

**USG BOARD AGENDA / MINUTES**  
**April 3, 2018**

**Attendees:** Jenn Leiby, Susan Smith, Eva Finney, William Morrow, Michael Campbell, Eli Scearce, Joanne Davis, Kent Matthies, Gloria Guldager

**Not present:** Debbie Ward, Jessica Slivak

**General Background:**

- See Appendix 1, MET Report

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1. Approval of February Minutes

- **Decision: The February 2018 USG Board Minutes were approved.**

2. Election of 2018-19 Officers

- **Decision: The Board elected the following for 2018-2019 Board officers: Jenn Leiby for President, Jess Slivak for Vice President, and Eva Finney for Secretary.**

3. Financial Task Force Recommendations - Eva

- Background: See Appendix 2, Financial Task Force recommendations with respect to USG budget priorities and approval/authorization requirements

- **Decision: The Board approved the Financial Task Force recommendations as amended in Appendix 2, which will be used henceforth as guiding principles.**
- **Action: GMTF (Linda Bernstein) to review and determine whether the Financial Task Force recommendations with respect to USG budget priorities and approval/authorization requirements should be formally incorporated into standing policies and procedures.**

#### 4. Parameters for 2019 Budget

- Background: See Appendix 3, Personnel budget FY19 draft for Board and fair comp
- It is time for the Board to provide guidance to MET with respect to development of the 2018-2019 budget. Last year's directives were to 1) reduce the deficit by the specified amount (next year's deficit to be no greater than \$6250, and the year thereafter \$0); 2) provide fair compensation to staff; and 3) pay fair share of UUA dues
- For the 2018-2019 fiscal year:
  1. Budget deficit: **Decision: The Board concurred with retaining the current guidance to reduce the annual deficit as previously directed by the Board (i.e., 2018-2019 deficit to be no greater than \$6250, and the year thereafter \$0).**
  2. Staff compensation package: **Decision: The Board concurred with providing a cost-of-living increase of approximately 2% to the minister and church administrator, and \$0.50/hr for the administrative assistant and sextant, at MET's discretion.**
  3. UUA dues: UUA dues will in future be based on a percentage (6.75%) of expenditures the prior year (less UUA dues and capital expenditures). Last year USG paid about \$27,000 for UUA dues. Since USG has a large budget devoted to maintenance of the building and grounds, USG will experience a significant increase in UUA dues. The increase for USG will ultimately be \$9,000-10,000/year, but UUA dues won't increase by more than 10% each year. The Board is concerned regarding the scope of increase of UUA dues under the new dues calculation formula.
    - **Action: Susan and Kent to draft a letter to UUA voicing USG's concerns regarding the scope of increase in USG's UUA dues under the new dues calculation formula.**
- MET recommendations for the budget will be forthcoming at the April 2018 Board meeting. It would be desirable to present the draft budget to the congregation at a town hall in advance of budget finalization. The budget needs to be approved by June 2018.
- Stewardship campaign: This year we are on target to meet \$360,000, and pledges are likely to be similar or maybe a bit larger (\$370,000) next year.
- Kent acknowledged and applauded the outstanding efforts of Building and Grounds with respect to working with MET and staying within budget constraints.

#### 5. Anti-Racism Update

- The last Anti-racism Task Force meeting was in Feb 2018, Treva Burger and Sue Stout reported on the audit process (e.g., authorship of books on office shelves, number of people of color on the pulpit over the last 4 years, people of color on the Board and past Board presidents, etc.). The mechanism for sharing of audit findings is under discussion.
- Another prong is looking at attitudes and how decisions are made; this is ongoing work. The intent is to go to other committees to assess church functioning with respect to decision making outside of the task force and what work could be done.

- ERC has changed a piece of their programming to focus more on how to see/sense racism in everyday experiences.
- Judy Dederick will start a conversation group on issues around race for newcomers to anti-racism work.
- The White Privilege group is largely shifting over to ERC activities.

## 6. Membership and Participation Trends - Kent

- Background: See Appendix 4, Attendance and Participation Analysis
- The Board discussed the trend of reduced attendance and possible reasons as outlined in Appendix 4. Concern was expressed that there is a need for balance with respect to anti-racism work versus other social/environmental justice work or church spiritual life. The Board also discussed the high turnover in the DSD position and impact to families in the congregation.
- The MET's Roadmap to be presented at the May 2018 Board meeting (see Appendix 1, MET Report) will present a strategic plan for programming, and prioritization of activities moving forward to meet congregant needs.
- **Action: MET (Kent) to raise the issue of repair of the potholes in the driveway to Building & Grounds.**

## 7. Other Updates

- None

## Appendix 1: MET Report

### Ministry Executive Team Report March 2018

#### DSD Search Committee

The committee (Rev. Kent, Janet Haas, Barbyose Sanders, Gerry Whelan, Scott Wolkenberg) started meeting on Saturday, March 3<sup>rd</sup>, and they are impressed with the quality of the applications they've received. The committee has begun its first phase by conducting phone interviews. The next step is determining which candidates to invite for in-person interviews. The goal is to have someone hired by July 1, 2018.

The deadline for receipt of applications has been extended from March 15<sup>th</sup> to April 7<sup>th</sup>.

#### Stewardship Pledge Drive

After a week-long delay due to severe weather conditions and lack of heat in the church, the Stewardship Drive officially began on Sunday, March 11<sup>th</sup>. Christine Ginsburg spoke about the importance of pledging and showed a short video which presented the important Stewardship message in a creative and humorous way. A kick-off Sunday Worship Service and lunch event, originally scheduled for Sunday, March 3<sup>rd</sup>, has been rescheduled for April 15<sup>th</sup>. Rev. Kent will preach a stewardship sermon, and the choir and Mark will provide music. The Stewardship Committee is coordinating the lunch and discussion. We give huge thanks to the Stewardship Committee for their hard and effective work for making adjustments due to the tough weather.

### All-church Retreat

A group from USG (Rev. Kent, Jason Bender, Treva Burger, Delores Hill) visited two venues as possible sites for the all-church retreat/community day scheduled for June 2, 2018. The group decided that Diamond Ridge, located in Jamison, PA, would be the best fit for USG. The camp has several amenities including a pool, a lake for boating and fishing, a climbing wall, zip line, gaga courts, tennis and basketball courts, playground, and well-appointed meeting rooms.

### Roadmap

Rev. Kent would like to present to the Board a first draft of MET's Roadmap at the May Board meeting. The focus will be on ministries and programs.

### Ordinations

Plans are moving forward for ordinations for Connie Simon (June 10<sup>th</sup>) and McKinley Sims (May 19<sup>th</sup>).

### Cooperative Nursery School (CNS) 50<sup>th</sup> Year Anniversary Celebration

CNS will celebrate this milestone during its annual spring fling on Saturday, April 28<sup>th</sup> from 2-5 pm on the grounds of USG and CNS. Because of the school's current and past connections to USG, CNS has asked USG to participate in the celebration. USG is happy to support this effort.

### Marietta J. Tanner Book Launch

This event will be held on Saturday, March 24<sup>th</sup> at USG. Marietta will discuss her book, *Driving in Second*, and answer questions. Rev. Kent will interview Marietta about the book. In addition, Marietta will provide items and artifacts mentioned in the book which highlight her amazing life journey and the prevalence of racism described in the novel.

### Personnel Self-Evaluations

Staff will submit their self-evaluations to Rev. Kent by April 1<sup>st</sup>. Rev. Kent will submit his self-review to the Board by that date as well.

### Kudos!

Over the past month due to severe weather conditions, USG was without power for 5 days. After power was restored, there was no phone or internet service for an additional 13 days. During all this disruption, the dedicated staff worked from home, and in several instances, drove back and forth from home to office in order to complete tasks. Much appreciation and many thanks to Rev. Kent, Gloria, Carolyn, and Jason who did an outstanding job keeping the church running. Also, a very special thank you to Bill Blasdel for his strong leadership during this time. Kudos to all!

## Appendix 2: Financial Task Force recommendations with respect to USG budget priorities and approval/authorization requirements

-----Original Appointment-----

**From:** Finney, Eva M.

**Sent:** Thursday, January 04, 2018 1:47 PM

**To:** Finney, Eva M.; Bill Morrow; Mark Bernstein; sbockius43@gmail.com; Kent Matthies; admin@usguu.org; Dennis Brunn; Michael Campbell

**Cc:** Bernstein, Mark

**Subject:** Meeting: USG budget priorities and approval/authorization requirements

**When:** Sunday, January 28, 2018 12:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** USG - Sullivan Chapel 1 & 2

**Attendees:** Eva Finney, Bill Morrow, Mark Bernstein, Susan Bockius, Kent Matthies, Gloria Guldager, Dennis Brunn

**Absent:** Michael Campbell

## MINUTES

### SCOPE

- A. Provide guidelines to MET for budget prioritization, particularly with respect to:
  1. Question: Should any committee be permitted to carry forth from year to year budgeted but unspent funds?
  2. Question: Is the budget priority to protect and grow the CIF or **eliminate reduce** the annual operating budget deficit?
  
- B. Provide guidelines for how to move monies around between various CIF and operating funds, particularly with respect to:
  1. Question: Should endowment funds budgeted to cover the “deficit” (i.e., line 4040 General endowment transfer to cover deficit) be transferred into the Operating Account during the last 30 days of the fiscal year when, in the opinion of MET and the Treasurer, it appears that actual income will exceed actual expenses for the year?
  2. Question: With respect to moving funds into the Edna Jones Fund, what is the purview of MET and what is the purview of the Board?

### DEFINITIONS:

- Endowment Fund = the following funds: General, Music, Edna Jones, Memorial, Nicky Brown, and Sullivan Assistance
- CIF Funds = the totality of Endowment Funds

### BACKGROUND NOTES:

- Only the Board can authorize to move CIF funds from one Endowment Fund to another, or to the Operating Account.
- Cash-basis accounting: all transactions need to be completed prior to 30-Jun to count for the prior financial year.

### RECOMMENDATIONS:

- A. Provide guidelines to MET for budget prioritization, particularly with respect to:

1. Question: Should any committee be permitted to carry forth from year to year budgeted but unspent funds?
    - **Recommendation:** As a policy matter, no committee is permitted to carry forward, from year to year, its budgeted but unspent funds.
  2. Question: Is the budget priority to protect and grow the CIF or ~~eliminate~~ reduce the annual operating budget deficit?
    - **Recommendation:** It is the priority to ~~eliminate~~ reduce the annual operating budget deficit (as opposed to protecting and growing the CIF).
- B. Provide guidelines for how to move monies around between various CIF and operating funds, particularly with respect to:
1. Question: Should endowment funds budgeted to cover the “deficit” (i.e., line 4040 General endowment transfer to cover deficit) be transferred into the Operating Account during the last 30 days of the fiscal year when, in the opinion of MET and the Treasurer, it appears that actual income will exceed actual expenses for the year?
    - **Recommendation:** If it appears that actual income will exceed actual expenses for the year, endowment funds budgeted for line 4040 (General endowment transfer to cover deficit) should not be transferred into the Operating Account, absent Board directive.
  2. Question: With respect to moving funds into the Edna Jones Fund, what is the purview of MET and what is the purview of the Board?
    - **Recommendation:** It is the Board’s purview to determine which funds, if any, are moved into the Edna Jones Fund.

### Appendix 3: Personnel budget FY19 draft for Board and fair comp

	Full Time Salaried (40+ hrs/wk)			Part Time Hourly (15-25 hrs/wk)		1/4 Time Salaried (10 hrs/wk)	Hourly (2-5 hours/units per week)				
	15 YOS	2 YOS	8 YOS	4 YOS	6 YOS	34 YOS	3 to 4 YOS	1/2 to 2 YOS	Audra - 1/2 YOS Bob - ? YOS	Beverly - 30 YOS	
<b>Salaries Fair Comp Analysis FY19</b>	Minister	DSD Director	Business Mgr/Church Admin	Admin Asst	Sexton	Music Dir.	Childcare Lead	Childcare Asst	Soloists (Audra & Bob)	Soloist (Beverly)	
Salary (Housing = \$38400)	\$88,516	\$48,050	\$52,850	\$16.50	\$17.00	\$22,500	\$14.00	\$12.26	\$20.00	\$21.00	
Relationship to Midpoint of UUA Fair comp	94%	92%	81%	111%	108%	159%	97%	85%	112%	118%	
<b>2018-19 Fair Comp Guidelines from UUA</b>											
Minimum Fair comp	\$72,600	\$44,600	\$52,900	\$12.81	\$13.87	\$12,175	\$12.75	\$12.75	\$15.41	\$15.41	
Midpoint UUA Fair Comp	\$94,500	\$52,400	\$64,950	\$14.93	\$15.78	\$14,125	\$14.50	\$14.50	\$17.84	\$17.84	
Maximum Fair Comp	\$116,250	\$60,100	\$76,850	\$17.26	\$18.55	\$16,075	\$16.67	\$16.67	\$20.24	\$20.24	
<b>Budgeted Salary Totals</b>	<b>\$88,516</b>	<b>\$48,050</b>	<b>\$52,850</b>	<b>\$14,586</b>	<b>\$20,332</b>	<b>\$22,500</b>	<b>\$5,383</b>		<b>\$8,000</b>		
<b>Additional Personnel Costs &amp; Benefits</b>											
FICA or FICA in Lieu (minister is paid FICA)	\$6,771	\$3,676	\$4,043	\$1,115.83	\$1,555.40	\$1,721.25	\$411.80		\$612.00		
Unemployment (as of 1/1/18 .024959 of wages up to first \$10000 in 2018 of each employee, including childcare and soloists)	\$250	\$250	\$250	\$250	\$250	\$250	\$134		\$200		
Retirement (10% of salary)	\$9,529	\$4,805	\$5,285								
Health Insurance (FY18 rates)	\$6,812	\$5,013	\$7,447		\$1,373	\$0					
Disability (.012 of salary)	\$1,143	\$577	\$634			\$0					
<b>Total Salary, Taxes and Benefits</b>	<b>\$113,021</b>	<b>\$62,370</b>	<b>\$70,509</b>	<b>\$15,951</b>	<b>\$23,510</b>	<b>\$24,471</b>	<b>\$5,929</b>		<b>\$8,812</b>		<b>\$324,573</b>
Professional Exp	\$6,625	\$3,250	\$2,250			\$1,750					
<b>Total including Professional Expenses</b>	<b>\$119,646</b>	<b>\$65,620</b>	<b>\$72,759</b>	<b>\$15,951</b>	<b>\$23,510</b>	<b>\$26,221</b>	<b>\$5,929</b>		<b>\$8,812</b>		<b>\$338,448</b>

## Appendix 4: Attendance and Participation Analysis

**Attendance and Participation Analysis**  
**Unitarian Society of Germantown**  
**By Kent Matthies, Minister**  
**Jason Bender, Director of Spiritual Development**  
**Kay Weiser, Ministry Executive Team**  
**February 20, 2018**

In church life attendance and participation are important. Of course, numbers never tell the entire story. Quality spiritual experiences, which transform lives, can and do happen all the time in small groups. How much good USG people do for and in the world outside the church is tremendously important.

However, we also know that people vote with their feet and bodies. When people believe that programs will have a quality impact on their lives or the lives of others they tend to come to church.

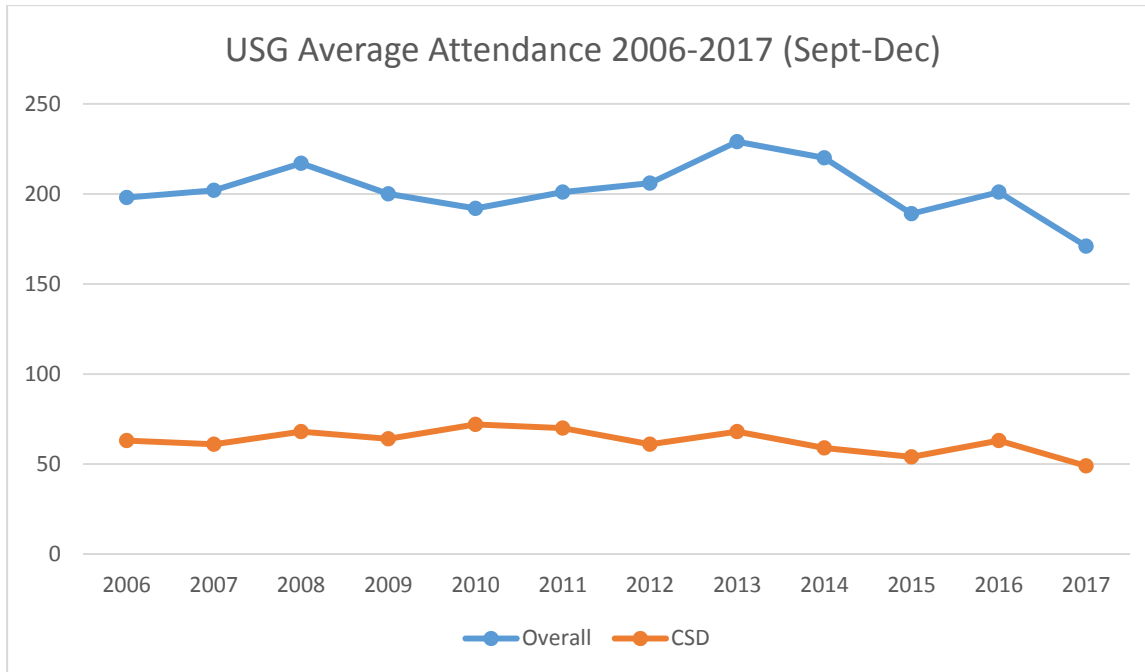
Hence, we take the time to look at how many total people come to worship and children's spiritual development on Sunday mornings. We count every person. This includes worship leaders, choir members, ushers, CSD teachers and child care workers.

Here are the total average numbers for every Sunday of September – December of twelve consecutive years (2006-2017).

2006	198
2007	202
2008	217
2009	200
2010	192
2011	201
2012	206
<b>2013</b>	<b>229</b>
<b>2014</b>	<b>220</b>
<b>2015</b>	<b>189</b>
2016	201
2017	171

*2013, 2014, 2015 two worship and CSD services*





From 2006-2012 we saw significant growth in Sunday morning attendance. By adding an additional service we saw opportunities to expand the shapes and forms of worship and children’s spiritual development. This included the addition of the USG Band (UUrban Mystics), the large screen, and innovative ways of doing children’s chapel and children’s social justice Sundays.

With all this in mind we during the church years of 2013-14, 2014-15, and 2015-16 USG provided two worship and children’s spiritual development services. Near the end of 2015-16 we came to believe that the cost-benefit analysis of people and money investment did not bear out the rationale of continuing with two worship and CSD services. Hence, in the fall of 2016 we began again with only one worship service and CSD offering. During the fall of 2017 Kent and others became aware and concerned about dropping attendance numbers.

**SIGNIFICANT FACTORS TO CONSIDER:**

We believe that overall we have a strong, healthy church, meeting many of the spiritual needs of a wide variety of people. We also believe that we are called to more fully grow into our effectiveness of living out this mission. With this in mind here are some possible contributing factors for why attendance is down.

- USG Program Staff has experienced significant turn over through the last years.
  - 11-12 Eric Dupree DRE, .6 FT, Sandy Campbell RE Assistant.2 FT
  - 12-13 Jody Wheldon, DSD FT, Joan Javier Duval Intern Minister FT
  - 13-14 Daniel Gregoire, DSD, FT, Joan Javier Duval .5 Consulting MInister
  - 14-15 Daniel Gregoire Assistant Minister FT, McKinley Sims, Student Minister .5
  - 15-16 Daniel Gregoire Assistant Minister FT
  - 16-17 Jason Bender DSD FT, Connie Simon Intern Minister .5 FT
  - 17-18 Jason Bender DSD FT, Connie Simon Intern Minister .5 FT

- USG went back to having one worship service and CSD offering per Sunday. A number of people appreciated going back to one service (we can all see one another). However, going back to one service probably reduced overall number of people coming to church on Sunday morning.
- People in wider society are busier than ever.
- USG has a large percentage of younger retired people with resources who travel lots.
- Many studies show that throughout the United States overall attendance is down at religious organizations in general and UU churches in particular.
- USG has grown in quality and quantity of every day spiritual and justice programs. People who will only come once per week to church may be coming Tuesday night for small group ministry and not on Sunday morning.
- Donald Trump was elected President in November of 2016. Our church – like many other UU congregations – experienced a “Trump bump” in attendance for a number of weeks and months after the election. However, the majority of those “Trump bump” attendees did not convert into consistent and long-term regular attendees.
- Kent was on sabbatical from Feb. 15-Aug 15 of 2017. A segment of our community may not be enthused about his return to regular preaching. Alternately, and not contradictory to the previous point, a segment of USG may be slow to come back to momentum of participating in post-sabbatical time.
- The UUA and USG have focused intensively on anti- White Supremacy efforts during 2017. Our denomination has experienced one of the bigger internal crisis in decades. This all may have an overall negative impact on attendance.
- Over the last year we have heard many people say that USG feels more like a social justice organization than a spiritual community. Folks may be wishing for more spiritual grounding in worship than they are experiencing.

#### **NOTES SPECIFICALLY FROM JASON BENDER, Director of Spiritual Development**

The following is the average CSD attendance for September through December of indicated years:

2006: 63  
 2007: 61  
 2008: 68  
 2009: 64  
 2010: 72  
 2011: 70  
 2012: 61  
 2013: 68 (2 CSD Offerings)  
 2014: 59 (2 CSD Offerings)  
 2015: 54 (2 CSD Offerings)  
 2016: 63  
 2017: 49

While attendance in CSD is the lowest this year (2017) than it has been in the past 12 years, it is still within the parameter of normal church activity. This assumption is based upon the historical ebb and flow of attendance from year to year, which seems to hover around an average attendance of 63 participants.

There are many reasons that CSD attendance might be unable to grow the way we might like it to. With the exception of the last point about dedicated space for RE programs, the following assessment is

based upon general observations of UU churches that I've either worked at, or discussed with other RE professionals, over the past 6 years. These include:

- There is no commitment required from parents, financial or otherwise, for most CSD classes. In some classes such as Coming of Age (COA), where we have set expectations about participation from the beginning, we've seen high and steady attendance rates throughout the course of the year. This requires ongoing communication between parents and the teaching team, which is an added layer of work for the teaching team that typically receives push back.
- CSD is completely run by volunteer teachers, most of whom do not have a teaching background. Typically, congregates who are teachers by trade choose not to participate in CSD, because they are teaching children all week long, and Sunday morning is time for them to take a break. This means that volunteer teachers are mostly on their own in terms of learning how to manage a classroom and deliver a lesson. The teacher workshops that we've implemented the past two years have begun to address this issue, but it is not enough.
- Peoples' lives have only gotten busier. For children (the student), this means that Sunday school is now competing with sports, homework and time with friends. For Adults (the volunteer teacher), it means less time to put into crafting meaningful lessons.
- The class structure is not conducive for community building or for creating scaffolded lessons (lessons that are built off one another). The reasons are multiple. Each class is 45-minutes (at most) and meets 4 times per month (at most). If the same teacher taught the same kids for the same amount of time each week, this class structure might be adequate (as we've seen happen in both Coming of Age and Youth Group). However, to address the issue of "limited volunteer time" we've created teaching teams of at least 4 teachers per class. This means that teachers rotate week-to-week, which in turn means they see their students 1-2 times per month at most. Couple this with sporadic attendance by children (for reasons mentioned above), the class as a community gets totally fragmented as do the lessons. It's very difficult to create a meaningful classroom experience given these dynamics.
- Children go to school all week long, and the last thing they want to do with their weekend is more school. We use the free curriculum from the UUA, which is highly academic. Thus, our classrooms tend to look and feel like school. We use this curriculum because it is easy for volunteer teachers to use. Most often, volunteer teachers don't have the time or know-how to craft individualized lessons for their class, which would be ideal. Moreover, we do not have the staff time available to commit to writing our own curriculum that may be more in line with both students and teachers needs.
- Physical meeting space is constrictive. Because we share our CSD meeting space with many other groups, we cannot run programs like "maker space", which is a program that might help us move away from making Sunday morning feel like school. To implement "maker space" in the Sullivan wing and Assembly room, we would need a significant investment in storage space and materials probably in the neighborhood of \$5000.

## CONCLUSIONS

This report is meant to provide information, ideas and questions for further conversation. We invite your input. Our goal is to create the most accurate, clear-eyed view of the state of the church. With increased clarity we will now move into an effective, creative planning process for future USG efforts.

How can we make a roadmap of ministries and programs to most effectively meet the spiritual needs and aspirations of the members and friends of USG and the wider community?