

# First Universalist Church Board of Trustees

March 20, 2014

## Board Packet

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Date: March 11, 2014

To: First Universalist Board of Trustees

From: David Bach

Re: March 20, 2014 Meeting

What a difference a few degrees above freezing can make to our dispositions and to the look of the land. Yes solid land, not snow. Well, maybe a little squishy still, but drying out fast. Something we haven't seen for a while. Solid ground is a sign of spring and our entry into the last quarter of this church year and into preparation for next year.

At our meeting on March 20 we will take a careful look at the 2<sup>nd</sup> quarter financial report and year-end projection to gauge the strength of our footing for closing out this year and in preparation for the development of a thoughtful budget and foundation for FY 2015. Another indicator of our strength will be the results of this year's Pledge Drive which will wrap up this month. Have you made your pledge yet?

Important dates to have on your calendar for the rest of this year are:

- April 17 – Review of the FY 2015 budget by the Board
- April 27 – Presentation of the budget to the Congregation
- June 1 – Annual Meeting of the Church

Our Working Session on March 22 will be held in the home of Cindy Marsh. We will meet from 8 a.m. to 10 a.m. with the topics of Linkage to the Congregation and Board Leadership. Lark Weller and Karin Wille are putting together the agenda for the meeting and will share it with us at our Board Meeting on March 20. I have personally found these Working Sessions very helpful to our work and personally rewarding as a special way to Give, Receive and Grow. How about you?

March 20 is the first day of spring! See you then. Let's take root and grow together. Thank you all for your service to First Universalist.

First Universalist Church of Minneapolis  
Board of Trustees Meeting March 20, 2014  
6:30 p.m. Cummins Room  
Agenda

6:30 Call to Order

- Lighting of the Chalice  
*May this flame that burns before us light our way, informed by the wisdom of leaders gone before, and inspired by the trust that we have been given as stewards of this Church. May we have vision, compassion, and courage as we serve this congregation now and for the generations to come.*
- Reading- Karin Wille
- Check-in

6:50 Consent Agenda

- Approval of Minutes from February 20 meeting

6:55 Items from the Acting Senior Minister

- Great Gathering Update
- Approval of Members

7:15 Items from Monitoring Schedule

- Attendance and Membership numbers and trends- Jen
- Staff and significant volunteer changes- Jen
- Financial condition- Paul Robinson
  - Annual budget for FY2015- moved to April
  - Three Year financial plan- moved to May

7:45 Committee Reports

- Governance Committee- Karin Wille
  - Surveys
  - Policy reviews
  - Approval of changes to the GPH
  - Approval of changes to monitoring schedule
  - Approval of pilot staff survey
  - Approval of pilot volunteer survey
  - Approval of doing same congregational survey as last year to measure VG progress
- Finance Committee- Paul Robinson
  - 2<sup>nd</sup> quarter update, year-end update
  - Reserve policy

8:45 Items from the President

- Check in on Board Goals and activities
- Communications with the congregation
- March 22 Working Session
- Treats and readings for the remainder of the year
- Racial justice journey as a board and as board members
- Resolution to accept an estate gift from Jean Roberts

9:15 Executive Session

9:30 Adjournment

## February 2014 Board of Trustees Minutes

Present: Dan Berg, David Bach, Lark Weller, Cindy Marsh, Paul Robinson, Dick Niemic, ~~Karin Wille~~, Justin Schroeder, Jill Braithwaite; Jen Crow

Others present:

Note that this month's meeting took place via conference call due to severe weather.

**Chalice Lighting**—words by Dan Berg

*May this flame that burns before us light our way, informed by the wisdom of leaders gone before, and inspired by the trust that we have been given as stewards of this Church. May we have vision, compassion, and courage as we serve this congregation now and for the generations to come.*

**Opening Words**- Pam Vincent "We are Called" by Natalie Fenimore

**Check Ins/reflections on opening words**

### Consent agenda:

- Approval of Minutes from January 16 meeting
  - Correction to minutes under finance report for mortgage- should read 12 month time frame to elect to access the funds.
- Approval of resolution to establish checking account with Sunrise Bank
  - Action: motion made and carried to approve.

### Items from the Senior Minister (refer to Senior Minister Report for details)

- **Sabbatical Plans**- Justin and Jen finalizing plans for sabbatical. Number of guest preachers, to include Rev. Bill Schultz, Rev. Kelli Clement, Rev. Luke Stevens-Royer, as well as Jen, Ruth and Elaine. Jen's Sunday preaching schedule during the sabbatical was scaled back to allow her to focus more on FIA. Considering using some of sabbatical funds to bring in UU colleague for some pastoral care duties. Justin provided an overview of planned activities and goals for his sabbatical. Justin will document work done on sabbatical for the board. He will also briefly mention sabbatical on Sunday. Jen and Diane will continue to work with consultant during the sabbatical time. **Question:** how will Justin be involved in planning for annual meeting: Justin will prep with Jen; Jen will be acting senior minister during Justin's absence.
- **Third Service Planning Process** – refer to high level outline in Senior Minister Report. - looking to fall of 2015 for pilot of third service. Lay leadership team to be involved in thinking through and planning for third service. Should be clear by late summer early fall if we have capacity to do a third service. **Question:** is there any sense of impact to staff:? The biggest impact would be to program staff. If intergenerational service, would lessen impact to RE staff- but remains impact to worship team, music, facilities. May need an increase to some staff hrs. **Question:** How would the type of service be determined? Small congregational survey? Justin: most research indicates a third service needs to be different than existing services. Staff would set architecture of planning, with buy in from congregation. **Question:** What is primary driver for third

service? Need to be in front of growth, in pro active way. Adding a service could create space, as people move to the third service. Also, about re imagining how worship service might look.

### **Items from Monitoring Schedule**

- **Membership and attendance report-Justin: in board packet.**
  - Update on community circles- significant for strategic plan. Jen and Elaine have really carried this forward, with diverse range of circles.
  - New numbers of young adults, responding to ministry offering, and people of color.
  - January numbers are skewed down, due to severe weather first week in January.
  - Sunday attendance has not reflected numbers expected (numbers are slightly lower than previous year), but not sure of trending at this point. Paying attention to this, might need to have some conversations with people who haven't been attending recently.
- **Staff and significant volunteer changes –Justin**
  - Two staff changes: Hilary Rogers- Sunday morning child care. Resigned to pursue career and Master's program. Evening custodian position was eliminated, shifting hours to better accomplish day time tasks and needs. Two weeks' notice was provided for this planned change.
- **Second quarter financials- Paul Robinson**
  - Packet contains different information than FMT meeting. Budget versus actual operating expense- summarized in one page.
  - Reviewed finances with Diane; refer to minutes of FMT for discussion points. Pledge revenue is 75k short of budget. Not expected to make up this shortfall. Total shortfall is 110k. Current information suggests deficit in pledging amounts. Projection is expected from Diane in a few weeks- discussion of impact to budget and annual meeting preparation
  - 6 month budget/6month actual- numbers used are a calculation, not actual cash flow.
  - 697 pledges last year, this year 655 pledges. 17k less, 42 fewer pledges. People here are pledging more as a group, so pledge unit values have gone up.
  - Discussion of membership numbers- if remove those designated as friends, reduces actual membership to 800's; need to review membership data. Bylaws call for members to be approved by vote of the board of trustees; future consent agendas should include approval of new members. Add item to consent agenda going forward. May need to retroactively approve members added this year.

- **Staff survey- Governance Committee**
  - Revising the survey used last year slightly, will discuss at March Gov. Cte meeting. Timing not firm yet, but plan to have late enough in the year to be included in senior minister evaluation.
- **Great gathering-** tough balancing with making event accessible to all, with underwriting. Would be glad to have a party next year, and not budget for a fund raiser. Significant amount of staff time- expect it to be successful

### Committee reports

- **Governance Committee** –Lark Weller and Cindy Marsh
  - **Monitoring schedule for new GPH Polices-** Lark Weller- for approval. Monitoring schedule was revised to ensure latest changes to GPH were captured in schedule. Refer to minutes of Governance committee for details. Governance committee will make changes and send revised monitoring schedule to the Board. **Action:** motion made and seconded for approval- motion carried.
  - **Salary Guidelines to use in applying Compensation Principles-** Cindy Marsh- for approval. Guidelines were sent out by Karin Wille. Committee will amend guidelines to ensure that if midpoint is lower than 25<sup>th</sup> percentile, that no one falls below the 25<sup>th</sup> percentile. Benefits- appears our benefit package is generous; need to ensure that benefits are sustainable. Recommendation to have benefits specialist review benefits packages and make recommendations. Review two kinds of consultants- use UUA recommendations for benefits, as well as consultant for overall staffing needs/recommendations. **Action:** motion to approve first set of guidelines with stated amendment. Motion carried. Refer to February minutes of the Governance Committee.
  - **Board evaluation-** Cindy Marsh- for discussion. Review of document sent earlier this evening. Governance committee will design evaluation tool- emailed document reflects the content being proposed.
- **Finance Committee-** Paul Robinson
  - Reserve policy- FMT adopted reserve policy for recommendation. Need to review exact implementation with Diane before presenting to Board for approval.
  - UUA dues/Mid America region dues: Refer to FMT minutes for details. Recommendation for 17.24 to district- same percentage of fair share as to UUA. Current breakdown- 6,000. This has been point of discussion at annual meeting in recent years. Will board make a statement of position regarding goal rate? Recommendation for this year is \$45 per member, with goal to increase over time. Comments from Jen: long term conversation among large churches and

fair share, with program fund. Larger churches on a whole find it a greater burden, because larger churches develop own programming, and then offer those to other smaller congregations. Larger congregations offer benefits to UUA other than financial aid- programming and development of ministers. Different guideline for congregations over 550 members that uses percentage of operating expenses- that figure actually works out to be a greater number. Justin: There has been conversation at larger congregation conference eliminating fair share language, adding right relationship language instead, which acknowledges resource creation and sharing. Board provided guidance to FMT for a range of 35-45.

**Items from the President- Dave Bach**

- **Check in on Board Goals**
  - **Debriefing and follow up from State of the Church Meeting**
    - Lark wrote article for March Liberal, will distribute to board. Cybercoffeehour message sent to identify contact persons on staff, and how congregants can contact board with concerns and questions. Probably need a more formal structure for future meetings, with microphones, rules regarding length of time for each speaker. Might need some clarification with communications to congregants, not over promising. Is there need for a formal written communications/linkage plan? We are doing this with monthly Liberal articles, etc. Perhaps need written guidelines for board and staff for responsiveness to congregation and communications. Who is answering the questions that were collected? Dan and Dave will take first pass, with Jen to review.
    - Annual meeting and budget meeting dates
      - Cannot change timelines for this year, but could look to changing dates for next year.
      - Budget for board to review at April 17 meeting.
      - Congregational budget presentation April 27 (Sunday)  
Suggestion to offer more than one opportunity to review budget.
      - Annual meeting June 1
    - Other follow up communications
  - **Communications with the congregation**
    - Lark has had conversations regarding how people can use talents and skills. Many people here because of racial justice work we are doing.
    - YCE meeting- Paul attended- feedback on difficulty getting approval for posters, etc.



- **Strategic Plan review**
  - Jill summarized review process: two deliverables: summary of status of plan, noting achievements, dropped items, or delays, and updated strategic plan including revisions made this year.
- **March 22 working session-**
  - Discussion of possible topics; to be finalized
- **Treats and readings the rest of the year**
  - Sign up sheet will be distributed at March Meeting
- **Racial justice journey as board and board members**

**Moved to executive session at 9:31 pm**

**Return to regular session at 9:47 pm**

**Adjourned at 9:48 pm**

**Acting Senior Minister Report to the Board of Trustees  
March 20, 2014**

Inform/Consult /Approve	Item	Relevant Policy and Comments
Inform/Update	Sabbatical	<p>Rev. Jen Crow is acting as Senior Minister. She is responsible for working with the Board, working on the budget with Diane Gavere, Director of Operations, and responsible for any staffing issues that emerge during the Sabbatical.</p> <p>Regarding the budget, Diane will present a high level draft budget to the Finance Committee at the April Finance Committee Meeting. At the April Board meeting, the whole Board will see the budget. The congregation will review the budget on April 27th, after the 2nd service. The Board will approve the final budget at their May meeting, with approval by the congregation at the annual meeting.</p> <p>Justin will not be responding to email or phone calls from staff, Board members, or congregants. Diane and Jen are the two staff members who will be in touch with Justin in case of life and death pastoral emergencies.</p> <p>During the sabbatical, Justin will focus on spiritual deepening, researching church growth, and more. Here is the general outline of how he's spending his sabbatical time:</p> <p>More intensive time with his Spiritual Director and other members of his spiritual and self care team.</p> <p>Regular work with a "voice coach," who focuses on helping clients discover the places where they</p>

Inform/Consult /Approve	Item	Relevant Policy and Comments
		<p>discover the places where they've been "silenced" in their lives, to un-silence those places, and then to speak with a more authentic, grounded, and compelling voice.</p> <p>A site visit to All Souls Church in Tulsa, OK. All Souls is one of the largest Unitarian Universalist congregations in the country; they are deeply engaged in multi-cultural, multi-racial work, they live stream their Sunday services, and they offer three unique services. They also have a different (and larger) staff than we do, including a Development Director.</p> <p>A deeper exploration of the history of First Universalist, including review of past Board minutes, annual reports, and more.</p> <p>Reading and continued learning and reflection on our racial justice journey.</p> <p>Reading and continued learning about managing and leading a large and growing congregation.</p>
Inform/Update	Staff and Significant Volunteer Changes	<p>No significant changes to report.</p> <p>A Hiring Advisory Team for the FIA Director will be formed in April, led by Rev. Crow.</p> <p>With the elimination of our evening custodian/security position, our administrative team has shifted their schedules to be here in the evenings so that no one staff (Sandy) is in the church alone at night.</p>

Inform/Consult /Approve	Item	Relevant Policy and Comments
Inform/Update	Website Update	The new website is live! Check out <a href="http://www.firstuniversalistchurch.org">www.firstuniversalistchurch.org</a> . We are thrilled to have this up and running. The site going live marks the completion of phase 1 (the building and initial presentation of the website). Phase 2 has begun, and will include the updating of content and inclusion of new ideas that come from use and exploration of the website. Our Communications Manager, Heidi Johnson, is responsible for the creation of the new website and she deserves to be celebrated for this significant accomplishment.
Inform/Update	Pledge Drive	The pledge drive “closed” on March 23rd. We anticipate that significant follow-up efforts will be needed, and the pledge team may be asking Board members to assist with follow-up phone calls to members who have not yet pledged.
Inform/Update	Management Team and Staff continuing to work with Donna DiMenna	Based on conversations with Donna - we are rethinking church office and building hours and are currently experimenting with closing the office on Fridays.  Jen and Diane will continue to meet with Donna while Justin is on sabbatical.
Inform/Update	Great Gathering	What a great party! After expenses have been paid, we expect to net roughly \$20,000.
Inform/Update	Day of Service	The Day of Service took place on 3/15 - with 16 projects. Projects that were connected to our faith in action focus areas received significant support (3 Habitat for Humanity work sites, roughly 30 people at Augsburg Fairview Academy, full crews to pack seeds, sort food, create care packages for individuals experiencing homelessness, Second Harvest).

Inform/Consult /Approve	Item	Relevant Policy and Comments
Inform/Update	Racial Justice Journey and Updates	<p>Our second large group 3-day training began on 3/8. 12 staff members and 29 congregants make up this group.</p> <p>On 3/9 and 3/10 we held our first listening sessions specifically for people of color in our congregation, facilitated by Marie Michael, an African-American colleague of our coach, Dr. Heather Hackman. Reports out from these sessions say that the groups were small, but powerful.</p>

# February Attendance

	2014			2013		
	9:30 AM	11:15 AM		9:30 AM	11:15 AM	
<b>Adults</b>						
1st Week	240	290	530	301	319	620
2nd Week	298	318	616	271	244	515
3rd Week	231	244	475	291	373	664
4th Week	261	239	500	317	293	
5th Week						
Monthly Total	1030	1091	2121	1180	1129	1799
<b>Avg for February</b>	<b>257.50</b>	<b>272.75</b>	<b>530.25</b>	<b>295.00</b>	<b>282.25</b>	<b>449.75</b>
<b>Church School</b>						
1st Week	182	162	344			
2nd Week	186	164	350			
3rd Week	94	73	247			
4th Week	153	154	307			
5th Week						
Monthly Total	615	553	1248			
<b>Avg for February</b>	<b>153.75</b>	<b>138.25</b>	<b>312.00</b>			
<b>Combined Avg</b>	411.25	411.00	842.25			

**First Universalist Church  
February, 2014 Statistical Report  
March 20, 2014**

**MEMORIAL SERVICES: 2**

**Susan Ersted Memorial Service, Feb. 15 – Rev. Jen Crow  
Nadine Tornquist Memorial Service – Feb. 20**

**MARRIAGES/SERVICES OF COMMITMENT: 0**

**MEMBERS FOR APPROVAL: 5**

Heidie and Steve Lish, Columbia Heights  
Zo Spratt, Minneapolis  
Caitlin Rogers, Minneapolis  
Taylor Putz, Minneapolis

**MEMBERS REINSTATED: 0**

**MEMBERS FOR REMOVAL: 12**

Loretta Strong-Thompson – not attending or pledging  
Rochelle Pereira – living in St. Paul  
Adam Henry – living in Prior Lake  
JR Hancock – ailing, unable to attend  
Julie Derby – not pledging, contributing  
Patricia Daniels – living in North Carolina  
Kimberlee Adams – not attending or pledging  
Nadine Tornquist – deceased  
Kris Duryea – not attending or pledging  
Jeffrey Pilcher – moved to Massachusetts  
Kathryn Sikkink and Douglas Johnson – Moved to Massachusetts

**CHILDREN DEDICATED: 0**

	<b>To Date</b>	<b>Year End</b>			
<b>Fiscal Year</b>	<b>2013-2014</b>	<b>2012-2013</b>	<b>2011-2012</b>	<b>2010-2011</b>	<b>2009-2010</b>
<b>Members</b>	<b>22</b>	<b>110</b>	<b>76</b>	<b>98</b>	<b>75</b>
<b>Added</b>					
<b>Total</b>	<b>1026</b>	<b>1030</b>	<b>953</b>	<b>927</b>	<b>849</b>
<b>Members</b>					

**TOTAL MEMBERS AS OF THE LAST MEETING: 1033**

**To be added: 5**

**To be removed: 12**

**TOTAL MEMBERS: 1026**

## **New members to the church July 1, 2013-March 10, 2014**

**Amy Crawford and Alice Johnson – Minneapolis**

**Aaron Darkenwald – Otsego**

**Tom Evers and Erin Sugrue - Minneapolis**

**Joan Patterson - Minneapolis**

**Marjorie Petersen – Minneapolis**

**Kayci Rush and Richard Spratt – Minneapolis**

**Matt School – Minneapolis**

**Kathy Sidla – Hopkins**

**Pat Vincent, Minneapolis**

**Elaina Buzzell, Minneapolis**

**Ginger and Emily Brown Murphrey, Minneapolis**

**Jane Gibson, Minnetonka**

**Kris Hoffwomyn, Minneapolis**

**Heidie and Steve Lish, Columbia Heights**

**Zo Spratt, Minneapolis**

**Caitlin Rogers, Minneapolis**

**Taylor Putz, Minneapolis**



Governance Committee Meeting Summary	
Date: Monday, February 10, 2014 Time: 6:30-8:30 p.m.	
Attendees:	
Karin Wille	David Leppik
Jill Braithwaite	Cindy Marsh
Lark Weller	

## DISCUSSION

Monitoring schedule for revised GPH policies: Committee assigned new/revised GPH policies monitoring dates. That discussion is documented here; items to be added to the monitoring schedule are noted in bold font; follow-up pieces subsequent to the Committee meeting are noted in *bold italics*.

(Congregational) Grievance Policy (Section 3.6) conformance will be determined via a report on an annual basis. **The Committee will add “congregant grievances” to the monitoring schedule for May.**

Integration and Treatment of Volunteers (Section 5.2): In January, the Board adopted policy revisions that included the removal of the old requirement for a church member handbook; complaints that could be tied to the lack of a handbook have since come up on Cyber Coffeehour, etc. Some of remainder of this section is harder to monitor. Senior Minister is comfortable with putting this into monitoring schedule for September (just Section 5.2.9, “fail to inform volunteers of general team and committee member expectations; relevant policies and procedures; and how teams, committees and individual volunteers should relate with staff,” or others, e.g., volunteer survey?). Committee agreed that, in September’s “treatment of volunteers” monitoring item, we’ll note we’re looking for those items. *See also the discussion in “volunteer and congregational survey” discussion below—development of volunteer survey will include thought as to how that survey could help us collect additional information relevant to Section 5.2 of the GPH. Committee will make sure the monitoring schedule is clear that a document is required here, even if it’s just an assembly of existing p&ps.*

Monitoring of elements of Section 5.3, Treatment of Staff:

- Section 5.3.5 (“fail to provide an integrated and comprehensive staff structure with clear direction on individual and team roles and functions and on lines of

responsibility and authority”) needs to start with an organizational chart—add this to the monitoring schedule for September so board gets one.

- Section 5.3.6 (employee handbook): The Committee determined that, because it won’t directly inspect whether employees received the Employee Handbook, and/or whether employees are aware of the grievance policy (5.3.3), **we will monitor these items by adding relevant questions to the staff survey.**
- Section 5.3.7 (selection process): **Add direct inspection of job descriptions and position criteria to the monitoring schedule for September** (we’ll inspect whether they’re there, and that they fit general criteria).
- Section 5.3.7.2 (salary ranges): Senior Minister would like to do this as an annual report; we did in January this year as report from Senior Minister. **Committee agreed to add this to the monitoring calendar for January.** *See also discussion of Section 5.6.*
- Section 5.3.7.4 (orientation, on-job training): Staff do have training materials. Staff have reviews in May—we’d want to look for report at that time. **Committee agreed to conduct direct inspection of job descriptions this year (May or June)** to make sure they’re in place.
- Section 5.3.8 (Performance reviews): **Committee would like, in June, to receive a report that staff performance reviews are concluded, and will conduct direct inspection on their format and process.** Once we’re comfortable that the necessary elements and structure are in place, we may not need to do this direct inspection again.
- Section 5.3.10 (exit interviews): **An annual report from exit interviews will be provided by the Senior Minister in November.** The Board and Senior Minister haven’t yet resolved how information that is gleaned from exit interviews that requires Board attention would come to Board. The Committee agreed to see what we get in the November report and decide from there if additional information seems necessary. The Committee would like to know what themes come out of exit interviews, but hope there won’t be as many in the future as we’ve had in the past year. The Committee will be looking for compliance with the policy, themes gleaned from exit interviews, and application of findings (e.g., what staff did with themes).

Section 5.6 (Compensation and Benefits) requires salary ranges developed in alignment with market. Job descriptions need to be matched appropriately.

- The January report on compliance with Section 5.3.7.2 and these requirements within Section 5.6 are the same basic issue, with slightly different orientation; therefore, **conformance with Sections 5.3.7.2 and Section 5.6 can be covered in one report (annual report in January).**
- Section 5.6.3 (financial obligations with respect to comp and benefits): **Add this report to the monitoring schedule for January.**

The Committee agreed that the fact that these issues (related to HR systems issues) are all integrated policy items makes monitoring difficult, but HR systems *should* be integrated, so that feels like the right direction.

**Jill agreed to make the above revisions to the monitoring schedule (Appendix B to the GPH) after the February Board meeting**, if recommended changes are adopted by the Board.

General monitoring feedback: (No GC monitoring items for March on the schedule.) Committee agrees this seems to be helpful and working well for us—we're grateful that Dave Bach is so on top of this for our monthly Board meetings.

Salary guidelines for staff: To bring everyone to 85% of midpoint used to be about \$76K, but has gone up to \$90K+ due to health insurance premium increases. Executive Committee discussed elements of salary and compensation at its February meeting, and agreed that merit increases seem reasonable, rather than including Cost of Living Adjustments (COLA) and all other factors. UUA pension plan is given to halftime employees and above. Ministers' benefits are currently between 32-39% of compensation (overall rate is lower because their salary is higher); lower-wage employees are as high as 59%. In response to our need for guidelines as to how we're going to apply compensation guidelines, Karin developed the (attached?) "Guidelines for Senior Minister and Staff to Use in Applying Compensation Principles at First Universalist" document.

Committee discussed that our organization doesn't seem to be doing anything to actively review and manage health care costs. Committee is concerned about long-term sustainability of our compensation package. Committee also discussed whether we're providing the most value to employees with the current system (we currently provide 100% of individual coverage and 0% of dependents; UUA recommends 80% of individual and 50% of dependent). Committee recommends that we have a thorough external review of our benefits package by a health compensation consultant who would review our package, help us look at our options, and provide recommendations. We don't believe there's money or time to do this in time for next year's salary determination round. **Committee recommends the "Guidelines for Senior Minister and Staff to Use in Applying Compensation Principles at First Universalist" document for adoption by the Board for use in this (March-May 2014) budget cycle, but strongly recommends a full benefits review in the following year, or as soon as practicable.** Karin will include this recommendation (for external benefits review) as the new #12 in the "Guidelines" document, since it builds on #11.

GC items for February Board meeting (Karin to submit to Dave Bach for inclusion in packets):

- "Guidelines for Senior Minister and Staff to Use in Applying Compensation Principles at First Universalist" document should be included in February Board packet. **Cindy will present this document at the February Board meeting.**
- Committee seeks Board approval of new monitoring items. **Lark will present these at the February Board meeting.**

Staff surveys: We were supposed to do this in February; we may not need to do it in February, though, since so many staff are new. Committee will consider adding questions about:

- ongoing feedback,
- performance review items,
- First Universalist being a positive, constructive work environment,
- quality of supervision.

However, existing staff survey that we've already used is sufficient if adding these new elements is too difficult this year. **Cindy and Jill will take a look, tweak questions, get back to Dave. Staff survey will be revised in time for March GC meeting.**

Volunteers and Congregational surveys: Committee discussed difference between, and value of, linkage (qualitative) and evaluative (quantitative) surveys. Linkage is important for Board to do.

- Volunteer survey: Could be a good way to collect theme information and to conduct linkage. **Dave will work on designing this**—one page, no more than 5 questions, multiple choice, room for “additional thoughts” at end. Use something close to Unity’s. Committee agreed to aspirational goal of conducting the volunteer survey sometime this year. Would make sense for people to fill out a survey at the end of their service job (RE, choir, etc.), although Committee discussed the potential staff burden that may be associated with that timing (i.e., does staff have all volunteer emails, clear sense of when various volunteers’ service terms are up, etc.?).
- Annual congregational survey (quantitative): Dave has a lot to say about congregational survey and would like to discuss more fully at March GC meeting.
- “Pulse” congregational survey (qualitative): NY All Souls example. Couple quick questions just to see how congregants think things are going.

Each of these surveys may be a place to get some feedback on some of the “softer” elements of Integration and Treatment of Volunteers portion of GPH. We may want to include something that gets at whether reasonable time/commitment expectations are placed on volunteers (we added something like this to last year’s staff survey, so may want to just add the same language to the volunteer survey; would also like something about volunteer supervision issues). This has been raised as a concern by a number of FIA volunteers.

Committee will discuss a communications plan to be sure we’re getting as much participation in surveys as possible.

Board evaluation: When designing the Board evaluation, Committee will want to discern what we want to evaluate, learn, what’s cost efficient methodology for accomplishing that, make sure we have good process, expectations that everyone participate, good report summarizing both data and qualitative data. After evaluation is completed, Cindy can summarize the qualitative data.

The McKinsey evaluation that the Board used last year rated Board effectiveness on 9 responsibilities/functions, and rated importance of each. It also asked questions on board process (“enablers of board effectiveness”). This evaluation was OK, but Cindy suggests

tailoring it more to us. We could tailor this to be a much closer fit to the GPH. It can be hard to evaluate policies related to broad missions. Specific elements the Committee agreed should be evaluated include:

- How we've done at achieving our own goals
- Our culture of openness
- Our focus on spirituality and how it's aiding our work
- Alignment with GPH leadership covenant for Board—*how* we're working together, freedom to disagree, etc. Covenantal and process elements are important to evaluate.
- Committee-related questions
- We want to include a more distinct, 4-point rating option for responses. (Survey Monkey will aggregate/score responses if we do it that way.)
- We need to reflect on the job of the board as stated by the GPH and the BOT job description.

In future years, we may develop an evaluation by which we'd evaluate each other (as individual Board members) more fully.

**Cindy will present this general proposal to the Board, collect feedback from the Board, and draft something more specific for us to respond more fully to.** Target is to have this ready to complete as a board by June, so Cindy will bring draft evaluation back to GC for the April GC meeting. **Cindy will draft this; Lark and Jill volunteered to help as needed and Karin is willing to respond to draft items.**

#### **NEXT STEPS**

- Next meeting: Thursday, March 13, 2014 from 6:30-8:30 p.m. NOTE: This date has changed from our previously-scheduled date (March 11).
- Dave will bring a reading to the March meeting.

# Resolution of Board of Directors Certificate of Incumbency Regarding Authorized Entity Representatives

1. Corporation Name (and capacity, if applicable; e.g., ABC, Inc. as General Partner of XYZ Partnership; ABC, Inc. as Trustee of XYZ Trust) ("Corporation"):

2. WHEREAS the Corporation is authorized to appoint **Wells Fargo Bank, N.A.** ("Wells Fargo") in Wells Fargo's capacity as (check all that apply):

- Agent for Investment or Asset Management account(s)       Agent for Nonprofit Service account(s)  
 Trustee       Custodian for Custody account(s)

and the Corporation's Board of Directors ("Board") has delegated certain functions to individuals ("Authorized Entity Representatives") to act on the Corporation's behalf;

3. RESOLVED that the following are Authorized Entity Representatives and a minimum of \_\_\_\_\_ [provide number; if left blank, any one Authorized Entity Representative may act] of them is/are required in order to take such actions and execute such documents on behalf of the Corporation with respect to its agreement with Wells Fargo:

Name <i>Diane Gavere</i>	
Sample Signature <i>Diane Gavere</i>	Title <i>Director of Operations</i>
Name	
Sample Signature	Title
Name	
Sample Signature	Title
Name	
Sample Signature	Title
Name	
Sample Signature	Title
Name	
Sample Signature	Title

4. RESOLVED that such Authorized Entity Representatives (check one)  may /  may not delegate their authority to act under the agreement to additional individuals. (If neither box is checked, Authorized Entity Representatives may not delegate their authority.)

5. RESOLVED that Wells Fargo shall be fully protected by relying upon this Resolution and shall be indemnified and held harmless from any and all claims, demands, expenses, losses or damages, including reasonable attorney fees related to Wells Fargo's reliance on this Resolution.

6. RESOLVED that this Resolution shall replace and supersede any prior Resolution on this subject in conflict herewith.

7. I certify that I am the duly elected and qualified Corporate Secretary authorized to certify the Resolutions of the Board; that the above is a true and correct copy of Resolutions adopted by the Board; and that said Resolutions are in full force and effect and have not been repealed, amended or canceled.

8. I further certify that the Board, by said Resolutions, has conferred on the Authorized Entity Representative(s) whose name(s) appear above full authority to exercise the powers granted; that the signature appearing opposite each Authorized Entity Representative's name is his or her authentic, official signature; and that the authority of such persons may be relied upon until Wells Fargo receives further notice from me (or my successor in office).

Signature <b>x</b>	Date
Name	