annual Budget	% of Budget	Budget to month
5820 Other ParCom	5,175	1,000	518%	\$916.67
5812b Social Justice Committee	3,090	2,842	109%	\$2,605.17
5815 Stewardship Committee	1,986	2,000	99%	\$1,833.33
<b>Total 5800 Other Committees</b>	<u>15,963</u>	38,692	41%	\$35,467.67
<b>5900 Outreach</b>				
5910 UUA	37,019	37,019	100%	\$33,934.08
5920 Metropolitan Ministries	300	300	100%	\$275.00
5930 UU Partnership Church Council	200	200	100%	\$183.33
5940 Giving First	16,388	21,000	78%	\$19,250.00
5962 UU Urban Ministry	250	250	100%	\$229.17
5965 Mass. Interfaith Power and Light	250	250	100%	\$229.17
<b>Total 5900 Outreach</b>	<u>54,407</u>	59,019	92%	\$54,100.75
General expense reserve	<u>0</u>	(14,900)	0%	-\$13,658.33
Repayment of loan	<u>5,000</u>	5,000	100%	\$4,583.33
<b>Total Expenses</b>	<u>693,560</u>	808,213	86%	\$740,861.87
<b>Net Operating Income</b>	72,065	0		0

6 year average of spread of pledges received as a percentage of budget FY2012 - FY2017	Per	FY19 Budget		635,600
	month	Cumulative	Actual by month	
July	12.9%	12.9%	139,581	22.0%
August	6.5%	19.4%	47,013	7.4%
September	7.3%	26.7%	46,708	7.3%
October	7.1%	33.8%	38,885	6.1%
November	7.6%	41.3%	35,930	5.7%
December	16.1%	57.5%	64,116	10.1%
January	6.4%	63.8%	59,177	9.3%
February	7.1%	70.9%	39,420	6.2%
March	8.5%	79.4%	63,294	10.0%
April	4.8%	84.2%	40,676	6.4%
May	6.5%	90.8%	26,753	4.2%
June	9.8%	100.6%		0.0%
<b>Total</b>	<b>100.6%</b>		<b>601,553</b>	<b>94.6%</b>

Parish Committee FY19 budget	26,000
Lay Ministers lunch	(78)
Sunday Morning Baking	(71)
Parish Committee dinner, retreat lunch	(193)
Gifts	(137)
Other staff gifts	(419)
Animal Craze	(300)
Jeanne & Olav farewell, gifts	(505)
Public witness banner	(85)
Sanctuary redesign, website	<u>(5,565)</u>
Total through May 2019	(7,353)
Still to come	
Website	(5,000)
Child care	(400)
Other	<u>(80)</u>
Remaining	13,167



**First Parish Unitarian Universalist of Arlington MA**

**Balance Sheet**

As of May 31, 2019 (Alliance as of 3/31/19)

**ASSETS**

**Current Assets**

**Bank Accounts**

**1-Church**

1010 Treasurers Checking	135,093.25	257,441.53	-122,348.28
1011 RE Checking	0.00	6,711.00	-6,711.00
1013 Cambridge Savings	251,109.67	51,109.67	200,000.00
1023 Fair Savings	1,647.95	1,647.95	0.00

**Total 1-Church** \$ 387,850.87 \$ 316,910.15 70,940.72

**2-Alliance**

1030 Alliance Operating	1,531.13	8,408.13	-6,877.00
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**Total 2-Alliance** \$ 1,531.13 \$ 8,408.13 -6,877.00

**Total Bank Accounts**

**\$ 389,382.00 \$ 325,318.28 64,063.72**

**Other current assets**

1130 Alliance Investments	427,992.75	402,387.75	25,605.00
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1140 Trust Fund Investments	1,749,748.00	1,683,869.00	65,879.00
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**Fund** 779,594.00 759,314.00 20,280.00

**Total Other current assets**

**\$ 2,957,334.75 \$ 2,845,570.75 111,764.00**

**Total Current Assets**

**\$ 3,346,716.75 \$ 3,170,889.03 175,827.72**

**Fixed Assets**

1310 Church Property	4,170,100.00	4,170,100.00	0.00
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1320 Organ & Pianos	618,090.00	618,090.00	0.00
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1330 Equipment and Furnishings	50,000.00	50,000.00	0.00
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1340 Misc Assets - Vault, etc.	27,870.00	27,870.00	0.00
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**Total Fixed Assets**

**\$ 4,866,060.00 \$ 4,866,060.00 0.00**

**TOTAL ASSETS**

**\$ 8,212,776.75 \$ 8,036,949.03 175,827.72**

**LIABILITIES AND EQUITY**

**Liabilities**

**Current Liabilities**

Chase Credit Card	2,354.37	-571.00	2,925.37
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**Total Credit Cards** \$ 2,354.37 -\$ 571.00 2,925.37

**Other Current Liabilities**

2120 Payroll Tax Payable	3,235.00	3,291.00	-56.00
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2121 401K Employee Salary Reduction	-45,702.92	1,290.13	-46,993.05
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**Contribution** 48,720.46 2,229.70 46,490.76

2123 Pre-Tax Health Insurance	-3,356.80	-1,353.86	-2,002.94
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**Funds**

2301 Ferry Beach	3,093.68	6,830.00	-3,736.32
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2307 Social Justice	1,168.20	615.70	552.50
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2315 Racial Justice Committee	0.00	944.65	-944.65
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2316 Artwall	291.35	285.75	5.60
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2317 Second Minister Fund	57,457.54	0.00	57,457.54
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2334 Ministerial Discretionary Fund	5,075.25	5,145.25	-70.00
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2335 Youth Group	32,636.30	6,934.19	25,702.11
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2337 Religious Ed Reserve	10,179.00	3,421.00	6,758.00
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2311 Memorial Garden	-1,237.09	3,772.91	-5,010.00
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2340 Remembrance Corner	2,735.52	1,655.52	1,080.00
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2342 Kitchen Registry	41.58	0.00	41.58
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2341 Giving First Fund	1,875.66	7,069.77	-5,194.11
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2400 Music Fund	21,153.48	18,253.60	2,899.88
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2401 Sanctuary fund	0.00	3,213.42	-3,213.42
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2403 STAR	3,384.82	2,384.82	1,000.00
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2405 Sabbatical Reserve	21,791.53	40,223.53	-18,432.00
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2407 Transylvania Fund	1,404.22	516.22	888.00
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**Fund** 80,099.72 125,485.85 -45,386.13

**Fund** 0.00 0.00 0.00

**First Parish Unitarian Universalist of Arlington MA**

**Balance Sheet**

As of May 31, 2019 (Alliance as of 3/31/19)

2412 Meetinghouse Restricted Fund	0.00	2,420.00	-2,420.00
support	2,000.00	6,000.00	-4,000.00
accruals	7,845.00	5,000.00	2,845.00
<b>Funds</b>	<b>\$ 250,995.76</b>	<b>\$ 240,172.18</b>	<b>10,823.58</b>
2800 Restricted-Future Years			
2801 Pledges for Future Year	59,540.00	81,852.00	-22,312.00
2803 Prepaid housing allowance	0.00	-10,000.00	10,000.00
<b>Total 2800 Restricted-Future Years</b>	<b>\$ 59,540.00</b>	<b>\$ 71,852.00</b>	<b>-12,312.00</b>
<b>Total Other Current Liabilities</b>	<b>\$ 313,431.50</b>	<b>\$ 317,481.15</b>	<b>-4,049.65</b>
<b>Total Current Liabilities</b>	<b>\$ 315,785.87</b>	<b>\$ 316,910.15</b>	<b>-1,124.28</b>
<b>Total Liabilities</b>	<b>\$ 315,785.87</b>	<b>\$ 316,910.15</b>	<b>-1,124.28</b>
<b>Equity</b>			
3100 Trust Funds Balances			
3101 Founders Fund	0.00	0.00	0.00
3102 Tobey Fund	19,759.00	18,512.00	1,247.00
3103 Maintenance Funds	16,328.00	15,299.00	1,029.00
3104 Social Investment Fund	5,378.00	5,052.00	326.00
<b>Fund</b>	<b>779,593.00</b>	<b>759,314.00</b>	<b>20,279.00</b>
3106 Minister's Housing	2,534.00	12,506.00	-9,972.00
3107 Capital Infrastructure	30,503.00	34,677.00	-4,174.00
3190 General Trust Funds	1,675,247.00	1,597,823.00	77,424.00
<b>Total 3100 Trust Funds Balances</b>	<b>\$ 2,529,342.00</b>	<b>\$ 2,443,183.00</b>	<b>86,159.00</b>
3200 Alliance Funds	429,523.88	410,795.88	18,728.00
3900 Unrestricted Equity			
3910 Fixed Assets Equity	4,866,060.00	4,866,060.00	0.00
<b>Total 3900 Unrestricted Equity</b>	<b>\$ 4,866,060.00</b>	<b>\$ 4,866,060.00</b>	<b>0.00</b>
Retained Earnings	0.00	0.00	0.00
Net Income	72,065.00	0.00	72,065.00
<b>Total Equity</b>	<b>\$ 7,896,990.88</b>	<b>\$ 7,720,038.88</b>	<b>176,952.00</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 8,212,776.75</b>	<b>\$ 8,036,949.03</b>	<b>175,827.72</b>

1010 Treasurers Checking	135,093.25	257,441.53
1011 RE Checking	0.00	6,711.00
1013 Cambridge Savings	251,109.67	51,109.67
1023 Fair Savings	1,647.95	1,647.95
<b>Total cash</b>	<b>387,850.87</b>	<b>316,910.15</b>
<b>Liabilities</b>	<b>315,785.87</b>	<b>316,910.15</b>
retained earnings	72,065.00	0.00

Air conditioning loan to repay to trustees	
Original amount	45,000.00
FY17 payment	-5,000.00
FY18 payment	-5,000.00
FY18 transfer of unused capital campaign money	-17,337.11
To be paid in current year (FY19)	-5,000.00
<b>FY19 ending balance</b>	<b>12,662.89</b>

## **Appendix A**

### **Ministers' Report for the Parish Committee**

Thoughts in Anticipation of ParCom Discussion, June 11, 2019  
Rev. Marta Morris Flanagan

#### **What has ParCom been about these last ten years?**

- Policy, not tasks

We are too large a congregation with many activities

- Delegate (to committees and staff)

Worship and Music

RE

Pastoral Care

- Intramural Activities

Ensuring committee and stakeholders are working in concert over matters  
of common responsibility (i.e. Mariposa)

- Minding the Gaps

Capital campaign

Turning Outward (RJCC)

Second Minister

Program Council and Leadership Development

Adapted from “How to Spend Your Board’s Time” by Dan Hotchkiss

Boards often criticize themselves for “getting too far into the weeds” of daily management detail. They know they should be spending more time envisioning the future and deciding big,

Harvard educator Richard Chait offers in place of the frustrating simplicity of micromanagement is bad and visioning is good—three modes of governance: fiduciary, strategic, and generative. All three modes are necessary and appropriate; the goal is for the board to give each mode its due attention.

1.

### **Fiduciary**

**The board protects the congregation’s assets, conserves its traditions, and worries about risks. It makes sure the resources in its care—including especially its human and spiritual resources and—are conserved.**

The most common way boards do fiduciary work is by listening to reports, responding to what is wrong or questionable or interesting in them, and intervening with advice, commentary, and direction. Often this is done without much sense of the appropriate level for board intervention.

A more effective way to carry out the board’s fiduciary function is to adopt policies that delegate authority, give guidance, and set limits. When the board receives reports, they focus mainly on two questions:

How are we coming on our goals?  
Are we our adhering to our policies?

In ordinary times, fiduciary work takes only a small fraction of the board’s time. Once in a while, the board may have to spend more of its time correcting what is wrong. Micromanagement is not bad in an emergency. The trick is not stay on a war footing endlessly. Once the crisis is alleviated, the board needs to resist the tendency to spend more time on fiduciary work than necessary, so it can spend more time in the strategic and generative modes.

2.

## **Strategic work**

**The board looks to the future, and asks, “What do we mean to accomplish in the next few years, and what are the major choices we must make in order to get there? Strategic choices might include the timing of a capital campaign, a plan for staffing changes, or a commitment to launch worship in a new location or a different language. Strategy is macro management—making the big choices about how the congregation will live out its purpose.**

To do this well, the board needs to be extroverted, letting people know what questions it is thinking about long before it has decided on the answers. This kind of extroversion requires courage. It is much easier to wait till leaders have made up their minds before beginning to “sell” the result. Sometimes this works, but maximum support requires wide involvement in the process leading to strategic choices.

Perhaps the most powerful tool for getting people into a strategic conversation is to pose strategic questions. “What is our ministry to our wider community?” “What difference do we mean to make in the lives of youth and young adults?” “How will we fund our Temple programs given changes in young families’ pattern of affiliation?”

By choosing a short list of strategic questions and persistently inviting people into conversation about them, the board (in concert with the clergy) prepares itself to make better strategic choices, and ensures the broad-based support strategic action requires.

3.

## **Generative work**

**Generative governance addresses questions that do not allow for simple, fast, or practical solutions. Generative conversations wander. Their focus comes from the need to pose good strategic questions about how the world has changed, and how familiar modes of “doing church” or “doing synagogue” have lost vitality. Board members often describe time spent in generative mode as the most stimulating, spiritual, frustrating, and—especially in retrospect—fruitful time they spend.**

By clearing its agenda of excessive work in the fiduciary mood, the board makes space for thoughtful and creative pondering of the big issues. Generative conversation may seem slow and wandering, and its results may not be easy to measure. But soul-to-soul exchange among a small group of lay and clergy leaders lays the groundwork for the board to ask the right strategic questions.

Many boards do their generative work mainly at their annual retreats—that’s better than nothing, but I urge boards to look for ways to maximize the time available to work in generative mode.

**What Should a Governing Board Be Good At?**

A board's primary responsibility is

**developing a vision for the congregation's future**

A Board does this by:

**Controlling its own agenda**

To make time for considering the future, a board must take control of its agenda. Each board member can help by asking, after listening to a routine report, "In the future, could this report come to us ahead of time, in the board packet?" Effective boards spend almost no time listening to reports at meetings.

**Delegating authority**

Great boards delegate authority. Whenever the board takes an action that affects just one event alert board members ask, "In the future, can we delegate decisions like this, so they can be made away from the board table?"

Effective delegation is not easy. The board must say precisely what authority it means to delegate and to whom. It needs to give—up front, in writing—all of the guidance it intends to give and any limits it intends to set.....The board must provide for accountability and plan periodic check-ins to review how its authority is being used.

Having delegated, an effective board resolves not to take appeals from those who are unhappy with particular decisions made. Unless its policies or someone's rights are violated, the board does not step in to fix what others have done.

**Hosting future-oriented conversations**

The work of an effective board is not limited to board meetings. Most boards are elected by the congregation, and they need to stay in touch. All boards rely on perceptions and perspectives of the congregation to help them discern what the congregation is called to be and do in the future.

One way to activate the wisdom of the congregation is to hold focused, future-oriented conversations. The board needs to be good at raising relevant, provocative questions or issues for discussion. It also needs to be good at finding ways to draw subgroups of the congregation into conversation. About 60 to 80 members—almost regardless of the congregation's size—want and expect to have a voice about the future. Others who do not particularly want a voice still have expertise and wisdom to offer.

Boards can reach out in a variety of ways. "Town meetings," open to everyone, tend to draw mostly older adults without young children. Smaller "expert meetings" are a good way to take advantage of the special knowledge certain people bring to a specific topic.

## Appendix B

## Appendix B

Parcom monthly meeting	8/20/19
Fall retreat	??
Parcom monthly meeting	10/15/19
Parcom monthly meeting	11/19/19
Parcom monthly meeting (Budget meeting)	12/17/19
Parcom monthly meeting	1/21/20
Winter Retreat	??
Parcom monthly meeting	2/18/20
Parcom monthly meeting	3/17/20
Parcom monthly meeting (C.O.M.?)	3/24/20
Parcom monthly meeting	4/21/20
Parcom monthly meeting (Budget)	4/28/20
Parcom meets with new members	??
Annual meeting	5/17/20 ?
Parcom monthly meeting	5/19/20
Parcom monthly meeting	6/16/20
Spring Retreat	??

