

**Thomas Jefferson Memorial Church - Unitarian Universalist**  
**BOARD OF TRUSTEES AUGUST MEETING**  
**August 25, 2019**

**MINUTES**

**In attendance** - Elizabeth Breeden - Vice President, Pam McIntire, Alex McGee, Liberty Powers, Stan Walker - Treasurer, Leia Durland-Jones - Ex Officio, Breck Gastinger, Lorie Craddock - President, Ann Salamini - Secretary, Christina Rivera - Ex Officio, Kelsey Cowger, Beth Jaeger-Landis

**Absent** -

**Guests** - David Shutt, Greta Dersheimer, Sharon Baiocco, Marian Wendelin, Al Reynolds, Donna Redmond, Wes Farris

**I. Opening - Opening/Closing Words (Kelsey), Snacks (Kelsey), Process Review (All) (10 minutes)**

Opening Words - Kelsey

Community Time / Public Comment -

- Sharon Baiocco - Sharon came to propose a theme for the congregation over the next year: reconciliation. This is based on Paula Cole Jones' work "Reconciliation as a Spiritual Discipline." (Please see complete comments at the end of minutes under Correspondence.)

1. Acceptance of Agenda

**MOTION:** Approve the agenda.

**Unanimously approved.**

2. Correspondence (see text at end of minutes) -

**II. Reports**

1. President's Report (written) - Lorie Craddock
2. Vice President's Report (written) - Elizabeth Breeden
3. Treasurer's Report (written) - Stan Walker

What expenses will be covered by borrowing? - Repayment owed to staff on medical insurance premiums and the overlap period between Christina's severance and the new DAF. Those two items represent one time expenses which Stan is comfortable borrowing to pay for.

Thanks for the staff's efforts to tighten up controls on money and bring the draft proposed budget in as close as it is.

4. Lead Minister's Report - position vacant
5. Director of Faith Development Report (written) - Leia Durland Jones
6. Director of Administration and Finance Report - Christina Rivera  
Her comments are covered under First Draft of FY20 Budget, p. 5.
7. Assistant Minister's Report (written) - Alex McGee  
Alex can help connect people to lay leadership training opportunities.
8. Membership Report (written) - Sally Taylor
  - Membership stands at 359.
9. Board Liaison Reports
  - Personnel Committee (written) - Elizabeth Breeden
  - Ordination Task Force - Pam McIntire  
The group has met twice; they are a pleasure to work with. They are working on a statement that will be clear and answer as many questions as possible.
  - Glenn Short Sanctuary Fund (written) - Sally Taylor  
The money is in the bank. The committee members plan to do as much as possible with the money as quickly as possible. - Some committee members with check signing authority still need a background check, per church policy.

### **III. Consent Agenda / Electronic Motions (10 minutes)**

1. Approve July 2019 Board Draft Minutes
2. Create the Glenn Short Sanctuary Capital Endowment Committee as a closed committee with Don Landis, Sally Taylor and Dick Somer as members, Breck Gastinger, Dar Megonigal and Bev Ryan as designated successors. As an official church committee, members will act as agents of the church.
3. Agree to place name change item on September congregational meeting.
4. Accept written and oral reports as submitted.

Discussion -

- Is there an avenue of communication between the Glenn Short Fund Committee and the people/programs that will be affected by renovations? - The concern has been lifted up to them. Lorie has asked the committee to make a plan and bring it to the board for approval. Communication can be lifted up to them at that time.
- The DAF wishes it to be on record that none of the typical fiduciary processes are in place with this trust money. - It has been a difficult process to get this committee established and receive Glenn's money. We have not followed all the protocols we should have. As it stands, we are relying on the hope that everyone will act with the best of intentions.

**MOTION:** Approve the consent agenda.

**Approved with one abstention.**

#### **IV. Old Business**

1. Congregational Meeting Planning - Lorie (10 min)
  - We can edit old agendas and scripts to create the meeting script.
  - Exec will set the agenda.
  - There will be an email for signing up for tasks at the meeting.
  - Read "How to have a congregational meeting" by Laura Horn.
  - There is a box in the office with items needed for congregational meetings.

2. Update on Sunday board presence - Lorie and Pam (5 min)

(Committee on the Ministries, Board and Personnel Committee sign up on the schedule.)

Congregants who have questions on Sundays may go to staff who really don't have time or bandwidth on their busiest church day to deal with those questions. Lorie and Pam thought about having board members on site each Sunday who could be designated for that purpose. Board members should be close enough to staff to observe and be of immediate use. A written sheet of ready answers would be helpful, i.e. a checklist for what to say in certain situations. Hear, listen, absorb and then redirect without being confrontational with staff.

From the staff point of view, there has been an increase in staff harassment over the last few months. Low level getting-up-in-your-face, ranging from disruptive to threatening. The congregation needs to be held to a higher bar than just walking away from them. We're looking for ways to avoid confrontations or deal with them when they occur. The major incidents since July have been written up; the disruptive persons policy is a possibility in some cases. The behavior is not coming from one demographic.

We can't be in the position of being on the nightly news and saying "all the warning signs were there."

We want staff to feel safe at work. A quick microaggression can poison the environment.

Can this be brought to the congregation as a troubling cultural issue?

- The board could ask the CoM to work on a series of educational workshops or blurbs in weekly email on how to respect boundaries.
- Boundary knowledge, security and support.
- Funnel communications through covenant groups.
- Hovering by each staff member isn't the goal. The ability to redirect is needed.
- Also a witness is valuable. (What did you see happening? This is what I experienced.)
- Some people will project an unmet need onto staff, either in a neutral or disruptive way, which makes it difficult to accomplish one's work.

How can we actively support staff right now and be proactive rather than reactive to trouble.

- We also need a place to debrief. It's good to have a board member to ask 'How's it going?' at a quiet time.
- Sunday monitors can also help with any unexpected occurrence or need.
- It would be good to extend the schedule to three persons per Sunday: one monitor to answer phone and questions in the office and two to observe staff.
- Approximate time 9-12 on Sunday mornings.

Discussion -

- Could there be a table to direct people to? - A monitor could sit at the office desk to answer phone and people could be directed there with questions or concerns.
- There are appropriate and inappropriate requests. It would be helpful to know there is a point person in place.
- It would be useful at this time to have 2 people so both areas could be covered.
- Caroline is often in the lower hall, so a third person down there is also important.
- CoM participated in some of these Sundays. They are considering tabling to raise the visibility of CoM, improve communication and act as a listening post for concerns. Perhaps board members could join that effort.

3. Update on Christina farewell on September 8th - Lorie (5 min)

- Lorie and Beth are making stew.

- Dave Shutt will bring a fruit gazpacho.
- Kelsey will get a cake.
- Ann Forno is also involved.
- Need sign ups for set up and clean up.

**BREAK AND GRATITUDE CARDS** (10 min) - Please think of people the Board should recognize for their recent contributions to our church community.

## **V. New Business**

### 1. First draft of FY20 budget - Chris and Stan (30 min)

Chris passed out a year-end FY2019 spreadsheet. She lifted up these revenue items:

- The Spring Auction, run as an online only event for the first time, came in low, though the response was good for a new format. This could easily become the model for the Fall Auction, which is heavy on dinners. The volunteer energy required is much lower than for the big evening event at the traditional Spring Auctions.
- Pledges were down by about \$20K, but unpledged donations and prior year payments were up. On the whole, these numbers seem optimistic.
- Building user fees continue to track strongly. That will continue but the new budget is not showing increased expectations from rentals.
- Up to \$15K in endowment interest is earmarked for the next two years to pay down member bonds. If the interest is less than \$15K, that amount only is used to pay down member bonds. No principal is drawn out of the endowment. If the interest is over \$15K the difference is booked as income to be used for operating expenses.

Expenses:

- Expenses were in line with the budget, including staff salaries.
- Professional expenses, such as General Assembly travel, were up. That travel is booked in the summer. Last year we didn't have an approved FY19 budget during the summer and didn't know professional expenses would be cut. There is a \$1400 overage in that area.
- Other expenses were kept very tightly contained. That is not something you would want to do year after year.
- Our UUA dues are just enough to maintain TJMC as a member congregation without funding the UUA in an appreciable way.

- In the proposed FY20 budget expenses aren't changed except for those items we know will go up.
- The FY19 budget came in with about \$3600 greater deficit than approved. This is quite an achievement considering the pledge income was down by \$20K. We went without a lot of things. These cuts caused a lot of complaints around orders of service and office closures. We sometimes ran out of things because orders were put off as long as possible.

Chris, you did a great job managing this budget. Thank you!

The draft FY20 budget is still very much in flux. Regarding expenses, all of the belt tightening measures are still in place. The only increases are things like the cleaning service, insurance and some aspects of staff compensation which we know will go up. Unfortunately, the best revenue numbers we have at this point still leave about a \$43K deficit. The recent email concerning revenue woes did result in an additional \$15K in pledges. All this means that the proposed budget will likely change right up until we send it out 10 days before the congregational meeting. The treasurer and Finance Committee don't see anything else they can support cutting. The only way to change the budget is to increase pledge income. The overlap of DAFs and the reimbursement of health insurance premiums owed two staff members comes to about \$40K. This amount is truly a one-time expense. It is legitimate to borrow this amount rather than trying to accommodate it in the operating budget.

#### Discussion -

- Where is the payment for guest speakers listed? - We are using the minister's portion of the sabbatical fund to pay for pulpit service which matches almost exactly.
- How do we present this budget to the congregation? - If this budget doesn't pass, the only line that can be changed is the pledge income. There is nothing more that can be cut. This budget is balanced except for the one-time expenses.
- The Revenue Task Force Report of 2016 gives an overview of ways to balance our current overdependence on pledge revenues. Reviewing that report might give us some new energy around alternate revenue sources.
- Will there be another letter sent out to ask for increased pledges? It was inspiring and got a good result. - There is talk of having targeted phone calls or emails. More board communication is helpful at a time like this. - Stan will prepare another general email to report the success and make another ask.
- Even a balanced budget is austere: no restoration of professional expenses, UUA dues, orders of service, office hours, cost of living increases.

- The board should feel free to share this discussion with the congregation. We don't want this deficit to be a surprise at the congregational meeting.

Thanks to Stan, Chris and Finance Committee for their efforts to develop this budget.

## 2. Review of board communications - Lorie and Ann (5 min)

We need to devise and commit to a plan for communicating with the church so congregants can depend on getting timely information and we can have a goal. The summary of board activities that Lorie made for the Friday email was excellent and has received a lot of positive comment. That summary could also be posted to Facebook and the church blog. (Liberty volunteered to post to the blog.)

- The board doesn't have to hold the \$40K deficit alone. Everyone else needs to know about it too.
- Having reports sent by Friday evening before the board meeting makes it possible for board members to read them all and be prepared. It also streamlines the meeting time if basic information doesn't have to be covered. Answering only specific questions and adding late breaking news is much more efficient.
- Last year's board made the commitment to post approved minutes to the website right away and to post draft minutes to News and Views as soon as possible. Posting the draft minutes requires writing them up and having them edited for typos and content quickly by board members. In addition, the draft minutes need to be approved by a quorum of board members before they are placed on the consent agenda at the next meeting.
- The board packet with links to all supporting documents will go out the weekend before the board meeting. There will be a tutorial at the board retreat to be sure people know how to use google drive.
- We used to post the draft agenda and minutes on the board bulletin board. Recently our agendas have been quite fluid right up until the meeting.
- It's good to have some printed agendas for our guests at board meetings.

## 3. Update on mission of the Committee on the Ministries - David Shutt (10 min)

The committee has had a few productive meetings figuring out who they are in the absence of a lead minister. They've drafted a mission statement for publicizing the CoM to the congregation. They've changed the bulletin board display. They are also talking about how they can support aspects of the church through tabling and meeting

with some of the different ministries to find out what they need in the way of support. They are working to devise a way to keep track of their records.

COM had a lunch meeting with Dawn Cooley of the UUA Southern District Congregational Life team. They talked about what a CoM is. Lorie attended that meeting.

#### Discussion -

- Make it clear the CoM is not an interim search committee.
- They are getting to know each other and getting familiar with the governance structure of the church.
- Dawn Cooley said the CoM should act as liaison between the board and the congregation, and between the councils and the board to keep the board informed.
- Dawn Cooley strongly recommended the listening table. Info gathered there can be fed to the appropriate committee or board.
- On the question of name change, when / if the time comes to choose a new name, CoM offered to help survey for names.
- It makes sense for CoM to be in a listening mode at this time, but they can also develop a sense of what the ministries of the church are. CoM could have a future goal of being able to articulate what those ministries add up to. Get your elevator speech ready. Help us understand ourselves better and be ready to represent ourselves in a future ministerial search.
- It's interesting to think of committees as ministries. Ministries represent outreach, according to Dawn Cooley. They can reach out within the church or to the outside community.

Keep us informed of what you find, please. Thanks for your presence here.

#### 4. Board retreat planning - Lorie (5 min)

- Leia, Elizabeth and Ann are planning the retreat. We will meet at 9:30 to set out breakfast items (coffee and tea, baked goods, fruit) and organize potluck salads as they come in. There will be snacks for the afternoon.
- Please bring your laptops for the tutorial on board documents.
- LH2, 10-4 on Saturday, September 7.
- An email will come out with details.

5. Definition of ministry categories and planning for professional ministry in FY2021 and beyond. - Lorie and Leia (10min)



The information in the president's report covered this material very well. There are several varieties of ministers:

- Interim - Typically for 1-2 years to provide a break between the old and new settled ministries. Not available to become a settled minister.
- Contract - They serve for a negotiated number of Sundays. They can be considered a "test drive" as they are available as settled ministers.
- Targeted - semi-retired, 3-6 month stay, not interested in settled ministry.
- Developmental - For congregations with significant challenges and targeted goals for ministry. Developmental ministers are experienced and have training in this kind of work. The UUA matches an appropriate developmental minister to a congregation. They typically stay for 5-7 years. Not eligible for settled ministry. The UUA Southern District recommends that TJMC hire a developmental minister.
- All these categories cost about the same - \$93K plus 35% benefits.
- There is a timeline for each of these. We would need to tell the UUA that we want a developmental minister by November 2019. They would give us a name so we could talk with them. If we didn't feel comfortable with the match, we could get another name. They would be hired in the spring and start in August. There is an article under Developmental Ministry/UUA.
- The developmental ministry model has been around a long time. It is tried and tested.
- Suggest putting this information in the president's report at the congregational meeting to allay anxiety in the congregation.

#### 6. Personnel discussion - Donna Redmond

Caroline Heins is considering working as the office assistant for a maximum of three months in addition to her duties as the religious education assistant. This will give the new DAF a chance to participate in the hiring of the permanent office assistant.

Staff recommends that the board look at staff compensation holistically. Your remaining staff has an impossible load. Please consider the effect on morale of increasing only one staff member's compensation, however justly deserved, when no staff has had any raises beyond occasional cost of living adjustments for 8-10 years.

Staff also recommends developing a staffing plan so that when we do start to upgrade positions, staff know where they stand in the plan and don't feel like they are competing for resources.

**MOTION:** Enter Executive Session with staff excused.

**Unanimously approved.**

**MOTION:** Leave Executive Session.

**Unanimously approved.**

Summary - The board discussed equity across staff compensation, and the ramifications of budget deficits on staff compensation.

## **VI. Closing Activities (5 min)**

### 1. Process Review (all)

(How are you feeling and / or what would you like to see different?)

### 2. Things to do / communicate -

- Ask Glenn Short Fund check signers to complete a background check, per church policy.
- Sign up sheet for clean up at Chris's farewell party.
- Leia will say some words.
- Put "How to have a congregational meeting" in the projects folder.
- Create a staff support task force. Ask staff for suggested people.

### 3. Closing Words- Kelsey

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Dates to remember -

- October 10, 2019 - Exec meeting
- October 23, 2019 - Board meeting

Upcoming topics -

For congregational meeting:

- Approve budget
- Second name change vote - at a later congregational meeting

For September:

- Alex McGee - update on organizing of weekly sermons
- COM/Board listening table

- Create staff support group / plan

Future topics:

- Creating a more diverse Finance Committee / bylaws change
- Guidelines for trusts, including fiduciary protocols
- Revisit single service - November
- Create a task force on staff harassment and BLM sign.
- Install surveillance cameras in the church. Contact UUA for best practices on this.
- Appoint third member to policy review committee after DAF is settled in.

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## REPORTS

### President's Report

### President's Report

August 2019

There are so many Important Issues and Competing Priorities on the table at TJMC these days. Before I get into any of them let me begin this report by thanking the TJMC staff for their continuing patience, boundless compassion and stalwart support of our church. Wendy Steeves, Caroline Heines, Christina Rivera, Leia Durland-Jones and Alex McGee are performing nothing short of Miracles and Magic. I encourage everyone to please go out of your way to **express your thanks and gratitude to these five amazing women.**

Now onto the business at hand.....

### Old Business:

\*\*\*There will be a **Congregational Meeting on September 15.** This is also Balloon Sunday, a Soup Sunday and a Farewell Gathering for Christina Rivera. There are many moving parts to what promises to be an incredibly busy day. The 8/28 Board meeting will draft the agenda for the Congregational Meeting and the agenda will be made public on or before September 5. Among other things, the Board anticipates a presentation and vote on the FY2019-20 budget, a presentation and vote on the use of the Public Witness process regarding changing the name of our church and a presentation acknowledging the creation of the Glenn Short Trust.

\*\*\*Previously I reported that Alex McGee would manage Sunday Worship until November 2019. **Alex has now graciously agreed to continue scheduling speakers for Sunday Worship until the end of the fiscal year or July 2020.**

\*\*\*As reported in the Friday emails and elsewhere, TJMC will go to a **single 10:15AM Sunday Service** beginning September 15, 2019.

\*\*\***The Glenn Short Trust has been established with a gift of \$287,158.00.** Many thanks to the late Glenn Short for his kind and generous donation, Trust Executor Kip Newland and Trust Committee members Sally Taylor, Dick Somer and Don Landis. Reports from the Trust Committee will be forthcoming.

\*\*\***The Leia-Durland Jones Ordination Task Force** has been created with the following members: Karen Prairie, Pam McIntire, Elaine Chapman, Margaret and Michael Gorman, Elizabeth Breeden, Dawn Dirks, Laura Horn, Larry Moulis and Mary Rose Curtis (honorary member). Reports from the Task Force will be forthcoming.

## **New Business:**

\*\*\***Treasurer Stan Walker will present the first draft of the FY20 budget at the 8/28 Board Meeting.** An email was scheduled to go out on 8/22 alerting the congregation to the financial state of the church and the impossibility of creating a balanced budget for this year. The email also asks everyone to acknowledge and/or increase their pledge donations. Although TJMC does not have enough income to pay our bills, I am hopeful that increased communication with the congregation about the budget and a willingness to provide as much transparency as possible surrounding our decision making will demonstrate that the Board remains thoughtful, deliberate and fiscally conservative with our congregation's money.

\*\*\*While we are on the topic of money..... **TJMC needs a Pledge Drive.** The Board is planning for one to begin in February 2020. I have contacted the Stewardship Committee but currently they have not been meeting regularly. I am hopeful the Stewardship Committee and the Pledge Drive work together as the latter is an

enormous undertaking. The Board must work to identify people asap who would be willing to organize a Pledge Drive.

\*\*\*Although TJMC does not currently have enough money to **hire a full-time Lead Minister**, one day we will. We have several different options before we call a settled Minister.....

### **Interim Minister**

The role of an interim Minister is to help a congregation stabilize and make healthy adjustments between settled ministries, and to give individuals in the congregation time to process their feelings about the ministry which has just ended before looking for a new settled minister. Three Board members form an Interim Search Team. The online search takes place from February to April and Interim Ministers are hired by the Board (not called by the congregation) in May for August 1 start dates. The recommended annual salary for an interim for a church our size in a city with similar demographics is \$93K + 35% benefits. Interims typically stay with a congregation 2 years and are not eligible to be called as the congregation's settled minister.

### **Contract Minister**

A contract minister is hired for a negotiated number of Sundays (32-36 Sundays a year would be considered full-time). They may do some pastoral care or social justice work. Online profiles for Contract Ministers are released by December 1 for an August start date. Salary and benefits are negotiated with the congregation but are typically in line with the UUA recommendations. Contract ministers are eligible to be called as a congregation's settled minister.

### **Targeted Minister**

A targeted minister is typically a semi-retired minister serving a congregation for short term contracts (3-6 months) for specific duties (Sunday Worship, pastoral care, community outreach, etc..) Salary and benefits are negotiated with the congregation but typically in line with the UUA recommendations. Targeted ministers are unlikely to be interested in accepting a position as a full-time lead minister.

### **Developmental Minister**

For congregations with significant challenges and targeted goals, the UUA Developmental Minister program helps congregations set goals, then matches them with a minister whose skills can help the congregation engage cultural change work to achieve those goals. The Minister is hired not called and typically stays 5-7 years.

Developmental Ministers are seasoned Ministers with at least 10 years experience in congregational ministry. The recommended salary for a Developmental Minister for a church our size in a city with similar demographics is \$93K + 35% benefits. Developmental Ministers are not eligible to be called as the congregation's settled minister.

And finally.....

**\*\*\*The Board retreat** is scheduled for Saturday 9/7 from 10AM to 5PM. At the retreat the Board will finish planning for the 9/15 Congregational Meeting and identify a Board priority for this year.

Thanks to all.

Lorie Craddock  
President, TJMC Board of Trustees

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### **Vice President's Report**

Vice President's Report for August 28<sup>th</sup> Board Meeting  
By Elizabeth Breeden

Personnel Update: Interviewed two candidates for the DAF position. Pursued one candidate who seemed very qualified and she decided she could not afford to accept the offer. We will continue our quest. Wendy's resignation also opens a needed staff position. We were considering filling the interim with volunteers so that the new DAF could participate in hiring the Office position. Staff equity pay chart with an explanation about the considerations used in creating it.

Ann, Leia and I are planning the Retreat agenda for Saturday, September 7<sup>th</sup> from 10AM to 5PM. The Retreat will be potluck lunch.

I appealed to Beth Jaeger-Landis to join the Policy Review Team as a member of the Board, with Sally Taylor and Carole Black.

Thanks to Sally Taylor, the Annual Reports from Committees and Councils have been compiled in preparation for the Congregational Meeting in September. They are in a binder in the church office and we hope to post them to our website within the month.

The YARD SALE: Special thanks to Kay Frazier (and her partner Jude), Beverly Ryan and Gloria Morgan and the many, many volunteers who set up the yard sale all summer and hauled things out and put the room to rights after. Rumor has it they made over \$6000!

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## **Treasurer's Report**

### **Treasurer's Report, August 2019**

The end-of-year data for Fiscal Year 2019 which ended July 31, 2019 was a mixed bag. Pledge donations were significantly below expectations, while Unpledged Donations and Prior Year Pledges were significantly higher. The Prior Year Pledge excess can be partly explained by the accounting change that was made at the end of FY18, but was still higher than anticipated. The changes to the Spring Auction this year resulted in significantly less income than in prior years. Overall, our income for the past year was \$21,000 lower than budgeted.

On the other hand, expenses were also significantly lower than expected. The only major program to show excess expense was Faith Witness-External, and the total excess there was due to the generosity the congregation showed to the recipients of the Social Action Collections. Since this item is revenue-neutral in that all Social Action donations made are distributed to the recipients, this excess expense is one I am glad to see.

The other expenses were held down by a combination of good luck (no major unanticipated costs) and the hard work of the staff, particularly our outgoing DAF, Christina Rivera.. These efforts resulted in our total expenses being over \$17,000 less than budgeted.

This was particularly important given that we had a significant revenue shortfall in a year with a budgeted deficit of over \$16,000. Bottom line, our deficit for FY19 was ONLY \$3600 more than anticipated. As a result, we were still able to cover our expenses without yet activating the line of credit.

One area of concern, though, is how our income is distributed during the year. There were cash flow issues that became serious around the December through February time frame. While these issues resolved before we were forced to borrow money this time, we need to put more effort into being clear that we need the income year-round, especially now. When our reserves are small, a single month of lower than needed income could force us to borrow to pay staff and utilities.

At the moment, we are still expecting there to be a deficit in the FY20 proposed budget. While there have been some pledge increases and new pledges since my letter of last Thursday, it hasn't yet been enough to cover the deficit. The Finance Committee and I see no way to reduce expenses further.

However, there are large one-time expenses this year. The back insurance premiums we owe to two of the staff, and the amount we are paying our outgoing DAF while also paying the new DAF total over \$36,000. I am comfortable activating the line of credit if necessary since we will not be relying on borrowed money in order to pay ongoing expenses.

Stan Walker  
Treasurer

### **Director of Faith Development Report**

Report to the Board                      August 2019  
Leia Durland-Jones, Director of Faith Development

As summer comes to a close and we prepare for the start of the new church year things remain complex in the life of our congregation.

I returned to church August 11 after a two week vacation July 28 to August 10 in which I tried to step away but, despite my best efforts, was involved in church work during that time. One delightful activity was officiating at the wedding of Ian Milburn (a YRUU graduate) and Nicole Densmore in Richmond on July 28. I was honored to share this special day with Ian and Nicole and wish them both much happiness in their future together.

My return from vacation was marked by a lovely potluck dinner Sunday August 11 with the youth who participated in ASP and their parents and families. As part of our gathering, we planned the worship service the youth, their advisors and I led for the congregation the following Sunday, August 18. Wasn't it wonderful to have the youth and their advisors share so beautifully about their experiences at ASP last July? Their inspiring words and leadership serve as a good reminder of why we are here and that what we can do together is far greater than what any one of us can do alone. Our youth give me hope for the future.

With all the changes and loss of church staff, there has been an increase in the number of meetings I am involved with as well as other administrative functions. I am continuing to meet regularly with Chris as needed—which is often daily. I am meeting weekly with Alex and once a month with Alex and Scott. Lorie and I meet every other week to discuss Senior Staff matters. Alex, Lorie and I meet every other week to check-in and address matters of concern that need all of our input. I meet weekly with Caroline regarding RE program concerns. Full



staff will begin meeting twice a month on first and third Wednesdays from 9:30-10:30am beginning September 4. I participated in the interviews of DAF candidates last week and am involved in the continuing search for a new DAF. I have been meeting with Ann and Elizabeth to plan our upcoming Board retreat. I will be meeting with the Ordination Task Force at the invitation of the Task Force chairs. I am meeting with the people weaving worship with me for Water Communion and Balloon Sunday. Additionally, I have been meeting with individual congregants regarding a variety of matters (informational, pastoral, etc.) at their request.

#### *Children's Programming (Nursery through 5<sup>th</sup> grade)*

- Many thanks to Caroline Heins for coordinating our Summer Sunday children's activity program for nursery through rising 6<sup>th</sup> graders. The program, which runs concurrently with worship, has been well attended throughout June, July and August.
- The RE Committee took a break during July but met again in August to plan and prepare for the coming church school year. We will be offering RE volunteer orientation on Wednesday September 11 for K-5<sup>th</sup> grade volunteers. Our Spirit Play volunteer orientation is set for Saturday September 7 from 9-11am.
- We are reconfiguring the RE program for a single service format this fall. The biggest concern is managing the number of infants through 3 year-olds in Lower Hall Room 1. We may need to readjust our infant and toddler set-up based on the number of young children attending. The first Sunday of RE programming is September 15. Recruitment of RE volunteers is in full swing. Volunteering is a wonderful way to learn more about our faith, build relationships and nurture the next generation of Unitarian Universalists. I invite you to invite others to consider serving as RE volunteers—and let me know if you would like to volunteer. Working with our children will lift your spirits.
- Our anti-racist parenting group will likely reconvene this fall.
- We will have 6 Sundays (3 in the fall and 3 in the winter) that have intentional racial justice lessons. We will also have 3 Sundays throughout the year where we make meal packets and other Sundays to create Blessing Bags for distribution to those in need in the greater Charlottesville community.

#### *Youth Programming (6<sup>th</sup>-12<sup>th</sup> grades)*

- We had a fantastic trip June 30-July 6 on the ASP trip to Logan, West Virginia. If you weren't able to attend worship on August 18, I highly recommend taking a listen to the recording so that you can hear what our youth and their advisors have to share about the experience.
- Separate volunteer orientation sessions for each of the advising teams for this year's youth programs are in the process of being scheduled.

- Our 6<sup>th</sup> & 7<sup>th</sup> grades will explore Neighboring Faiths this year.
- Our 8<sup>th</sup> & 9<sup>th</sup> grades will be invited to participate in our Coming of Age program.
- Young Religious Unitarian Universalists (YRUU) will welcome 10<sup>th</sup>-12<sup>th</sup> graders.

### *Adult Programming*

Fall Adult Faith Development classes are in the works including:

- Short Story Reading Group, Tai Chi, Wednesday Wonderings (led by Lou Centore),  
Seeing with New Eyes: What Does it Mean to Be White? (led by Linda Dukes & Diane Ober,) Carl Jung and the Soul's Journey (led by Denise Horton,) Feminine Power Women's Circle (led by Michelle Goodrich) Using Zoom Conferencing (led by Adam Slate,) pre-holiday retreat (led by Alex McGee,) and new member classes offered by Membership Committee members. I am in discernment about what AFD programs I will offer this fall.

### *Multigenerational Programming*

- The RE Committee continues to invite everyone to light a chalice in their own homes on Wednesday evenings as a symbol of our connection to one another. We will be hosting chalice decorating stations in the social hall starting in September so that everyone who would like to can make a chalice to take home and use.

### *Worship*

- As I mentioned in my opening paragraph, I helped our ASP participants craft and lead worship Sunday August 18. The sanctuary was full and the service was lively and meaningful. We received many thoughtful and loving comments afterwards.
- I am busy planning our upcoming Water Communion and Balloon Sunday multigenerational worship services on September 1 and 8 respectively. You may be aware that there is a worldwide shortage of helium, an unrenewable resource, which is requiring us to reimagine Balloon Sunday. I have been aware that the days of unlimited balloons for this annual celebration were, in fact, limited. With all the changes we are already facing as a congregation, I had hoped for one last balloon-filled Balloon Sunday. Alas, this year we are unable to rent helium tanks due to the shortage. We will be creating an exciting a new tradition to mark the start of the new church year in the sanctuary on September 8. I hope you'll be able to be in worship that day.

- Children's Worship and our Wednesday mid-day Contemplative Worship resume in September.

### *Professional Development*

- It was lovely to visit the UU camp and conference center on Star Island (off the coast of New Hampshire) in July. Chris Rivera, Rev. María McCabe and I co-led the weeklong UUA Family Ministry Training that Erik and I were commissioned to write. It was a joy to co-teach with such amazing colleagues! And, time on Star was restorative to my spirit.
- I have been co-teaching the UUA online Renaissance Module "Teacher Development" this month.

### *Supporting Your Staff*

- Your remaining staff continues to work hard and with devotion to our faith and faith community. We strive to be sources of support and encouragement for church members and volunteers. The absence and anticipated absence of our staff colleagues is difficult. The additional work we are all shouldering as well as the uncertainty about the future is stressful. I ask that you hold all of us in your hearts and prayers and that you remind other congregants of all that your staff is holding and navigating. Ask others to be extra patient with us and also to be kind. Invite them to imagine what it might feel like to be a member of this church's staff right now.

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Please know that I am deeply appreciative of you and for everyone who keeps stepping and showing up time and time again with integrity and good intention. Thank you!

There are so many people to lift up for the work they are doing to keep us moving forward. As we have just completed the yard sale, the yard sale crew is utmost on my mind for their summer of hard work. I know there were many volunteers that made the yard sale such a successful fundraiser (Jim, Gloria, Jude, Cathey, Trudy, Jill, Elizabeth—I am sure there are others...) Thank you especially to Kay Frazier and Bev Ryan for your leadership. Well done!

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### **Director of Administration and Finance Report**

## **Assistant Minister**

Report to Board by Alexandra McGee, Assistant Minister  
Written August 21, 2019 for Board meeting August 28, 2019

### **Accomplished by lay leaders:**

- 1 - Pastoral Visitor chairs led 3 listening sessions about change and trauma. Low attendance with medium effectiveness. Will not continue. Also, Pastoral visitor chairs led a workshop on Listening When You Disagree. 15 diverse people attended. Excellent feedback. That accomplished goal for the once-a-year workshop. Pastoral Visitors continue to support some homebound and grieving people.
- 2 – Committee on Ministry(ies) met with regional staff over lunch after she preached. Learning occurred. Task accomplished and COM will carry learning forward.
- 3 – Karen Foley, retired minister, is helping Alex with tasks that are not very visible: providing funeral to non-TJMC person; meeting in member who can not get to church.
- 4 - Worship weavers are working with guest ministers on Sunday morning.

### **I have done:**

- 1 – Continue to plan worship for the fall. July and August were mostly UU clergy. In the fall we will have more intergenerational worship led by Leia and guest leaders from other faith traditions. Continue to train lay worship leaders and set up systems for sound, slide projector, usher, and music coordination on Sunday mornings.
- 2 – Provided one funeral and am currently planning two others.
- 3 – Study anxiety in congregational systems. As a result, I have been encouraging people to focus on the task, vision, and mission at hand instead of their worry, fear, and stress at hand. I have been encouraging people to consider that things will still be fine if we slow down the process to allow wisdom to surface. These conversations happen at micro and macro levels (how to get copier to work, and how to plan for years to come).
- 4 – Support people who feel that they have been treated disrespectfully. Continue to help people figure out what it means to speak in covenant.
- 5 – Dealt with a wide variety of requests and conversations from people who did not know who else to ask. To handle this going forward, Leia and Lorie and I met to map out who will be handling what and which programs will not be offered this year.

### **Considerations and suggestions:**

- I have been practicing the notion: “The perfect is the enemy of the good.”
- I recommend that you attend regional trainings for lay leaders. I think you will find good rapport and support with people facing similar challenges and frameworks and information that give you relief and insight. When people ask me what they can do to support staff, my answer is to deepen and broaden your skills as lay leaders.
- I encourage you to consider reading a book together as a board. I gave Lorie copies of *Leading Change in the Congregation* by Gilbert Rendle and *Managing Polarities in*

*Congregations* by Roy Oswald and Barry Johnson. Or perhaps the Regional Staff has another suggestion.

- I am glad you are meeting with the COM to utilize their role. I plan to ask them to support Worship Weavers in dynamics around Joys and Sorrows. Perhaps they could also offer a workshop on Calling People Back into Covenant?

- I think that Stewardship and Leadership Development are high priorities for the coming year. I also hope you will keep in mind the framework for equitable pay for staff.

Request for guidance:

1 – I recommend that I continue to invite worship leaders for winter and spring. Professional faith leadership gives a broad perspective to the congregation to help them vision future possibilities. I recommend you budget \$1000 per month, but I expect to only spend \$750 most months.

2 – Please continue to work on vision and mission for the long run, and priorities for how we direct staff and congregational energy this year.

I believe this report is 70% comprehensive. I may have left some things out.

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**Membership Report**

TOTAL MEMBERSHIP as of June 30, 2019: 357

**Add:**

Keese, Marie, late response to Inquiry letter, restore Member status, July 20, 2019

Christine Lotze, July 21, 2019

Stephen Tavares, July 21, 2019

**Drop:**

Sue Drumm, died, July 5, 2019

TOTAL MEMBERSHIP as of July 31, 2019: 359 members

Sally Taylor, Membership Tracker for TJMC Membership Committee

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**BOARD LIAISON REPORTS**

**Personnel Report**

Personnel Committee Report

The attached spreadsheet is the Personnel Committee recommendation to the Board for equitable salaries for the staff for 2019-2020 Fiscal Budget. We made the following considerations:

1. We used the UUA recommendations for Geo 3, mid-size church (350-499 size), mid-range equity recommendation for each job description.
  - a. We used take-home salary, without benefits, as the “pay” because benefits currently vary according to other criteria that are not comparable from one person to another.
  - b. We recommend considering equity in benefits, but did not make any specific recommendations at this time. Currently benefits are negotiated individually.
2. We aimed for equity at 85% of the MIN, MID, or MAX, depending on level of experience.
  - a. Calculations for **Lead Minister** is included, using the existing figures, which puts this position at 75% of MAX range.
  - b. **DFD** is included with existing figures, and is at 86% of MAX range.
  - c. **DAF** is included at \$50,000, which is 78% of MAX range.
  - d. **Assistant Minister** has two salaries proposed:
    - i. The increase to \$29,625 which was recommended as compensation for her ordination, (retroactive to 7/1) and (87% of MID range)
    - ii. Another increase, to \$34,200, to provide equity for her years of experience. (79% of MAX range)
  - e. With the plan to have only one service, we calculated this would involve the **Director of Music** working 25% fewer hours. We recommend we change his hours from 20 to 15 hours per month for his 10 months of work, 75% of his current effort. We reduced the salary accordingly, to \$18,590. This puts him at 90% of MAX range.
  - f. An equity adjustment is recommended for the **RE Assistant**, to \$15,400, which puts her at 80% of MID range.
  - g. **Office Assistant** is included at the existing figures, which is 77% of MID range.
3. It appears to us, that without a Minister, the duties of Leia, Alex and Caroline are increased during this year of transition. We recommend a bonus for these three positions for this year. The amounts given dependent on how successful we are at increasing pledges. A chart is included to show the amounts at 1%, 2% or 3% bonus.

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**Glenn Short Sanctuary Fund**

To: TJMC Board of Trustees

From: Sally Taylor, Chair Glenn Short Sanctuary Capital Endowment Fund Committee

The final papers have been signed and the check has been issued to the Committee. We will be creating a Money Market Account at the UVA Community Credit Union with Kristy McCray as soon as we gather all the necessary paperwork. The check (symbolic only) will be presented to the board president at the Congregational Meeting on Sept. 15 by Dick Somer, a trustee for Glenn's Trust.

Glenn created a prioritized list of projects. We will begin with his first concern: the heating/cooling system for the original building. We plan to contact Albemarle Heating, Brown, Beck Cohen and Fitch companies and ask them if they are interested in the job and, if so, to give us their advice and an estimate. We will only deal with companies that are experienced with large scale jobs. We will also be consulting with John Semmelhack for his advice. Lorie Craddock will ask her contact at Halcyon Contractors for suggestions for contractors as well.

The second project will be the gutters and the repairs identified when the gutters are removed. We decided to contact the following companies which deal with large scale projects: Lynchburg Roofing, Melvin Moore, W.A. Lynch. We are aware that our gutters are copper which have value and that the gutters and downspouts are too small or too few to handle our water issues in our heaviest rainstorms and need to be replaced. We do not know if the boards under the gutters or the roof have been damaged but any needed repairs will have to be made before new gutters can be installed.

Sally has volunteered to be the on site contact person once we have signed contracts and projects are underway. Don will be our Finance person keeping track of contracts, payments etc. Dick will be our technical consultant and will be making the initial contacts with contractors. Contractor consults will happen either between 7 and 9 am on weekdays or on Tuesdays and Thursdays between noon and 5. The DAF will not have any responsibilities for supervising the projects but will be involved in scheduling convenient times for the projects to occur.

Sally will be sending a monthly report to the Board from the Committee. We hope that the Board designates us as agents of the church so that we are not personally liable for any monetary damages resulting from doing this work for the church.

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**CORRESPONDENCE**

August 28, 2019

Dear Members of the TJMC Board,

As one of the church members whose actions precipitated Rev. Wikstrom's resignation, I feel some responsibility to the congregation to help us move forward. Eventually, when we get through these crises, we will need to write the history of what happened during the past few years. More importantly, members of our congregation need to restore trust in each other and right relationship, so that we can unite to meet the challenges ahead.

Previously in messages to Lorie I had asked for the Board to consider welcoming my friend and longstanding UU Kip Newland back to the church. I pointed out that the congregational meeting and elections held last June went astray from Robert's Rules, but only one party, Kip, was admonished for that chaotic meeting. I also noted that I had felt publicly humiliated in the course of that meeting. I still feel sensitive and angry about the events of that meeting and a subsequent one supported by the Southern District of the UUA in August. I am certain that some members who supported Rev. Wikstrom's leadership also feel injured by the actions of Members for Ministry Change and our minister's resignation. For example, I was told by a former UU that her UU friend said she hated me, even though I have never met her.

After Elizabeth and I had a meeting last week, I decided to look for the information on reconciliation that UUA consultant Paula Cole-Jones provided me after her workshops last year. Twenty years ago, I was powerfully moved after hearing two South African lawyers speak about their work developing the process for the Truth and Reconciliation Commissions after Apartheid. I thought then, and I do now, that reconciliation is holy work.

Ms. Cole-Jones has written two articles, available online. The first is a kind of philosophy of reconciliation, and the second gives concrete steps to take. She quotes Kahlil Gibran: "Your pain is the breaking of the shell that encloses your understanding." The purpose of reconciliation is **understanding** that comes from honest sharing; its goal is **NOT agreement**. Ms. Cole-Jones writes, "I have learned that reconciliation is a competency we can bring to four levels of conflict—in our own souls, between individuals. . . , within groups like my



congregation, and between groups such as people of color like me and the dominant white culture. Reconciliation helps us to get into right relationship.”

Last May a writing activity sheet on reconciliation Ms. Cole-Jones offered at our TJMC workshop helped me to decide to meet with Rev. Wikstrom in May 2018 and ask for his resignation. My meeting with him and the letter I gave him became the catalyst for the

group that formed after the workshops, Members for Ministry Change. Rev. Wikstrom and I embraced after our meeting, although he did not agree to resign and I did not agree to reconsider my request for him to resign. We had reached a respectful understanding.

I think Ms. Paula Cole-Jones’ articles and activities might be helpful in healing the injuries to our congregants on both sides, even though she originally designed them towards racial reconciliation. In truth, racial misunderstandings or injuries underpin our congregational divisions, so Ms. Cole-Jones’ insights are doubly relevant.

While you have many urgent matters before you, I think that one of the most urgent is that many members of the congregation harbor injuries that should be reconciled so that we can heal and move forward. Your attempts at listening circles were a noble start, but their small attendance likely did not have a major impact. I urge you to consider making “reconciliation” the spiritual theme you choose to focus on this year. It works at so many levels — from intrapersonal to international.

I have appended a draft of a proposal for spiritual reconciliation process at TJMC for you to consider, although I believe **that I** am much too toxic to lead this effort.

Thank you for all you have done to begin my own reconciliation with this church community.

Respectfully,

Sharon A. Baiocco

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**“Reconciliation as a Spiritual Discipline”** is available online at this link:  
<https://www.uuworld.org/articles/reconciliation-as-spiritual-discipline>

**“Practice of Reconciliation”** offers steps you can take, and is available online at this link:  
<https://www.uuworld.org/articles/practice-reconciliation>

### **A Proposal of a Reconciliation Process**

- I suggest that someone skilled at mediation be invited to moderate conversations about the events in our church during the past few years.
- People who want to learn about reconciliation as a spiritual practice, and/or consider themselves injured by events at the church could be invited to attend. They might be asked to work through the process and then meet with someone with a different perspective on the events and share, with the goal of reconciliation.
- Prompts that might get them started could be two readings: Adam’s history of the church problems that he read during a congregational meeting last year, and my own draft of our history during the past 8 years of Rev. Wikstrom’s leadership that I thought created the crises.
- The entire group could attempt to write our current church history for the purpose of a future ministerial search. The process of collaborating on this could result in a shared understanding of our history.
- Finally, the group could draft together a “lessons learned” statement.