

**All Souls Church Unitarian Board of Trustees Meeting Minutes
April 20, 2022**

Trustees Present

Cait Clarke
MJ Crom, Secretary
Traci Hughes-Trotter, ex officio
Joe Feuer
Erika Landberg
Neil Manzullo, President
Bernard Mustafa, Treasurer
Kathleen Rolenz, ex officio
Libbie Buchele
Cathy Tortorici, Vice President

Trustees Absent

Justis Tuia

Guests Present

Staff Present

Reports Received

Executive Team Report

Convening

Neil convened the meeting at 7:02 pm.

Chalice Lighting and Reading

Libbie opened the meeting with a reading.

4-1 Approval of Agenda

- *Motion to approve the agenda.*
 - *Seconded.*
 - *Passed without objection.*

4-2 Staff & Volunteer Monitoring and Update on Evaluation Tool

- 57% response - kind of low.
- Tried to account for concerns about confidentiality - would aggregate responses and anonymize before presenting to the Board.
- In the future - disaggregate some questions.
- The survey identified some areas with possible room for improvement.
- Policies were recently rewritten to more fully integrate the 8th Principle. After that change, what steps did ET take to make sure we were heading toward compliance with them?
 - More of an organic process.

- Shared changes with staff, discussed 8th Principle as it relates to the staff members' areas of focus.
- Questions about those who answered "I don't know":
 - Recently revisited conflict transformation policy with staff - it seemed that some didn't remember it until they were reminded, probably related to COVID-blur.
- Did staff know that this was coming?
 - Cait and Justis sent emails letting folks know it was coming and would be anonymous.
 - Traci alerted staff verbally in staff meetings and by email, and let them know it's part of Board's monitoring.
 - Feedback - staff would have appreciated a better framing - what is the survey for, and what would its impact be?
- Process question - the Board speaks through policy, supposed to be broadly written. ET interprets what those policies mean in practice. Maybe Board should ask for written interpretations?
- Justis will scrub identifying information from long-form comments and share with the ET and the Board.
- Staff is used to a different relationship with the Board, but under policy governance, they are accountable to the ET, not the Board.
- These results shed light on some work to be done - see steps from Moving Forward slide in the Board packet
- *Motion: find the ET in compliance with the 'hiring, retention, and treatment of staff' policies and to direct the ET to create a plan that addresses ET-identified areas for improvement not later than June 15, 2022.*
 - Seconded
 - *Motion to amend to: Find the ET in compliance with the 'hiring, retention, and treatment of staff' policies and to direct the ET to submit an interpretation of these policies to the Board and create a plan that addresses ET-identified areas for improvement not later than August 17, 2022.*
 - *Seconded.*
 - *Amendment passed without objection.*
 - Discussion:
 - What about ET's self-monitoring report?
 - All we asked for this year was the survey.
 - *Motion as amended passed without objection.*

4-3 Quarterly Financial Report

- March
 - Facilities use increasing.
 - Music program generating revenue - Concert \$5000.
 - Some benefits budgeted twice.
 - Electric much higher than budget - increased building use and increased power costs.
- Q3
 - Core donations way down from last quarter.
 - Received endowment funds in Q2

- We want to even the flow of income, but also increase it.
- Big spike in Q2 every year - this year larger than most, but drop off correspondingly large.
- Expense not as variable. Increase over last year driven by personnel costs.
- Investments had a bad month last month, but will hopefully bounce back.

4-4 Discussion of Draft Budget

- Finance committee made some recommended changes on Monday.
 - Increase utility costs given increasing energy costs.
 - Added Weekend on the Bay back in.
 - Double-add for Rev. Bill, which was taken out.
 - Beckner modified so revenue matches expense.
- How does it relate to church goals?
 - Reflects the current church goals in the way it did last year - very few changes from FY2022.
 - Salaries for staff in accordance with UUA guidelines.
 - Music and religious education, social justice programs.
 - Funds to maintain and repair the building.
 - Communication
 - How do we sell it to congregation as deriving from the goals they voted on?
 - The budget process starts early (before the Imagining Our Future process was complete), so this budget reflects our previous church goals. But there are many commonalities between the old goals and the new ones.
 - Current budget has money set aside for the potential to hire a part-time person to support ASD.
- Large increase in facilities usage realistic?
 - Prior to shutdown, church generated over \$100,000 in revenue.
- Counting \$100,000 security grant to get a balanced budget - makes it look too rosy.
 - Split between two years - \$45,000 in FY2022 and \$45,000 in FY2023.
- Part-time grant person to pursue more grants.
- For a doomsday budget the only place to cut is personnel - cutting salaries or staff.
 - Traci - this budget is not aspirational, it's realistic and conservative. We don't want to get caught in deficit thinking.
 - Bernard - cutting salaries doesn't work - it demoralizes employees, sometimes permanently.
- Treasurer's final thoughts:
 - We need to ask, how do we grow the top line and get new income into the church?
 - New sources of income such as grants, fostering culture of philanthropy.
 - We are dealing with some serious facility issues that will need attention in the near future.
 - Steeple - \$1.5 million
 - You can't cut your way out of not getting revenue.

Closing

Adjournment

- *Motion to adjourn at 9:36; seconded; motion passed without objection.*