

**BUF Board of Trustees Meeting (in person and via Zoom)
June 14, 2023**

Attendees: Murray Bennett, Drew Betz, Alex Gilman, Daria Haynes, Henry Ohana, Sarah Pearson, Lew Phinney, Jim Reimer, John Stewart, Paul Beckel (Ex-Officio).

VZ= Via Zoom

Other participants: Lin Skavdahl, Stephanie Sarver, Beth Nyblade; Trustees Elect, Sky Hedman, Treasurer, Rick Steele, Stewardship Committee (VZ)

Minutes by John Stewart

Chalice lighting 7:00 pm; Alex

Agenda Review/Changes:

- Add report on Rummage Sale: Drew

Consent Agenda (reports appended)

- Minutes of May 25, 2023 Board Meeting were approved by email on June 14, 2023
- Senior Minister's Housing Allowance election to remain at \$3,500/month for the fiscal year July 1 2023 to June 30, 2024. (See Minister's Report under Discussion Agenda)

**Motion made by Alex to accept Consent Agenda, seconded by John.
Motion passed unanimously.**

Canvass Update: Rick Steele

- This was first year back to an in-person canvass
- Fewer canvassers than in the past: 25 instead of the normal 45-50 canvassers.
- Initial canvass brought in \$300,000. The "extra ask" by the Board raised the amount to \$315,000.
- UUA experience this year is that pledging has been static, with expenses increasing, so that our experience is similar or positive in comparison.
- Core givers remain strong with some new members pledging robustly.
- Still some cleanup required, which will probably last into July.
- Stewardship Committee needs to come up with procedures with the upcoming departure of Kathy Wahto.
- There will be more focus on delegation to other members of the Stewardship committee next year.
- The auction in February may have had some negative impact on the canvass. It seems to function better in May or in the Fall.

Treasurer's Report: Sky (report appended)

- Nothing dramatic to report. We're on budget and where we expected to be this time of the year.
- We may have a surplus at year end and Board will need to decide what to do with it.

- Cash on Hand Report shows -\$9,950, reflecting a tightening in available liquidity, but reserves, which are deducted from available cash, are \$128,374.

Financial Review: Sky (report appended)

- Review was completed for 2020/2021 fiscal year. No serious issues were reported.
 - We are especially grateful that Rick Krouskop, Haven Silver and Jeff Copeland committed their time and talent to conduct the review. They are being asked whether they'll be willing to do the next review as well.
- We are a year behind in our reviews, with the 2022/2023 year coming to a close.
- Our bylaws require that we do an external review every third year, which would be for the 2021/2022 fiscal year. However, to catch up, recommending that we commission an external review for the 2022/2023 fiscal year and do an internal review for the 2021/2022 fiscal year, concurrently.
- Larson Gross did our most recent review and charged less than \$1,000 to do so. Normal expectations are that such a review would cost between \$3,000-\$5,000 to complete.
- Arguments in favor of doing the external review on the 2022/2023 fiscal year is that
 - we are changing both treasurer and administrator.
 - A 2022/2023 fiscal year review would require verifying the 2021/2022 fiscal year as well and, by default, might satisfy the external review requirement for 2021/2022.
- Argument against doing the external review on the 2022/2023 fiscal year are that it violates BUF's bylaws.
- The Financial Oversight Committee will obtain bids for an external review and propose a course of action to the Board.

Annual evaluation of all Board committees, Operations Team, Treasurer/Audit, Ad-Hoc committees and self-evaluation of Board: Drew

- Board timeline states that we are to evaluate Board committees and self-evaluate the Board in June.
- Drew distributed a Congregational Leadership self-evaluation tool from the UUA for Board members to complete anonymously and return to Kathy Wahto by Tuesday, June 20.

Senior Minister Report on principal staff evaluations. Paul

- Senior staff evaluations (Kevin, Genia, Kathy) completed and in file.
- Goals are discussed in September, and results in June
- Kathy is finishing 6th year, with plans to retire in November
- Genia's job is in transition back to DLL, but has given lots of support to SEJC, Auction. RE has grown to 10-12 kids, many toddlers.
- Kevin's regularly reaching out to others in music community.

Sanctuary Chairs Committee: Henry.

- Chairs committee met, recommends:
 - Hold 3 information sessions in Fall to gather feedback on considerations on chairs
 - Questions about what to do with information we solicit

- How many chairs should we purchase
- What to do with chair money
- What are the Board goals for the chair committee
 - Can we model the sanctuary with different configurations of chairs and pews?

Minister's Report, including Organ, HR Minutes, Health Insurance, Administrator Financial duties. Paul

- Organ:
 - Is unused and unusable – was repaired a number of years ago, but does not currently function.
 - If we wish to dispose of it, what is the process?
 - We should poll the congregation if we are seriously considering disposing of it.
- Human Resources Committee Report
 - Clarification of raises for part-time staff
 - Current Board policies require that all staff salary adjustments be approved by the Board.
 - This is impractical for part-time, non-exempt staff.
 - John agreed to develop a proposal to modify that requirement so that the HR Committee can approve salaries for part-time, non-exempt staff.
- Health Care Benefits
 - With the upcoming Administrator hiring process, we need to be aware that BUF has not directly paid for health insurance for staff. We have been in a fortunate position of having all principal staff covered by health-care plans in other ways and we reimburse their premiums.
- Administrator Duties –
 - Discussion about the financial and reporting duties of the administrator.
 - It will depend upon the skills of a new candidate
 - There is a hope that some duties may be assumed by the Financial Oversight Committee, however the FOC is reluctant to take on any day-to-day operational obligations beyond its current oversight role
 - FOC is working to help determine whether certain financial functions can be outsourced. Sky, John and Rupert Ayton are working on this.
 - Administrator should be able to oversee everything.
 - Management of the front door is an issue
 - Administrator should not have to work on fiscal sponsorships and other projects which take away time from core tasks.

Calendaring:

Nomination/Election of Officers Meeting: Thursday, July 6th at 7pm on Zoom. New

- Nomination/Election of Officers.
- Resolution of Signers for checking/savings accounts.
- Set new Board calendar

New Board member training/orientation: TBD

Meeting adjourned at 8:35.

Future Agenda Items:

- Delegating part-time, non-exempt salary adjustments to the HR Committee:
John

Summary of Action Items:

- Minutes of May 25, 2023 Board Meeting were approved by email on June 14, 2023
- Senior Minister's Housing Allowance election to remain at \$3,500/month for the fiscal year July 1 2023 to June 30, 2024. (See Minister's Report under
- John agreed to develop a proposal to modify that requirement so that the HR Committee can approve salaries for part-time, non-exempt staff.

Attachments:

- Treasurer's Report
- Internal Review Report, Fiscal Year 2020/2021
- Ministers Report
- HR Committee Minutes
- Administrator Job Classification Information
- BUF Health Insurance Policy
- Memo from HR Committee to Board and Financial Oversight Committee

Monthly Treasurer’s Summary Report to the BUF Board of Trustees
May 2023 Financials (83% of the fiscal year)
Prepared for the June 14, 2023 Board Meeting

Overview of current and projected status:

1. Month of May, 2023:

- a. Pledge income was \$19,087, which is 73% of budgeted amount for the month.
- b. BUF received \$2,807 in rent for May, 2023.
- c. Net Ordinary Income (Profit – Expense) is \$-8,849 for the month of May.

2. Year to date (July, 2022--May, 2023)

- a. Year to date pledge income is **\$291,280**.
- b. Pledge income is 104% of the amount budgeted for this point in the fiscal year.
- c. Net Operating Income (Profit – Expense) is **\$17,204 year to date** (July-May), which exceeds the budgeted Net Operating Income for this point of the fiscal year.

3. Cash on Hand for May, 2023:

- a. The Cash on Hand for May, 2023 is **\$-9,950**.

4. Reserves

- a. Building Repair & Maintenance Reserve: \$47,664
- b. Emergency Operating Reserve: \$73,135
- c. Sabbatical Reserve: \$7,575
- d. Total Reserves: **\$128,374**

Income and Expense	<i>Year-to-date</i>	<i>% of budget to date</i>
<i>Pledge Income</i>	\$ 291,280	104%
<i>Total Donations</i>	\$ 329,972	104%
<i>Fundraising Income</i>	\$ 36,857	(Budget is \$20,000)
<i>Rental Income</i>	\$ 25,181	86%
Total Income Year to Date	\$ 436,985	130%
Total Expenses Year to Date	\$ 419,781	123%
YTD Op. Income minus Expense	\$ 17,204	78%

Cash on Hand

	This month	% Change	Prior month	Prior month
Checking balance	\$89,864	-1%	\$ 91,112	\$ 42,927
Cash assets under Board control	\$258,938	-1%	\$261,047	\$209,147

Cash on Hand	-\$9,950		-\$ 154	\$ 3,360
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Funds Activity Report

Funds Activity	This month	Prior month
Total Restricted Investment Funds	\$ 40,413	\$ 40,413
Total Restricted Bank Account Funds	\$ 136,958	\$ 137,190
Total Designated Program Funds	\$ 60,057	\$ 62,504
Total in all funds	\$ 237,428	\$ 240,107

Fundraising Summary

Fundraising Event	Income YTD	Income Goal for year	% of Goal
Dinner Auction/Gala	\$ 28,905	\$ 20,000	142%
Other Fundraising	\$ -	\$ -	-%
Pandemic Grants & Income	\$ 7,712	\$ 0	100%
Total Fundraising	\$ 36,617	\$ 20,000	183%

Members of the Financial Oversight Committee are Sky Hedman (Treasurer), John Stewart, Frank McDonald (Assistant Treasurer), Brian Quick, Cathy Campbell, Sue Sayegh, Lew Phinney, Sharon McCarty and Rupert Ayton.

Treasurer's Summary Reports and selected Financial Reports generated by Administrator are placed Administrator in BUF Workroom.

Cash On Hand reports:

Assets that are available to Board under normal operating conditions: Checking, Savings, and Accounts Receivable. (It does not include Endowment, Humanitas, A. Herrmann Social Justice Account.)

Equity that is subtracted from Assets are those that are not available under normal operating conditions: Restricted Funds and Designated Program Funds. Liabilities are adjusted to include only one month of the Principal payment for the mortgage.

Financial Reports attached:

Monthly I&E Comparison

Cash on Hand Report

Balance Sheet Prev Year Comparison

I&E YTD Annual Budget Comparison

Treasurer's Report

BUF Internal Audit Checklist 2020-2021

Adapted from Second Unitarian Church of Omaha
With assistance from UUA Compensation Consultants

Auditors: Rick Krouskop, Haven Silver and Jeff Copeland

Sample months used by auditors: November 2020 and April 2021

I. Financial

A. Payroll expenses Auditor: Jeff	Detail	Recommendation
A1. Review payroll information for selected time periods. Verify that the amount paid can be tracked to authorized time sheets for hourly employees and contracts for monthly employees. Verify that each time sheet contains a valid supervisory signature.	Spot checked. All good	None
A2. Identify federal and state withholdings for the selected pay periods. Using IRS Form 941 and State Form 941N verify that the withholding payments were recorded correctly, and then verify that they were paid in a timely manner.	Dug into the details on November and all correctly recorded and paid.	None
A3. For the same time periods, verify Board authorization for any benefits or voluntary withholdings provided other than FICA match. Verify that these payments were recorded correctly and then verify that they were paid in a timely manner.		
A4. If any manual payroll checks were prepared outside of the Paychex system, examine the paperwork and authorizations	Spot checked	None
A5. Verify that W2 forms exist for all employees. Recalculate one employee for each audited year.	These all match, but Paul's W2 is wonky because of his deferred compensation.	None
A6. Examine all 1099 payments. Work with Treasurer to verify that all necessary 1099s were issued.	checked these for 2020; they're in order	None
A6. Is State of Washington notified of all new hires?	n/a	

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B. Bank statements and check register Auditor: Rick Sample periods: Nov. 2020 & Apr. 2021	Detail	Recommendation
B1. For the selected sampling periods, compare the bank statement balance to the cash balance on the monthly balance sheet. Using bank reconciliation reports, Identify timing differences and other discrepancies	Discrepancy: One Apr 2, \$51.80 deposit was noted uncleared on April reconciliation report, but still remained unreported on the WECU deposit report ending April 30. No significant timing differences found, and balance sheet corresponds to bank statement.	Discrepancy needs further investigation.
B2. Pull 3 deposit slips for each month and track the detail per the deposit slip to records in Breeze. Identify discrepancies.	Discrepancy: One \$250 Vanco pledge contribution in Nov. did not appear in Breeze. Comment: Breeze seems to track individual contributions, but does not provide fund summaries as those were calculated and written onto the Breeze reports by hand.	Is Breeze adequate for our purposes?
B3. Review check register for entire audit period, paying special attention to any voided, missing or reissued checks. Ask for clarifying information as required.	None found.	None
B4. Identify any checks made payable to members of the Board or non-payroll checks made payable to church employees. Pull documentation for all such checks over \$500, and random sample others.	A sample of 4 such payments from 11/2019 and 4/2020 were examined. One was greater than \$500. All fully documented and authorized according to policy.	None

C. Determine accuracy and adequacy of Treasurer's reports. Auditor: Haven	Detail	Recommendation
C1. Review checks written. Match the checks from a selected sample month to the checks reflected on the monthly income statement. Do the totals match? Spot check the individual items. Is a check present for the proper amount and in the proper expense line?	One check from 11/20 and another from 4/21 were reviewed: The check stubs agreed with the payment authorization forms and the electronic monthly Profit and Loss detail document in Quickbooks. The authorization forms were properly signed by three appropriate individuals.	None
C2. Examine the notes from the Treasurer's reports for any activity that needs follow up. Are there items not resolved?	Cash on hand is below goal but improving.	None
C3. Determine reason(s) for significant variances of actual spending over budgeted amounts, both for individual line items and for program groups which	Only the RE and choir categories are reconciled monthly; all others reconciled quarterly or annually. No significant variances noted.	None

BUF Internal Audit Checklist 2020-2021

are often subtotaled.		
C4. Inspect the general ledger. Investigate any checks made payable to "Cash." Does everything appear to be in order?	No checks made out to "cash".	
C5. Examine restricted vs. unrestricted funds as noted on balance sheet. Recalculate for the sample months	Restricted funds include endowments, operating reserve, and gifts by donors. The Board of Directors determines what restrictions to institute. "Unrestricted funds" such as the checking account, are actually governed by GAAP (generally accepted accounting principles and practices).	None

D. Determine if income and expenses are properly recorded. Auditor: Rick. Sample periods: Nov. 2020 & Apr. 2021	Detail	Recommendation
D1. Review monthly financial reports that compare budget projections to actual spending. Are written explanations provided for line variances significantly over or under projections?	Significant variations are explained on each monthly report sent to the Board..	None
D2. For the months being sampled, compare investment balances per the Income Statement against monthly investment records.	Nov. 2020 CD account balances correspond to BUF Journal.	None
D3. Determine a sampling of payments being made. Compare each invoice, date received, check written, and date paid. Are any bills being held or paid late?	4 payments from a sampling of expenses paid in 11/2019 and 4/2020 were paid to vendors and all were paid on time.	None
D4. Look for duplicate Accounts Payable payments by scanning the general ledger check amount column. For each repeating amount verify there is an appropriate invoice.	Comparing the two months examined, there was one expense (UUA Dues) and 31 Staffing expense payments that duplicated both months. All processed appropriately.	None
D5. Examine Minister's Discretionary Fund for adherence to Board and IRS policy. If any checks were made to employees of the church, verify that the amounts were included in employees' W2s for the year. If unable to examine the records directly, ask for written statement from minister.	There is no discretionary fund.	None
D6. Examine VISA bank cards for minister, DRE, Office Administrator and others with cards issued directly to them. Look for unusual activity and adherence to Policy	Three credit card statements were examined from 11/2019 and 4/2021. All were made by the Administrator and adhered to policy.	None

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2020-2021**

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II. Documents

Auditor: **Jeff**

A. Check that documents have been filed as required	Detail	Recommendation
A1. Verify timely, accurate filing to government entities of: Nonprofit Corporation Biennial Report to the State of Nebraska, Nebraska Sales Tax-Exempt Status Letter, and certificates to maintain tax-exempt status on church-owned property	n/a	
A2. Review employment documents including employment contracts, current W4s and I-9s	Yes, spot checked these for the year, and they're correct	None
A3. Review documents in the safe deposit box and inspect signature cards.	No safe deposit box	
A4. Examine and verify that properly executed signature cards exist for safe deposit box, checking account and money market accounts	Signature cards are correct	None
A5. Verify that safe deposit box keys are in the possession of the Board Chair and the Treasurer.	n/a	
A6. Examine Letter of Credit or mortgage payments for authorization by the Board		
A7. Key procedures	These need to be developed – we use code access	Will need to develop new policy when alarm system is activated

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III. Records

Auditor: Jeff

A. Verify records are being properly maintained and secured.	Detail	Recommendation
A1. Review copies of letters sent to those who pledge or contribute to the church. Randomly call or write a few members asking them to verify that the information sent is accurate. Also verify pledged amount.	Spot checked mine and Haven's, and they match our pledges and actual contributions.	None
A2. Check policies manual of the congregation for any policies added. Verify consistency between Board policies and meeting Minutes.		
A3. Verify rental agreements are being charged in accordance with policies and that payments are current.	This was the pledge year and no rentals were actually booked	
A4. Examine actual records retention vs. the policy guidelines.		
A 5. Current policy requires file cabinets to be locked when not in use, and office computer to be password protected.	The bank records are kept in a locked closet and other sensitive records (e.g., personnel, checks) are in a locked cabinet	None
A6. Are network files backed up regularly with data stored offsite?	The only networked files that aren't already stored in the cloud are QuickBooks, which Kathy takes a regular backup of and stores at her house.	Can we start doing electronic deposits of checks ,rather than taking them physically to the bank?

BUF Internal Audit Checklist 2020-2021

IV. Processes

A. Verify there is proper authorization for expenditures. Auditor: Rick Sample periods: Nov. 2020 & Apr. 2021	Detail	Recommendation
A1. Are the policies regarding invoice authorization and approval being followed? Do the owners of each budget line provide written approval of the expense?	6 representative Authorization Forms from Nov. 2020 and 6 more in April 2021 were examined. The forms present authorizations all in one place: Budget line/check authorization, Check approver, Check Signer. One other was missing Check signer's initials, but approvals were complete and check was signed.	None.
A2. Trace a sample of approved invoices to the ledger and to canceled checks showing payment. Are the amount, date, check number, and payee the same?	Ledger and checks from above 12 authorizations were in compliance except: In 2 of these, it was not possible to directly reference expense approval from the Credit card statements.	None The credit card documentation procedure problem was noted on last year's audit of fiscal year 2019-2020 and budget lines are now referenced on all transactions. This was put in place for the 2022-2023 fiscal year.
A3. Trace a sample of canceled checks to the expense ledger and to approved invoices.	As per A2	None

B. Verify cash receipt process is documented, complete, and adequate. Auditor: Haven	Detail	Recommendation
B1. Observe the process for counting the plate collection and documentation for deposits. Are any discrepancies explained?	No discrepancies.	None
B2. Review the procedures for counting cash and check collections. Are the procedures clear and complete?	Yes.	BUF needs better control and documentation of some income sources such as building rental income and fund raising. There are not enough checks and balances presently. (Reply from administrator: This is not based on the current review but the BUF administrator informally noted the need for better control and documentation of some income sources such as building rental income and fund raising. More thorough cash controls and checks and balances needed in cash deposits going

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		directly to bank.)
B3. Review the forms used to record the count. Can all cash be properly accounted for and classified?	Yes.	None
B4. Are any funds received which do not go through the counting process? Do all funds collected flow through this process?	Some pledge checks are received in the mail, stamped "for deposit only", and kept in a locked drawer for eventual deposit. All cash kept in safe. Some checks are kept in the safe and counted by weekly volunteers fo deposit.	None
B5. Review the list of accounting personnel and compare it to the group of record-keeping people to ensure that none of the people counting funds are also doing record-keeping.	Kathy Wahto keeps records but does not count funds.	A professional auditor recommended more segregation of duties and organizational oversight. (BOT notes 9/24/20).

Auditors: Kathy was to send policy for C -> F

C. Policy checks. The auditors should check that Board policies and motions are being carried out, in this case, in the financial area and review the budgeting process for adequacy.	Detail	Recommendation
C1. Read Board Minutes, annual meeting Minutes, and special meeting Minutes to look for any policies that affect the financial area.		
C2. Check that expenditures are being made in accordance with policies and resolutions of the Board and congregation.		
C3. Is the current budget development process adequate with representation of both the Finance Coordinating Council and the Board?		

D. Electronic Transactions	Detail	Recommendation
D1. Check for appropriate segregation of duties and roles/responsibilities.	Segregation of duties is properly followed and is same as for check transactions.	None
D1. Check who can authorize electronic transactions.		
D2. Check who has login and password information on online accounts.		
D3. Are passwords periodically updated? Who is responsible?		
D4. Is there a current list of electronic accounts		

BUF Internal Audit Checklist 2020-2021

listing who has access?		
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E. Endowments	Detail	Recommendation
D1. Are withdrawals from endowments consistent with purpose?	50% of the cash income from the fund is available to be disbursed for worthwhile church projects on the recommendation of the Endowment Committee and Recently a disbursement was made to purchase an automatic external defibrillator.	None
D2. Are endowment investments consistent with policy?		

F. Insurance and Bonding	Detail	Recommendation
F1. Is there adequate insurance and/or bonding for directors, officers, and those who handle money?		

Auditors: UNKNOWN

G. Transitions	Detail	Recommendation
G1. Is there a clear set of instructions for what needs to be changed when those who handle financial issues and/or accounts change - the treasurer, bookkeeper, congregational administrator, and others?		
G2. Are there clear instructions for key financial and security processes (payroll, benefits, year-end process, etc.) so the new incumbent can perform their job?		

H. Payroll and Benefits Administration	Detail	Recommendation
H1. Are benefit plans being administered consistently with Plan rules?		
H2. How are appropriate staff and lay leaders trained regarding key benefit plan information, including eligibility, enrollment windows, and payroll and tax implications?		
H3. Who is making use of UUA resources, including the Pay Administration Checklist, Benefits Administration Checklist, and Benefits Tune-up Workbook? (See Legal Requirements on https://www.uua.org/leadership/library/uua-compensation-standards)		

**BUF Internal Audit Checklist
2020-2021**

Minister's Report to the BUF Board
Rev Paul Beckel
June 2023

Sanctuary Evacuation Planning

Michael Berres, Felice Davis, Kathy, Genia, and I have begun working on a plan for evacuating the sanctuary. Our goal is to conduct a fire drill on a Sunday morning this fall (evacuation plans for other circumstances will be different—we're going to start with the one with fewest variables). We have lots of details to work thru and volunteers to recruit and train. The congregation will be well informed before a drill takes place.

Disposing of the Organ

Since we're making progress on cleaning out storerooms, looking at how to make the stage accessible, and the sanctuary barrier-free for evacuation, Kevin and I suggest that we dispose of the organ—which needs repair, has not been used for years, and there are very few people in Bellingham (no one at BUF) who can play it. What protocols need to be followed to make a decision like this?

Minister's Housing Allowance

For the coming fiscal year, I request that my "housing allowance" as reported on my W-2, remain at \$3,500 per month. A higher or lower amount has no impact on my total compensation.

Personnel Reviews

I have completed year-end reviews with BUF primary staff (Administrator, Music Director, Director of Lifelong Learning) and placed copies in their personnel files.

Policy Change Request

One item on the HR Team meeting agenda this week was to fine-tune the details for next year's Employment Agreements—in particular to incorporate the Board's recent clarification that both BUF Keyboard Artists should be included in the 3% raises for next year.

We often make small adjustments (within budgeted parameters) to hours, hourly rates, and performance rates, for Keyboard Artist II, AV Techs, Building Stewards, RE Assistants, and Childcare providers—without specific Board authorization. So we looked at the Board Policy Manual and found that Policy V.B.1.c states, "The Operations Team shall...obtain advanced Board approval for all changes in budgeted or actual compensation, hours and benefits for employees." The HR Team requests that this policy be changed to refer only to salaried employees.

Survey of UU Congregations

"Emerging from A Global Pandemic" was an independent survey of many denominations. The overall results will be available later this year. This data is from 500+ UU Congregations:

<https://www.beautiful.ai/player/-NURxDCmZdVhV5DRrdO4/FACT-2023>

(Use page up / page down to navigate thru the pages.)

HRC Admin Hiring Meeting Minutes – June 5, 2023 meeting – 6:00 to 7:30

Present: Paul Beckel, Daria Kurkky, Barbara Ellis-Quinn, Nancy Braun, Gayle Tilles

These are the parts of our HRC meeting minutes that related to our discussion of the Administrator Hiring process:

1. Recruitment of new Administrator: Nancy has been working with Kathy to understand how much of Kathy's time is devoted to each of the areas for which she is responsible. The estimate is:
 - 25% Building use coordination
 - 15% Reception and in-bound communications
 - 15% Record-keeping, reports and database management
 - 12% Out-bound communication and publicity
 - 10% Staff supervision, hiring and HR management
 - 8% Coordination with Building and Grounds Committee and IT Committee
 - 5% Risk management
 - 5% Financial
 - 5% Other

In light of this, we discussed the implications for designing the new position. When Kathy was first hired, BUF had a second person as bookkeeper, but when that person resigned, those functions were folded into the Administrator's job. That was possible because Kathy had excellent skills in that area. However, we now have an effective Financial Oversight Committee monitoring BUF's finances. And, the company that produces our payroll may be able to generate monthly financial reports. Therefore, requirements for the administration position may not need to be weighted so heavily toward bookkeeping skills.

2. We proposed that a letter be sent to the Financial Oversight Committee explaining our reasoning and inquiring about what functions they might be able to take on if the new Administrator is not a trained bookkeeper. Paul and Nancy agreed to write it.
3. We reviewed the UUA description of Manager vs. Director and salary ranges associated with each. The committee concluded that the new Administrator position is more aligned with the Manager level, and that current structure will not need to be changed. Compensation for the position seems to be in line with comparable congregation managers at approximately \$60,000 per year.
4. We discussed the amount of time that building rental management takes of Kathy's time, even though it is a valuable money maker for us. We suggested exploring creating a volunteer committee to handle this. Kathy has developed policies, procedures and records for this function.
5. We discussed the recruitment process. Barbara has a list of agencies and web sites that were used in the last search which could be used again. The consensus was that INDEED is likely to be the most productive, although it is the most expensive. The committee urged we list with them. Paul suggested we may have about \$1,500 for the process.

6. Tasks to be performed:
 - Compose listing – Nancy volunteered to write this
 - Select sites on which to post the job
 - Set up one person to receive applications via email (or have Paul create a new email address for group)
 - Invite others to participate in the interview process
 - Suggested for this: Judy Kasper, Patricia Conover, John Stewart, Sky Hedman

7. Kathy has stated that she hopes to retire by Thanksgiving this year, putting pressure on the hiring process. In light of the need for haste, the HR Committee set its next meeting for Saturday, June 17 at 2:00 p.m.

In the meantime, members were urged to view job postings on the UUA web site for ideas in drafting our own.

Kathy mentioned an effective listing from Lansing, Michigan we could not find.
Nancy will follow up with Kathy to see whether we can get a copy.

Job Levels	Qualifications	Authority & Accountability	Visibility & Impact	Responsibilities, Hours, & Conditions
<p>Manager Level <i>Moderate level of authority, with high visibility within their area and input into church direction. Generally includes supervisory responsibilities and/or significant volunteer oversight.</i></p> <p>Common job titles: Office or Cong Administrator, Director of RE, Choir Director</p>	<p>Some specific relevant training or experience may be expected.</p>	<p>Moderate level of authority, with input into church direction beyond their area.</p>	<p>High visibility within their programmatic/administrative area. Typically reports to minister, secondary executive, or director.</p>	<p>Provides leadership within programmatic or administrative area. Works autonomously on wide range of tasks. Collaborates with supervisor, oversees staff and/or volunteers to ensure coordinated programs and services. Responsible for staying within area's budget. Hours often flexible, but with variable commitments. May need to attend to urgent situations off-hours.</p>
<p>Director Level <i>High level of authority and leadership within an area of congregational life; essential input into overall church direction.</i></p> <p>Two pay tiers: Minister and Program/Admin</p> <p>Common job titles: Assistant Minister, Director of Religious Education, Director of Music, Director of Membership, Business Administrator, Congregational Administrator</p>	<p>Significant experience, specialized education, and/or other specific relevant training expected.</p>	<p>Collaborates w/minister(s). High level of authority within their area of congregational life; key staff member, providing essential input into general church direction and policy.</p>	<p>High visibility and influence within and beyond their area of congregational life. Typically reports to minister or secondary executive.</p>	<p>Provides vision and overall strategic leadership within one or more programmatic or administrative areas. High authority and controls budget within assigned areas. Usually substantial volunteer training and oversight and/or staff supervision. Hours may be flexible, but with variable commitments. May need to attend to urgent situations off-hours.</p>

Manager

Geo Index 4

90% Expected Minimum	100% Midpoint	110% Expected Maximum	114% Special Situations
<i>Size A (Up to 140 Members)</i>			
\$42,900	\$47,700	\$52,500	\$54,400
<i>Size B (120 to 230 Members)</i>			
\$48,100	\$53,400	\$58,700	\$61,000
<i>Size C (200 to 450 Members)</i>			
\$53,800	\$59,800	\$65,700	\$68,200
<i>Size D (400 to 800 Members)</i>			
\$61,100	\$67,800	\$74,600	\$77,400

Director

Program/Administrative Tier

90% Expected Minimum	100% Midpoint	110% Expected Maximum	114% Special Situations
<i>Size A (Up to 140 Members)</i>			
\$47,700	\$53,000	\$58,300	\$60,400
<i>Size B (120 to 230 Members)</i>			
\$55,300	\$61,500	\$67,600	\$70,100
<i>Size C (200 to 450 Members)</i>			
\$64,200	\$71,300	\$78,400	\$81,300

BUF Health Insurance Policy

from Paul Beckel to HR, June 2023

In preparation for hiring a new Administrator, we will need to clarify our health insurance benefit policy.

Our personnel policy manual (<https://wp.buf.org/wp-content/uploads/2019/12/APPENDIX-F.pdf>) revised June 2019 states that BUF “does not directly offer health insurance benefits.” In practice, a few years ago we began reimbursing out-of-pocket health insurance premiums for employees working half-time and above.

Can we afford to continue this? It is relatively inexpensive, now, because we have a stable group of eligible employees with a unique set of circumstances:

- All have access to health insurance provided from elsewhere
- Kathy’s premiums are very inexpensive (Medicare), Kevin and Genia’s are very inexpensive (part of pension earned as teachers...and even less expensive because they’re married to each other)
- (Mine isn’t cheap, but it’s easy – thru Jane’s employer)
- None of us have dependents

Note that while coverage is available thru the UUA group plan, so far we have not offered this to employees because

- It’s very expensive
- The UUA policy is: if we offer it to anyone, we have to offer it to everyone working ½ time or more
- If we offer UUA insurance (or any other), our employees become ineligible for (less expensive) ACA coverage

Laws are changing constantly. Previously when we provided a monthly stipend in lieu of health insurance it had to be reported (and taxed) as regular income. So it was a stretch to suggest to our employees that this was a benefit (as opposed to a slightly higher salary). Fortunately, we are now able to legally separate it (pre-tax) when it comes in the form of a premium on a policy from elsewhere. We do not know, however, if ACA premiums (or a stipend) can be separated—and it seems likely that one or more of our future employees would need such an arrangement.

In summary, we need to decide no later than August:

- in what form, if any, we’ll offer partial or entire reimbursement of premiums, or health insurance, or a stipend
- when that benefit would begin
- would it cover dependents
- would we pay half as much for a half-time employee
- how to reconcile this with the current budget, which assumes Kathy’s low premiums

Note: the personnel policy manual should be more thoroughly reviewed for other possible complications or needed updates.

From Human Resources
To the Board and Financial Oversight Team
June 10, 2023

To ensure a smooth transition to a new staff Administrator, the HR Team is

- reviewing the current personnel manual to ensure it's up to date
- establishing a hiring team, a timeline, and a job advertising plan.
- determining what compensation will be appropriate to
 - attract capable candidates
 - the skill level needed for the job duties
 - compete with local comparable salaries
 - move toward UUA payroll recommendations
 - provide parity with other BUF staff
 - stay within our current budget ... with an eye on the following year's budget

In order to do all of the above, we will need to revise the job description. So we'll need the Financial Oversight Team's help to ensure the job description includes everything your team will need the Administrator to do. At the same time we need to ensure that the assigned duties will be realistic for a full time position.

A \$60,000 salary*, according to UUA Guidelines, is appropriate for a job description with fewer responsibilities than Kathy currently performs (fewer financial responsibilities in particular, along with lower expectations of financial training and experience).

It's our understanding that the Administrator's job expectations have grown substantially over the past several years, and Kathy's abilities have been crucial to improve our internal processes and pursue federal grants during the pandemic. At the same time, the Financial Oversight Team has expanded dramatically such that, hopefully, we will be able to rely less upon the financial expertise of a staff Administrator.

So in order to appropriately reduce the Administrator's work load, we'd like the Financial Oversight Team to pursue every way possible to simplify this position's duties, including

- set up an online approval process for accounts payable
- determine if it's cost-effective to shift financial reporting to a contractor – we understand that On-Pay now offers this service
- move as many accounts as possible to automatic bill pay
- shift any other duties from the Administrator job description to the Financial Oversight Team, to contractors, or to automated processes
- not expect Kathy to set these things up—as there are a lot of similar preparations she will be making in other areas (note that HR will be making similar requests to the IT Team, Buildings and Grounds, Hospitality, etc.)

As Board and Financial Oversight Team, is there anything else you want the HR Team to consider? What information do you want from us about the hiring process now or in the future? Which parts of what we are doing do you want final approval over?

*This is our preliminary salary target. Kathy's salary is \$55,000. We will be able to save about \$2,500 the coming fiscal year and another \$2,500 in the next fiscal year because our new Administrator will not be eligible for retirement benefits until completing one year of service (unless they have already qualified as an employee of another UUA entity).

We also expect to continue to offer existing benefits: retirement (10% of salary) and long-term disability. See a separate memo regarding health insurance.