

## JANUARY BOARD MINUTES

1/20/15

Attending: Linda Bellantoni, Jim Allen, Glen Lockwood, Jim Sorgatz, Sarah Montgomery, Gene Harvey, Jenna Bellantoni (Youth Rep), Ryan Featherston (Youth Rep), Susan Frederick-Gray

Absent: Bill Snowden, Michele Morgan

Guests: Anne Byrne, Chris Ciemny, Heidi Parmenter

Social – Gene

Check in – Jenna

Reading – Glen

Timer – Jim S.

Process – Jim S.

Secretary – Sarah

### Important Dates:

1. Board Chats: Visioning Our Future
  - Saturday, January 10, 9:00 AM – 12:00 PM (Johnson Room)
  - Saturday, January 31, 10:00 AM – 12:00 PM (Sanctuary)
  - Thursday, February 5, 6:00 PM – 6:30 PM (Johnson Room)
  - Sunday, February 8, 10:45 AM – 12:15 PM (Annex H)
  - Tuesday, February 10, 7:00 PM – 8:30 PM (Sanctuary)
  - Sunday, February 22, 10:45 AM – 12:15 PM (Annex H)
2. Next GWG Meeting – Thursday, February 12
3. Next Board Meeting – Tuesday, February 24
4. Board Wine Tasting – Saturday, March 28

**Check-in** – What is an act of everyday courage that you have seen and been inspired by?

**Guest Comments** – None

### CONSENT AGENDA

Approve minutes from 12/20 Board of Trustees meeting

Receipt of Minister's Report

Consensus to forward 6/1/14 Congregational Meeting Minutes for approval

Jenna moved to accept the consent agenda; there was a second, and the motion passed.

## DISCUSSION AGENDA

### Governance Working Group (GWG) Report

The GWG discussed the General Assembly (GA) delegate policy and application form at the January GWG meeting. The changes to the GA delegate policy will be brought for a vote at the next Board of Trustees meeting. At the next GWG meeting we will discuss the minister's salary recommendation.

### Unitarian Universalist Early Education Cooperative (UUEEC) School – Background and Status

Anne Byrne, Director of Children's Ministries, presented on the history of UUEEC and its relationship with UUCP (see Attachment 1).

#### Functions of Preschools in Congregations:

1. Serve Members
  - Currently 11% of UUEEC families and half of the teachers are members of UUCP.
  - Many of our members with children are single parents or dual-income households, which makes a cooperative preschool impractical. The cooperative style does foster community and lifelong connections between the children and parents, though. Is there a way to foster community without being a co-op?
  - In a survey from a few years ago, UUCP members shared that the location was inconvenient. They can make the trip once or twice a week, but UUCP's distance from their homes and/or works makes it difficult to enroll in a daily preschool.
2. Advance Mission
  - Does the preschool help us welcome all in building religious community, share journeys, grow in spirit, and advance justice? Could it? If we decide to embrace the preschool as key to our mission, what do we let go?
  - Does the board see UUEEC as the key beyond measure to serve our mission? Do we want to become an education campus? Since it represents 20% of the budget, do we recognize that 5% to 20% of our senior leadership's time will be spent on UUEEC?
  - If UUCP did embrace UUEEC as a key part of our mission, the congregation would have to include UUEEC in planning efforts, e.g. capital improvements.
3. Provide Religious Education
  - While UUEEC does not directly provide religious education, Anne noted that it does uphold UU principles such as engaging in effective conflict resolution and valuing the individual child and family.

- Anne is meeting with preschool parents next week to find out if preschool parents support UU values and are willing to be further involved in UUCP.
4. Fees for Space Usage
    - UUEEC is currently fulfilling this function.
  5. Generate Income for Congregation
    - In 2013-2014 the UUEEC ran a deficit, and the reserves that had covered past deficits were used up. This is what spurred the conversation, since the policy manual states in section 3.3.7.3 “The Lead Minister shall not allow the operation [of the UUEEC] to negatively impact the UUCP’s operating budget.”
    - Over the past nine years the UUEEC has averaged a net loss of \$8,348 per year. This does not take into account the Lead Minister’s or Business Administrator’s time.
    - The preschool does have significant impact on enrollment in Kids Kamp, which in turn generates revenue for UUCP (\$150 net per child). Over the last three years, on average 58% of UUEEC students have enrolled in Kids Kamp.

### Strategic Priorities

Rev. Susan presented some questions and options related to strategic priorities in 2015/2016 (see Attachment 2).

#### Within/Among

- As adult membership grew from roughly 250 to 400 members, children’s religious education (RE) enrollment did not keep up. Over the last few years, we have cut staffing to children’s RE by 8 hours.
- In order to meet our strategic goals for RE, we need to invest. When we do well, we grow because of RE. A healthy RE program leads to a healthy congregation.
- Rev. Susan asked if the board agreed that increasing funding/staffing for children’s RE ministry is a key priority. The board agreed it did.

#### Beyond

- Justice ministries will continue to be lay led. Is that in alignment with our priorities? The board agreed that at this time it is.

#### Staffing Transition

- Rev. Linda managed a full portfolio of activities, and we discussed how to handle those activities in the interim until a replacement is hired.
- Rev. Susan is researching and comparing different options to cover these portfolios. Options include, but are not limited to, a  $\frac{3}{4}$ - or  $\frac{1}{2}$ -time Assistant Minister, an intern minister (which would require additional training and

shadowing time), and hiring a part-time lay person. Stewardship will impact what is possible.

### Approve Agenda for Congregational Meeting

1. Call to Order - Linda Bellantoni, UUCP President - 5 minutes
2. Quorum Check and Rules of Procedure (motion to approve)
3. Introduction of Board Members
4. Approval of June 1, 2014 Congregational Meeting Minutes (motion to approve) - 2 minutes
5. Financial Report - Heidi Parmenter - 7 minutes
6. Ministry and Strategic Report - Rev. Susan Frederick-Gray - 10 minutes
7. UU Foundation - Duke Plattner, UUFP Chair - 4 minute
8. Questions/Comments - 6 minutes
9. Adjourn Meeting

Glen moved to accept the agenda; the motion was seconded, and it passed.  
Next Meeting Tuesday, February 24:

Social - Glen  
Check in - Sarah  
Reading - Jenna  
Timer – Jim S.  
Process – Jim S.

### Discussion Agenda

GWG Report (Minister's Salary Recommendation Consent or Discussion?)  
Visioning Process Directed Conversation (60 minutes)

### Consensus Agenda

Final draft of the Implementation Plan



# UUCP and UUEEC

Unitarian Universalist Congregation of Phoenix  
and

Unitarian Universalist Early Education Cooperative

## Board of Trustees Meeting

### January 20, 2015

# Functions of Preschools in Congregations

Serve members

Advance Mission

Provide Religious Education

Fees for space usage

Generate income for  
congregation

# Preschool History

Founded by congregational members in 1961.

Part of movement of cooperative preschools

Independent leadership by parent committee

Semi-autonomous operations; mostly nonmember families in preschool

Childcare licensure and liability held by UUCP

# 55 Years is Plenty of Time for Misunderstandings

Who is the  
boss?

How does  
this fit?

Is anyone in  
charge?

There is no  
time for this!

Friends or  
foes?

# UUEEC “Conversation Group”

In the late 90’s a group was convened to clarify the relationship between the congregation and preschool. The group affirmed:

UUCP is the operating authority for the preschool

Preschool has value to UUCP community

Educational philosophy is consistent with UU principles.

Finances will be integrated into the congregation’s bookkeeping system

Reasonable overhead will be assessed by the congregation.

Avenues for respectful conflict resolution will be created.

# Board of Trustees Policy Manual

## 3.3.7. Delegation of Management of the EEC

The Lead minister shall not fail to provide oversight and accountability for the EEC.

3.3.7.1 The Lead Minister shall not allow the operation and management of the EEC to conflict with the Principles of Unitarian Universalism or UUCP's mission.

3.3.7.2 The Lead Minister shall not allow the operation and management of the EEC to unduly interfere with the rest of the UUCP's ministry.

3.3.7.3 The Lead Minister shall not allow the operation to negatively impact the UUCP's operating budget.

# UUCP Members and Friends at UUEEC

	2014-15		2013-14		2012-13		Average
Enrollment	35.8		35		33		34.6
Families	28		34		31		31
UUCP Members	3	11%	1	3%	4	13%	9%
Friends (UU identified or occasional visitors)	5	18%	2	6%	2	6%	10%
Members and Friends	8	29%	3	9%	6	19%	18%
Teachers	6		6		6		6
Teacher Members	3	50%	2	33%	1	17%	33%

# UUCP/UUEEC/Kids Kamp Overlap

Kids Kamp			
	Three Year Average	% of total enrollment	Net Funds to Congregation @ \$150 per child
Total Enrollment	131		\$19,600
Current Preschool Enrollees	20	15%	\$3,000
Congregation Members	6	5%	\$900
Both UUCP/EEC members	5	4%	\$750
Preschool Alum	50	38%	\$7,500

# UUEEC and DVLC

EEC Students at DVLC	2011	2012	2013	2014	Average
DVLC Kindergarteners from EEC	9	4	5	7	6
Current Annual Tuition at DVLC \$7650	\$68,850	\$30,600	\$38,250	\$53,550	\$47,813
90% Retention over 5 years at school	\$309,825	\$137,700	\$172,125	\$240,975	\$215,156

# UUEEC Today

Consolidated Directors Positions in 2012

Clear Fiscal Responsibility with Congregation

Current Enrollment at 36, Capacity of 54

Deficit in 2013-14

Initial concern 2014-15 would also result in deficit; enrollment targets have been reached

# A Day in the Life

- Individual classes for Ones, Twos, Threes, Pre-Kindergarten
- Parents serve as classroom aides twice each month and bring snack once a month.
- Parent education classes each month.
- Three family workdays each year.

- Parent Committee of co-chairs and class representatives
- Organic gardening, parent and teacher support, and celebrations committees.
- Warm and inviting community of families that form lifetime friendships.



## EEC Multi-Year Analysis

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Total	Average
<b>Income</b>											
Fundraising	\$215	\$2,132	\$24,365	\$18,717	\$15,253	\$15,540	\$10,430	\$16,703	\$15,163	\$118,517	<b>\$13,169</b>
Fees	\$103,795	\$202,166	\$174,064	\$189,932	\$182,527	\$137,648	\$102,009	\$137,842	\$126,990	\$1,356,974	<b>\$150,775</b>
<b>Total</b>	<b>\$104,010</b>	<b>\$204,298</b>	<b>\$198,428</b>	<b>\$208,649</b>	<b>\$197,780</b>	<b>\$153,188</b>	<b>\$112,439</b>	<b>\$154,545</b>	<b>\$142,153</b>	<b>\$1,475,490</b>	<b>\$163,943</b>
<b>Expense</b>											
Salaries	\$110,026	\$141,664	\$159,045	\$169,668	\$165,943	\$114,020	\$103,394	\$112,239	\$120,688	\$1,196,688	<b>\$132,965</b>
Other	\$27,932	\$35,750	\$27,878	\$24,014	\$20,391	\$18,183	\$16,908	\$15,396	\$16,689	\$203,141	<b>\$22,571</b>
UUCP Allocation	\$16,586	\$1,500	\$15,000	\$15,839	\$19,500	\$16,100	\$21,500	\$22,443	\$22,324	\$150,792	<b>\$16,755</b>
<b>Total</b>	<b>\$154,544</b>	<b>\$178,914</b>	<b>\$201,923</b>	<b>\$209,521</b>	<b>\$205,834</b>	<b>\$148,302</b>	<b>\$141,802</b>	<b>\$150,078</b>	<b>\$159,701</b>	<b>\$1,550,621</b>	<b>\$172,291</b>
<b>Net</b>	<b>(\$50,534)</b>	<b>\$25,384</b>	<b>(\$3,495)</b>	<b>(\$872)</b>	<b>(\$8,054)</b>	<b>\$4,886</b>	<b>(\$29,363)</b>	<b>\$4,467</b>	<b>(\$17,549)</b>	<b>-\$75,130</b>	<b>-\$8,348</b>
Restricted	\$4,121	\$50,088	\$46,594	\$39,562	\$31,507	\$33,189	\$3,930	\$8,397	(\$7,241)		

# Recent Innovations at UUEEC

Aftercare for  
DVLC and  
UUEEC

One day a week  
program for  
One Year Olds

Sibling Discount  
(Six sibling  
pairs)

Reconfigured  
Administrative  
Staffing

# It is Time to Move Forward



Having the same conversation about the congregation and EEC.

# Next Steps



## Better Align EEC with all five purposes of preschools in congregations

- Serve members
- Advance Mission
- Provide Religious Education
- Fees for space usage
- Generate income for congregation



## Embrace EEC as a ministry aligned with mission of congregation

- Recognize the EEC as a concrete application of UU values for young children and their parents, teaching respect, tolerance, effective conflict resolution and the joy of learning.
- Fully incorporate the EEC into congregational life
- Adjust congregational priorities.



## Change and create policy to integrate EEC positively into mission and activities of congregation

- EEC members on committees
- EEC partner in next capital campaign
- Encourage membership in UUCP among preschool families.
- Create financial policy and plans to create operating reserve and contribute balance to congregation operations.

# 2015-2016 Strategic Priorities

# Key Staffing and Financial Priorities

- Ministry coverage as Rev. Linda transitions  
Minimum ½ minister
- Adding staff hours to Children's Religious Education  
Ideal is add 8 add'l hours to Anne's schedule
- Maintain balanced budget for this coming year after 2 years of deficits.

# Beyond Priorities

- Justice Ministry Teams – maintain what is created this year  
– largely lay led, minimal staff support

Where are we on Justice Ministry Teams:

Immigration Justice Small Group Ministry

UUJAZ – develop relationship join as a congregation

Potential racial justice or multicultural awareness team

- Decide future of UUEEC and recalibrate expectation for senior staff

# Staffing Options for Next Year

- Staff for Rev. Linda's portfolio
  - Pastoral Care
  - Unicare
  - Welcoming Ministry
  - Membership
  - Preaching
  - Community Night
  - Fellowship
- Additional staff hours (maximum 8) for Children's Religious Education

# Options – very rough numbers

- $\frac{3}{4}$  Assistant Minister
- 8 hours added to Children's Religious Education
- No Admin Assistant
- = \$45,000 additional
  
- (no significant raises, increases in benefits and professional expenses)

# Several Options – roughly \$30,000 - \$45,000

- $\frac{3}{4}$  Assistant Minister
  - No Add'l Children's Ministry staff
  - No Admin Asst
  - = \$35,000
- 
- (The \$35,000 correlates to one time gifts this year, plus use of restricted funds)