



on 1/18/2018 *dc*

2017_12-21 UCOH BOT Meeting Minutes Approved.docx

Unity Church of Hawaii Board of Trustees Special Meeting Date: December 21, 2017 Unity Church of Hawaii, 201		
Board Members Present: Rev. Tim, Jo-Ann Adams, Rickie Banning, Marsha Bethards, Debbie Catania, Richard Hughes, Loke Simon, Ralph Whitaker, Kathy Whitmire Thomas Gallagher present on phone.		
AGENDA	INFORMATION ITEM/DISCUSSION/CONCLUSIONS	FOLLOW-UP/ACTION
Call to Order Quorum required: six	The meeting was called to order at 6:02 p.m.	
Opening Prayer Lighting of the Christ Candle	Rev. Tim led the opening prayer.	
Roll Call	A quorum was present.	
Reading and approval of Agenda	Kathy made a motion to approve the agenda as submitted. Loke second. Motion passed unanimously.	(Attachment #1) Agenda 12/21/2017
Approval of the Minutes of 11/28/2017	Kathy submitted a list of corrections. Kathy made a motion for future minutes to include names on all recorded votes. Rickie second. Discussion. <ul style="list-style-type: none"> • Opposing vote names will be recorded in the minutes. For example, if the vote was 8 to 1 with 1 abstention, the one opposed vote and one abstention would be named. • Recent statutes were passed that increase the liability of individual board members. Liability may be avoided if records contained specifics to include names of members that did not agree with the action that was taken. 	(Attachment #2) Proposed amendments to minutes of 11/28/2017 from Kathy Whitmire (Attachment #3) Draft amended minutes of 11/28/2017



	<ul style="list-style-type: none"> • The identification of how individual members voted provides more transparency of board actions. • The issue allows the congregation to know their board members. <p>Motion passed unanimously.</p> <p>Kathy made a motion to approve the minutes of November 28, 2017 as amended. Marsha second.</p> <p>Richard made a motion to add a friendly amendment to change bullet on top of page 2, clarification of staff duties and transformation of <u>information</u> changed to accounting systems. Kathy second.</p> <p>Richard made a motion to add another friendly amendment to add Endowment to the statement: The treasurer of the <u>Endowment</u> Board of Directors will provide a monthly report to the UCOH Board of Trustees.</p> <p>Kathy made a motion to approve minutes as amended to include the friendly amendments as added by Richard. Marsha second. Motion passed unanimously.</p>	
Meditative moment	Rev. Tim lead those attending in a meditative moment.	
Unfinished Business	<p>A. Minister Review. The document was distributed and reviewed. Significant dates: 12/21/2017 - selection of the working group. 4/13/2016 – Maundy Thursday 2016, Rev Tim’s first service as Senior Minister and is the target date for his review date.</p>	(Attachment #4) Senior Minister’s Performance and Salary Review



	<p>3/4/2017 – Annual Membership meeting. Ralph’s term ends on the board.</p> <p>3/22/2017 – New board officers elected.</p> <p>3/23/2017 – Executive session of board only.</p> <p>4/12/2017 – Executive session between board and minister</p> <p>Jo-Ann requested that the board accept the document as is. Then, once through the process make changes based on experience.</p> <p>Debbie made a motion to adopt the Senior Minister Performance and Salary Review document as is. Second by Jo-Ann.</p> <p>Discussion:</p> <ul style="list-style-type: none">• All voices will be heard in process of Senior Minister Performance and Salary review.• Ad Hoc Working Group should instead be named Ad Hoc Committee.• Add review of benefits package and contractual items.• Performance goals are set in a collegial manner with input from the Senior Minister.• Can be done during the minister’s self-evaluation.• Do we have to have the full board? Following UWM procedure.• Can we add the Minister’s review of the church?• The Minister’s review meeting should be collegial.• Minister’s self-evaluation referred to in the objectives.• To translate duties in the job description, a job description is needed.• Rev. Tim is searching for job objectives.	
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	<ul style="list-style-type: none"> • Very helpful time for Senior Minister, Board, congregation to receive feedback and measurable plans that can be collaboratively agreed upon. • Common goals and a review of goals after a time. • Rev. Tim looking forward to collaborative process and can be an advantage to the process. • Identify target groups. Send out questionnaire with the announcement of annual meeting. • Review Preparation Meeting (RPM) and Minister Review Meeting (MRM) are board meetings conducted in executive session. • A questionnaire was sent when Sky was senior minister. <p>Motion passed unanimously.</p> <p>3 to 5 board members are recommended for this working group/committee.</p> <p>Ralph – ex officio Thomas Jo-Ann Rickie Marsha</p> <p>Kathy made a motion to accept the working group of Thomas, Jo-Ann, Rickie, and Marsha with Ralph as an ex officio member. Richard second. Motion passed unanimously.</p> <p>The Board was sent the job description of the Senior Minister.</p> <p>B. Information on staff duties.</p>	<p>Attachment #5) Senior Minister Job Description</p> <p>(Attachment #6) Letter from Lisa, Amy and Judy</p>
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	<p>Rev Tim presented a letter and document compiled by Lisa, Amy, and Judy to the board for review.</p> <p>Rev. Tim reviewed the document with Kathy and Jo-Ann.</p> <p>Amy will continue to do some of the tasks and will train others to do the rest of the tasks that she is currently doing.</p> <p>Rev. Tim believes this is a supervisor/staff issue rather than board action issue.</p> <p>C. Special board meeting for budget. Other suggested dates:</p> <p>Kathy made a motion to reschedule the special budget meeting to Thursday, January 11 at 6 p.m.</p> <p>Marsha second.</p> <p>Motion passed unanimously.</p> <p>A recording of the January 11, 2018 meeting will not be necessary.</p> <p>Rev. Tim and the board would like to thank Robyn for always making time to record these meetings.</p> <p>D. Next regular board meeting will be held on January 18, 2018.</p> <p>Kathy would like to add the tithing policy be added to the agenda of January 18, 2018.</p> <ul style="list-style-type: none">• Does this item require executive session?• Can reconciliation occur between the board and previous senior minister?• Some discussion involved salary issues and will require executive session. <p>Kathy will prepare proposal to make the minister's contract open to the ministry.</p> <p>Unity School financials on agenda in January.</p>	
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	<p>Review Transparency Policy in setting the agenda on the January agenda.</p> <p>A request was made to create name tags for entire congregation. Request should be referred to the volunteer coordinators for action.</p> <p>E. Next town hall meeting will be held on January 21, 2018.</p> <p>F. An incident that threatened the safety of the congregation took place. The board needs to address emergency preparation and safety procedures. Safety Procedures created at Unity Wichita can provide a template for the committee. Rickie was designated emergency preparedness coordinator and will speak with Rev. Tim on the subject. Sunday incident was reported, and follow-up has been completed. Photo and description of the perpetrator was requested.</p>	
Adjournment	The meeting was adjourned at 8:06 p.m.	
Next Meetings	<p>Special Budget Meeting – January 11, 2018</p> <p>Regular Board Meeting – January 18, 2018</p>	



Unity Church of Hawaii
Board of Trustees Meeting
Date: December 21, 2017
Attachments to the Minutes

1. Agenda of December 21, 2017
2. Proposed amendments to minutes of 11/28/2017 from Kathy Whitmire
3. Draft minutes of 11/28/2017
4. Senior Minister's Performance and Salary Review
5. Senior Minister Job Description
6. Letter from Lisa, Amy and Judy

UNITY CHURCH OF HAWAII
BOARD OF TRUSTEES MEETING AGENDA
21 DECEMBER 2017

- I. CALL TO ORDER**
- II. OPENING PRAYER**
- III. LIGHTING OF THE CHRIST CANDLE**
- IV. ROLL CALL**
- V. APPROVAL OF THE AGENDA**
- VI. READING AND APPROVAL OF THE 28 NOVEMBER 2017 MINUTES**
- VII. MEDITATIVE MOMENT**
- VIII. UNFINISHED BUSINESS**
 - A. MINISTER REVIEW**
 - B. INFORMATION ON STAFF DUTIES**
 - C. SPECIAL BOARD MEETING, 4 JANUARY 2018**
 - D. NEXT REGULAR BOT MEETING, 18 JANUARY 2018**
 - E. NEXT TOWN HALL MEETING, 21 JANUARY 2018**
- IX. ADJOURN MEETING**

Proposed amendments to the Minutes of the Nov. 28 meeting:
Submitted by Kathy Whitmire

1. On pg. 1, 4th item in discussion of adding items to the proposed agenda, change to: "The Transparency policy is silent on how new items can be added to the proposed agenda before it is adopted."
2. Pg. 5, 2nd sentence under "Endowment Foundation", change "the directors did not accept" to "the Committee did not accept."
3. Pg. 5, 2nd bullet point in Endowment Foundation discussion: change to read: "Board of Trustees will elect the five member Board of Directors of the Endowment Foundation who will select an investment manager to manage the investments. Existing Investment committee will not continue once Endowment Foundation Board is in operation, but members of the Committee would be eligible to be elected to the Board of the Endowment Foundation."
4. Pg. 5, 5th bullet point in Endowment Foundation discussion: change to read: "Questionable large withdrawals made from Legacies of Aloha led to the proposal to create the Endowment Foundation."
5. Pg. 6, 1st bullet point in discussion of Kathy's motion: change to read "The by-laws of the Foundation will be followed by the Board of Directors of the Foundation and also by the Board of Trustees of the Church."
6. Pg. 6, 1st bullet point in the discussion at bottom of the page: change "Only 2007, 2012 was" to "Only the 2007 and 20012 withdrawals were".
7. Pg. 7, 2nd sentence at top of page. Change "And 2014 funds" to "And acknowledge that funds withdrawn in 2014"
8. Pg 8, paragraph after Rickie's motion and Marsha's second should be changed to read: "Rickie and Marsha accepted a friendly amendment from Kathy to make the financial records available by the date of the Regular Board Meeting in January. "
9. Pg. 9, discussion of Wickoff Combs contract: revise 3 bullet points to state:
 - Initial proposal for 2015 review of church financials only was \$17,000 + GET
 - New proposal for 2015 review of both church and school financials is \$15,000 + GET.
 - Cost to be split equally between church and school. Church portion to be included in 2018 budget.



Unity Church of Hawaii Board of Trustees Regular Meeting Date: November 28, 2017 Unity Church of Hawaii, 201
Board Members Present: Jo-Ann Adams, Rickie Banning, Marsha Bethards, Debbie Catania, Thomas Gallagher, Richard Hughes, Rev. Tim Lytle, Kathy Whitmire Excused: Ralph Whitaker, Loke Simon

AGENDA	INFORMATION ITEM/DISCUSSION/CONCLUSIONS	FOLLOW-UP/ACTION
Call to Order	Called to order 6:01 p.m.	
Opening Prayer and the Lighting of the Christ Candle	Opening prayer was led by Rev. Tim.	
Roll Call	Roll was taken, a quorum is present.	
Reading and approval of the Agenda of 11/28/2017	Rev. Tim requested to add two items to the agenda: C. Information on staff duties D. Protection of Personally Identifiable Information (PII) Potentially emergent. Discussion: <ul style="list-style-type: none"> • This agenda is being completed from the last meeting. If we complete the agenda items from the prior meeting, we can add to the agenda. • Agenda items must be submitted and posted in advance. • There is no provision to add to the agenda according to the Transparency Policy. <u>The Transparency policy is silent on how new items can be added to the proposed agenda before it is adopted.</u> • This is a special meeting that has its own agenda. • Add to the agenda by suspending the rules with two thirds vote. • Only suspend the rules to add action items if it is declared an emergency item. 	Attachment #1 Amended Agenda of 11/28/2017.



	<ul style="list-style-type: none">• Are the items proposed by Rev. Tim “action items.”<ul style="list-style-type: none">○ Clarification of staff duties and the transformation of <u>information accounting systems</u>.○ Other item is emergent, and the church can be liable. <p>Kathy made a motion to add the item that she sent in email today to have Wickoff and Combs to do the independent review, the financial statements of Unity Church and Unity School for the year 2015 under New Business. Rickie second.</p> <p>Seven approved. One abstention. Motion approved.</p> <p>Rev. Tim made a motion to present information regarding the staff and bring up emergent information regarding Protected Information to New Business. Marsha second.</p> <p>Discussion:</p> <ul style="list-style-type: none">• How do we define when an agenda item is an emergency?• Emergent items would place liability, risk, danger, safety issues upon the organization.• Present the information that would protect Personally Identifiable Information of employees and contracted personnel. Would like to bring the issue before the board to make a decision that protects private personal identifying information?• Concern about adding an action item based on emergency item when there is no idea of what the action will be.• Important to hear the discussion and action can be to table the discussion at the next board meeting.	
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	<ul style="list-style-type: none"> • The motion in question will address Personally Identifiable Information (PII) of the employees that are contained in the QuickBooks files. • Staff is concerned about PII information contained in the QuickBooks files. We are here to speak on behalf of the staff as well as all our congregants. What is our procedure to protect PII? • This issue must be resolved soon because it is a liability issue. <ul style="list-style-type: none"> • Liability issue involving PII that must be resolved sooner than later. We need to do our due diligence. • Surety bond is to resolve liability issues. • Recommend forming a committee at the time the agenda item comes up. <p>Motion passed unanimously.</p> <p>Kathy made motion to approve the agenda as amended. Jo-Ann second. Motion approved unanimously.</p>	
Affirmation of Purpose	Thomas led the Affirmation of Purpose.	
Approval of the Minutes of 11/16/2017 7:00 p.m.	<p>Page 5, Bullet #1. Add corrections of attachment #2 submitted by Jo-Ann. Include Attachment # in Action column.</p> <p>Bullet #4. Add “are” to “Kathy will call a meeting of the Investment committee to consider any short-term changes that <u>are</u> needed.”</p> <p>Bullet #6. Redline insertion of 9/21 minutes on page 6 should read, “Legacies of Aloha-An Endowment is in the process of reviewing IRS statutes to determine status/type of organization-which will probably be a 509(a)(3) Type 1.”</p>	Attachment #2 Minutes of 11/16/2017



	<p>Page 8. Add note. “Two systems will not run concurrently but the old system will likely be in use for as much as a year until audits are completed through 2017.”</p> <p>Richard moved to approve minutes as amended. Marsha second.</p> <p>Motion approved unanimously.</p>	
<p>Finance Report</p>	<p>A. Proposed end-of-year fundraising letter.</p> <ul style="list-style-type: none"> • Who should this letter come from. • Rev. Tim would like for <u>the letter</u> to come from the “spiritual leader of the congregation”. <p style="padding-left: 40px;">Kathy moved to send fundraising letter from Rev. Tim requesting end-of-year donations. Second by Richard. Motion passed unanimously.</p> <p>B. Request special board of trustees meeting to consider the 2018 operating budget.</p> <ul style="list-style-type: none"> • Request for overview of the process. • Finance committee will have a proposal prepared for this meeting. • Budget should be completed before the next year actual budget year. <p>Rickie made a motion to have the special meeting on Thursday, January 4. Richard second. Seven approved. One opposed.</p>	



<p>Committee Reports</p>	<p>A. Facilities Committee. Report distributed. Scotty’s Roofing not able to do the job. Akamai did not know that we needed the 7-inch gutter. Still needs to submit a bid based on 7-inch gutters. Need new bids on work to be done.</p> <p>B. <u>Unity of Hawaii</u> Endowment Foundation Changes were proposed by Richard and accepted by the Endowments Committee. The <u>directors Committee</u> did not accept Richard’s recommendation to remove Endowment directors without cause. The directors meet quarterly at a minimum.</p> <p>Kathy made a motion to change item d. to read: “Directors may be removed by vote of the Church Board of Trustees if they miss two consecutive Board meetings. “ Richard second. Motion passed unanimously.</p> <ul style="list-style-type: none"> • Board of Directors of the Endowment Foundation will be responsible for the direction of investments. • Board of Trustees will elect the five <u>member</u> Board of Directors of the Endowment Foundation who will <u>select an investment manager to manage the investments. Existing Investment committee will not continue once the Endowment Foundation Board is in operation, but members of the Committee would be eligible to be elected to the Board of the Endowment Foundation. the Committee members of the Investment Committee. An investment manager will be responsible for investing the Endowment funds. Existing Investment committee may be elected or may not.</u> • Senior Minister is <u>a nonvoting</u> ex officio member. <u>without a vote.</u> 	<p>Attachment # 3 Facilities Committee Report dated 11/7/2017.</p> <p>Attachment #4 Unity of Hawai’i Endowment Foundation By-Laws report</p>
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<p>7:55 reconvene.</p>	<ul style="list-style-type: none"> • IRC Section 509(a)(3) creates separate organization under the church's 501(c)(3). Endowment fund will support the Board of Trustees of the church. • Questionable large withdrawals <u>made from Legacies of Aloha led to the proposal to create the Endowment Foundation. were made to create the Endowment Foundation.</u> • 509(a)(3) solely tied to the church. • Called a supporting organization of a supported organization. <p>Kathy made a motion to give preliminary approval pending legal review and final approval to create 509(a)(3) support corporation by the name Unity of Hawaii Endowment foundation for the benefit of the Unity Church of Hawaii and to adopt the bylaws and appendices for that corporation as amended.</p> <p>Richard second.</p> <ul style="list-style-type: none"> • Will allow the Board of Trustees to follow bylaws of the Foundation. The bylaws of the Foundation will be followed by the Board of Directors of the Foundation and also by the Board of Trustees of the Church. • Distributions can be added to the operating budget of the church. • Endowment Foundation will not allow for a loan to be taken. • Drawback is lack of flexibility of distributions. <p>6 approved. 2 opposed. Motion passed.</p> <ul style="list-style-type: none"> • What was the intent of Legacies of Aloha, convoluted and problematic. Determining the intent of Legacies of Aloha was convoluted and problematic. Only 2007 and 2012 withdrawals were was in keeping with the intent of Legacies of Aloha. 	
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	<ul style="list-style-type: none"> • 2014 withdrawal of should be paid back because was not in keeping with the intent of Legacies of Aloha. • By withholding the 4% until the total is paid. • Congregation will ultimately decide on making payment back to the endowment fund. <ul style="list-style-type: none"> • The funds should be paid back. \$140,361.22 (\$150,000 - \$9638.78) • We are hamstringing the church should we fall on hard times. • Funds were funds directed to Legacies of Aloha restricted for certain uses. Were funds used for the restricted use. <p>Kathy made a motion that the board recommend to congregation that withdrawals made in 2007, 2012 be acknowledged as appropriate uses of Legacies of Aloha Funds. And <u>acknowledge that funds withdrawn in 2014 funds</u> were not appropriate and should be paid back by using future available disbursements from the Endowment Fund.</p> <p>Marsha Second. Motion passed unanimously.</p> <p>Endowment foundation will provide a report quarterly to Board of Trustees. Board of Trustees will report to the congregation annually. The treasurer of the <u>Endowment</u> Board of Directors will provide a monthly report to the UCOH Board of Trustees.</p>	
Prayer of Thanksgiving	Thomas led the Prayer of Thanksgiving.	
Unfinished Business	<p>A. Unity School Update.</p> <ul style="list-style-type: none"> • Rev. Tim to organize a meeting with the state licensing agency but no meeting has occurred so far. • Sergio ill. He is talking to the licensing body of the preschool. Licensing person needs to refer the questions to a superior. • Plans are being made to complete the meeting. 	Attachment #5 Letter from Kathy Attachment #6 Letter from Sergio



- Legal avenues must be referred to someone who practices in this area of law.
- A meeting was conducted with Sergio on June 1st.
- Irregularities are cause for concern.
- Be careful regarding requirements for schools.
- Unusual for the treasurer to have direct access to all financials and direct access to staff.
- Be careful regarding requirements for schools and that we are not violating requirements for schools. We need to follow proper procedures regarding schools.
- HRS 346-166 Records. Every group child care home and group child care center shall keep such records and shall file with the department of human services such reports as required by rules adopted by the department. All records and all information obtained concerning children or their parents or relatives shall be kept confidential by the provider and by members of any department herein named.
- Treasurer should have access to all accounting records.

Rickie moved we get the financials by next board meeting in January.

Marsha second.

Rickie and Marsha accepted a friendly amendment from Kathy ~~amended the motion~~ to make the financial records available by next regular scheduled board meeting in January.

Marsha second.

5 in favor.

3 abstained.

Motion passed.

8:45 p.m.



	<p>Kathy made a motion to stay in session only for the purpose of considering the audit contract of Wickoff and Combs defer everything else. Rickie second.</p> <p>Rev. Tim would like to address PII tonight. He will not support Kathy's motion because it eliminates everything else.</p> <p>Two in favor. Five opposed. One abstention.</p> <p>Motion failed.</p> <p>Rev. Tim made a motion to stay in session for Wickoff Combs and PII. Marsha second Motion passed unanimously.</p>	
<p>New Business</p>	<p>Jo-Ann made a motion to adopt the proposal by Wickoff Combs. Marsha second.</p> <ul style="list-style-type: none"> • Initial proposal for <u>2015 review of church financials only -alone</u> was \$17,000 plus GET. • <u>New proposal for 2015 review of both proposal for church and school financials is -</u> \$15,000 plus GET. • <u>Finances have been considered.</u> Cost <u>to be</u> split equally between the church and school. <u>Church portion to be included in 2018 budget.</u> <p>Seven in favor.</p>	<p><u>(Attachment 7) Wikoff Combs & Co LLC</u></p>



	<p>One abstention. Motion passed.</p> <p>PII concerns.</p> <ul style="list-style-type: none">• Social Security numbers are contained in QuickBooks.• Employees do not want PII to leave the campus.• Board must go on record to state a plan of action to protect the confidential information.• Social Security number information has been confirmed to be in QuickBook files.• Church must do due diligence to protect the privacy information.• No one should be giving SSN unless there is a need to know because of a job.• Keep SSN as last four.• We must bring our information, procedures and policies to current standards.• Employee information should be removed from the QuickBooks files.• Different paradigm regarding handling of confidential files.• Larger questions need to be addressed. <p>Richard made a motion for the board to form a committee to research compliance and make recommendations in handling confidential data. Marsha second.</p> <ul style="list-style-type: none">• Records retention. Different requirements.• Do not delay removal of social security numbers from records.• How will the committee be set up? What is meant by a committee to review compliance.• Form a longer-term personnel committee.• Do not delay removal of the PII.• Should focus on the confidential data issue of PII.	
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	<p>Five in favor. Two opposed. One abstention.</p> <p>Formation of the committee: Marsha Rickie Kathy Jo-Ann</p> <p>Ricard made a motion to approve the four board members to the committee. Marsha second. Motion passed unanimously.</p> <p>Rev. Tim made a motion to remove social security numbers from QuickBooks files that don't need to be contained in the files. Richard second.</p> <ul style="list-style-type: none">• Not enough information in the motion. <p>Jo-Ann made a substitute motion that the full social security numbers be kept only in the master file and copies would eliminate full social security number or until last four digits <u>keep only the last four digits.</u> Marsha second.</p> <ul style="list-style-type: none">• Master requires full social security number.• Those handling files should remove social security numbers.• Not a policy matter and should be handled by staff.• Treasurer has records that contain social security numbers from the QuickBooks files that she has.	
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	<p>Motion passed unanimously.</p> <p>Items that have been deferred: Minister Review Next meeting and Town Hall meetings. Staff information. Discussion</p> <ul style="list-style-type: none"> • UCOH Bylaws require a regular meeting in December. • A motion is required to convene a meeting in December. <p>Third Thursday is 21 December.</p> <p>Kathy made a motion to hold a regular board meeting on December 21, 2017 to finish those items still on the agenda. Rickie second.</p> <ul style="list-style-type: none"> • This meeting will be to cover the 3 deferred agenda items. Additional agenda items should be submitted two weeks prior to the December meeting. <p>Seven in favor. One opposed.</p> <p>Motion passed.</p>	
	<p>Next meeting on December 21, 2017</p>	
	<p>The meeting adjourned at 9:45 p.m.</p>	

Senior Minister's Performance and Salary Review

The overall accomplishments of the Senior Minister, including performance, progress, goals, and other areas of importance, are evaluated on a periodic basis. This process proposes an annual review to evaluate past performance, set of goals for the ensuing year and adjust salary. In addition, this process calls for interim reviews of performance, which may include bonuses.

The primary objectives of the Performance Review process are to:

- Translate the duties identified in the job description into performance objectives.
- Gather information about past performance and future goals from those who work for or with the Senior Minister. This should include the Board of Trustees, and may also include staff, congregation (both members and nonmembers), volunteers.
- Gather information from the Senior Minister about past performance and future goals through a self-evaluation.
- Create an opportunity for the Senior Minister and the Board of Trustees to have an in-depth discussion about the Senior Minister's and Ministry's performance over the past year. Celebrate what is going especially well. Identify opportunities for change and improvement. Discuss future goals for the Ministry and for the Senior Minister's professional growth.
- Evaluate the Senior Minister's salary and make appropriate adjustments.
- Evaluate other contract provisions and make appropriate adjustments, such as Compensation, Fringe Benefits, Time and Expenses.

Procedure

The President guides the Board of Trustees and the Senior Minister in the review process. The process consists of the following steps.

1. Establish a Board of Trustees ad hoc working group (hereinafter "Working Group"): The Board will identify a small working group of at least three Board members. The members of the group will be selected based on experience regarding employee evaluation, willingness to serve and availability.
2. Identify the relevant evaluation criteria: The Working Group will review the minister's contract, job description and UWM publications for potential relevant evaluation criteria. The criteria will be reviewed and approved by the Board in open session.
3. Identify the target groups. The Working Group will identify various target groups for gathering data regarding the performance of the minister on each evaluation criterion, to include, but not limited to, Board of Trustees, staff, volunteers, those who attend Sunday

Services (including members and nonmembers) and on-line viewers. The target groups will be reviewed and approved by the Board in open session.

4. Evaluation of Financial Position. Before or during the data gathering process, the Treasurer prepares an evaluation of the Church's Financial position, which shall include, but is not limited to, Senior Minister salary (past and current). The Treasurer will provide a list of options for the Senior Minister's salary adjustment, including bonuses. The effect on this year and future years' budgets should be shown.
5. Gather data regarding Minister's performance on criteria. The Working Group will work with the Senior Minister to design several questionnaires, one tailored to each target group. Each questionnaire shall include specific instructions, to whom the questionnaire should be returned and provisions regarding privacy and confidentiality. The list of target groups, drafts of the questionnaires, and the method for distributing and collecting the questionnaires will be reviewed and approved by the Board in open session. The Working Group sees that the questionnaires, with appropriate introduction and instructions, are distributed accordingly. The Working Group also puts the appropriate method/structure in place for the receipt/collection of questionnaires.
6. Evaluation of Data. The Working Group will evaluate the data collected and may draw on other Board members to assist in this process. This evaluation will be done outside of Board Meetings and will be considered confidential.
7. Review Preparation Meeting ("RPM")
 - a. The Review Preparation Meeting will be held in executive session. All discussion at this meeting will be considered highly confidential. To provide for confidentiality, and to avoid risk of interruption or the discussion being overheard, it may be advisable to hold this meeting away from Ministry premises.
 - b. This meeting is conducted *without* the Senior Minister in attendance for the purpose of reviewing the input received and creating a summary for the Senior Minister.
 - c. The Board President will chair the meeting.
 - d. The Working Group will provide the evaluation of the data collected. It will also make available all source documents.
 - e. The Treasurer will distribute the Evaluation of Financial Position in written form, distribute it to the Board members at the meeting, then collect and destroy all copies at the close of the meeting.
 - f. The Board will review the evaluations provided by the Working Group and the Evaluation of Financial Position.
 - g. The Board members will share in a discussion circle their thoughts on the Minister's Performance, the Church's financial position, and their suggestions for any adjustments to the Minister's contract, including, but not limited to: Compensation, Fringe Benefits, Time and Expenses.
 - h. The goal of this meeting is for the Board of Trustees to reach an agreement on:

- i. The overall performance message that will be given to the Senior Minister;
- ii. A list of goals for the ensuing year;
- iii. Any salary adjustment.
- iv. Any other adjustments to the Senior Minister's Contract.
[NOTE: The Board's goal should be to pay the Senior Minister a competitive salary that is in keeping with the Ministry's overall finances and Senior Minister's responsibilities. Balance is the key word here.]

8. Minister Review Meeting ("MRM")

- a. The Working Group prepares materials for the Minister Review Meeting.
- b. The Treasurer will produce a salary sheet for inclusion in the packet prepared by the Working Group and presented to the Senior Minister at the MRM.
- c. The Board of Trustees meets with the Senior Minister to conduct the performance review in Executive Session. To provide for confidentiality, and to avoid risk of interruption or the discussion being overheard, it may be advisable to hold this meeting away from Ministry premises.
- d. This meeting should be designed as a discussion in which all present may speak and be heard.
 - i. This is an opportunity for all members of the Board of Trustees and the Senior Minister to have a relaxed, frank conversation about the past year's performance.
 - ii. Recognition of what has gone well is especially important, for it shows the path to continued success.
 - iii. This is also a good time to discuss opportunities to try different techniques to accomplish goals.
 - iv. The Senior Minister and all of the members of the Board of Trustees should provide input and engage in discussion.
- e. The Board President will then present the salary adjustment information. Salary adjustments are effective on the Senior Minister's employment anniversary, regardless of the timing of this meeting. (Note: The Treasurer should be prepared to provide information or clarification about the numbers.)

9. Implementing the Changes.

- a. After the MRM, the Treasurer will provide the Ministry's bookkeeper with the information necessary to enact the Senior Minister's salary adjustment.
- b. The salary will be effective as of the Senior Minister's Anniversary Date, being the date on which the Minister first appeared at Unity Church of Hawaii to begin full-time employment.
- c. If the salary adjustment is made after the Senior Minister's Anniversary Date, there will be a lump-sum payment made for any amounts due retroactively.
- d. Any amendments to the contract will be drafted, reviewed and passed by the Board of Trustees.

10. Interim Reviews: The Board may hold interim reviews between each annual review. The interim review will be limited to evaluating progress on specific performance goals



set during the annual review. Bonuses may be awarded based on meeting specific performance goals.

Timeline

The aforesaid tasks are to be accomplished in the following timeframes.

Dates	Activity	Board Review Date
12/21/2017	Select Trustees to serve on Ad Hoc Working Group	
January 2018	Identify the relevant evaluation criteria; Identify the target groups; Develop the “Evaluation of Financial Position” as part of the budgeting process.	
January 18, 2018	January Board Meeting	Review and approve the criteria and target groups identified by Working Group
February 2018 thru March 4, 2018	Gather data regarding Minister’s performance	
February 15, 2018	February Board Meeting	Report from Working Group on progress of data gathering
March 4, 2018	Annual Membership Meeting	
March 2018	Evaluation of data	<u>March Board Meeting:</u> Report progress on data evaluation
March 22, 2018	March Board Meeting	Election of Officers Set date for RPM and MRM
April 5, 2018	Review Preparation Meeting	Proposed date. Confirmed date will be set at March Board Mtg
April 12, 2018	Minister Review Meeting	Proposed date. Confirmed date will be set at March Board Mtg
By April 19, 2018	Notify bookkeeper of any salary adjustments and/or retroactive pay	
April 19, 2018	April Board Meeting	Announce results of MRM (to the extent that they can be shared)
April 30-May 15	Implement the Changes	Notify bookkeeper of raise; draft and review contract changes.
May 17, 2018	May Board Meeting	Approve any changes to the Senior Minister’s contract

UNITY CHURCH OF HAWAII

Position Description

Name of Position: **Senior Minister**

Reports to: Board of Trustees

Primary Objective:

The Senior Minister empowers and enables Truth seeker to become Truth finders. He creates an atmosphere in which people can come to know and express their Christ nature. This position is responsible for over-all administration of operations and day-to-day fiscal management of the ministry. The Senior Minister delegates programs and activities to staff and volunteer personnel to fulfill, but retains responsibility for the sound spiritual, financial and program management of the ministry.

Specific Responsibilities:

Spiritual Leadership:

- Provides a sound prayer consciousness on which to base all activities of the church.
- Sets the order of service, leads and coordinates the Sunday morning service(s) which includes the Minister's lesson, music and meditation. Guides the spiritual direction of the ministry along lines in keeping with the teachings of Jesus Christ as interpreted by Unity School of Christianity and the Association of Unity Churches.
- Schedules, plans and conducts various classes and other activities for spiritual enrichment.
- Provides effective spiritual counseling and prayer to those who seek it.
- Conducts weddings, funerals, memorials, christenings and special spiritual services.
- Performs or coordinates pastoral duties such as hospital visitation and personal contact with those in need.
- Empowers and supports spiritual development of youth.
- Commits to continued personal spiritual growth and unfoldment.

Personnel Administration:

- Recruits, screens, hires, fires and supervises staff in accordance with the Church bylaws.
- Provides clear direction and guidance to staff in performing their duties.
- Provides feedback to staff in the form of annual formal evaluations and day-to-day supervision including motivation and correction, when needed.
- Communicates with the Board about personnel issues, problems, evaluations and recommendations.
- Assists Board in developing and revising job descriptions and personnel policies.

- Promotes volunteer involvement by delegating, supervising and supporting volunteer efforts or overseeing the endeavor.

Fiscal Management:

- Oversees day-to-day financial activities and transactions.
- Assists Board in developing and revising annual budgets.
- Approves and directs purchases and expenditures within the limits of the Board approved budget.
- Oversees the handling of any church monies.

Relationship with Board:

- Regularly attend all Board meetings and serves as liaison to Board committees.
- Provides the Board with adequate information to help it reach sound decisions and policies.
- Communicates with Board on progress, activities and direction of the church.
- Supervises the implementation of all policies and procedures as set by the Board.
- Assists Board in developing sound short-term and long range plans.
- Reports regularly to the Board about progress toward organizational goals and objectives.

Community Outreach and Public Relations:

- Serves as spokesperson of Unity Church in all dealings with the public, media and other organizations.
- Promotes good public relations.
- Keeps membership informed of activities, opportunities and direction of ministry (i.e.: newsletters, bulletins, personal contact)

Other Duties:

- Regularly informs the Board and membership of the policies, directions, activities and services provided by the Association, the Region and Unity School.
- Other duties as assigned.

Minimum and Special Requirements for the Job:

- The Senior Minister will be a licensed or ordained Unity Minister, approved and in good standing with the Association of Unity Churches.
- The position requires an individual who can adapt to various situations, who is growth oriented and who is able to empower and encourage others.
- Five or more years experience in the Unity ministry of a large church or similarly sized church.

Office Hours:

Monday & Wednesday, 11:00 AM – 8:00 PM

Thursday, 8:00 AM – 7:00 PM

Sunday, 8:00 AM – 1:00 PM

SIGNATURES

Senior Minister

Board of Trustees President

Date

December 14, 2017

To: Rev Tim Lytle
Board of Trustees
Debbie Catania
Finance Team

From: Lisa Ensley, Church Administrator
Amy Miyamoto, Steward of Finance
Judy Sweet, Steward of Church Operations

Re: Accounting System Reorganization

It is our desire to support Unity Church of Hawaii in continuing to improve processes and procedures in all areas of operations. In reviewing the current recommendations submitted by the Finance Team and recently approved by the Board of Trustees we felt it was necessary to voice concerns about some matters that may have not been considered or perhaps just overlooked.

It is because of our desire to work towards maintaining effective and efficient operations in all areas of the church while being fiscally sound and responsible that we are bringing these to light. We regret that staff was not included in this conversation and feel it is unfortunate that in the end this may, in the long run, end up costing the church more with less accessibility and more delays in getting information in a timely manner.

We are bringing some of our concerns to the Board specifically in regards to the areas that were outline in the following areas:

- 1- **Transition Tasks** – regarding clarification and numbers of hours needed to complete, in addition to the condensed time frame.
- 2- **Contracted Accountant Task** – Areas that have not been addressed or noted. Also noting the estimated time for these tasks completed vs the cost to UCOH.
- 3- **Proposed Division of Duties** – Anticipated additional hours per month added for staff along with concerns.

We understand that the decision was made at the November 16th Board meeting to proceed with this proposal and that a contract has already been signed. However, we do feel that this is important to bring up in terms of:

- Future proposals - In particular those that affect staff and the structures of the operations of Unity Church of Hawaii. We welcome and invite conversations with the Board, with Rev. Tim's oversight, that will help bring clarity and knowledge to any discussions that affect the processes

and procedures of church operations. It is our desire to serve the highest and best for this church and the church community.

- In serving the highest and best for all and after discussing concerns with Rev Tim in particular in terms of sensitive areas such as HR & Payroll, Amy has agreed to continue to complete tasks in these areas on an hourly basis. Additional hours for the transition process at a mutually agreeable timeframe for the actual transition will need to be considered and Amy & staff look forward to that conversation.
- We appreciate the desire to have matters handled in a timely manner and this may be why this was accelerated in being brought to the Board without having a full discussion with staff. However, we would suggest in the future it would be very beneficial to have the time to review the proposal and digest its impact. Amy was given the documents for this proposal a few hours prior to the meeting and Admin Staff was never given the documents nor provided any indication that these changes were on the horizon. Our understanding from some of the discussion of the 11/16 Board meeting is that even members of the Finance Team had only received the (meat of the) proposal documents a few hours prior to the Board Meeting. We strongly urge the Board to be prudent and have important documents shared with consideration to allow time for it to be read, digested with time for thoughtful questions to be formulated. Waiting until staff, board and committee members have had the opportunity to have a thoughtful review and express concerns prior to the approval of the proposal may have adjusted the timeline of this proposal and the tasks that the church will be charged for.
- An unfortunate impact this process has created is a chasm in the trust between the staff and board. It has also lowered the morale among the staff which has a potential impact in church operations. It is our desire to work as ONE. We understand that the desires of the Board, staff and volunteers are for the highest and best of this church community. Making such dramatic changes to the day-to-day working process to a critical area of the church's operations without any input from staff (who know the day to day workings of the church) is not a good business practice. In working as a team to implement any change, it is wise to engage all affected parties in an active dialog to determine how to best move forward and then cooperatively develop a strategy to move to a new process. This increases the probability of a smooth transition not only of specified tasks but also continued day-to-day operations.

Regarding the Transition Tasks that were listed in the supporting documents: Although Amy has completed or started many of the tasks that were listed there were some items listed that would require considerable time and require at minimum working cooperation between the Accounting Department and Admin/Operations. Some of these task require a significant amount of time and focus to be properly completed.

Transition Tasks			
	Task	Description/notes	Time Needed
1	Review Chart of Accounts	This is a major undertaking working with the existing QB files.*. Will take many hours/days	With existing? Many hours
2	Restricted fund tracking process	Should be looked at by Admin/Operations & Accounting to create a more well thought out process. Something we have discussed but due to time restraints not determined.	Should be discussed with Staff- 8 hours
3	Complete reconciliations	Amy has worked many hours to get this up to date- it is now a manageable task since she "caught up" from previous years with the Unrestricted and the Restricted is as of January 2017. Amy is hoping to bring the Restricted up to date before the transition.	Ongoing 1-2 hours/mo if no research needed
4	Review monthly detail for 2016	IF this is an internal audit - who will be tasked with this & assisting with the documents? Need clarification.	
5	Complete analysis of beginning balances	Need further clarification on this task	
6	Complete Reconciliation of the "Raise the Roof"	Amy has nearly completed this	~ 8 hours
7	Complete Health Insurance expense for 2016-17	Amy is nearly completed with this task	
8	Complete analysis of prepaid insurance & any corrections	Need further clarification on this task.	

**IF* a New Company is created this would be a more manageable task. This was something that Amy suggested when she first started at UCOH and has made this suggestions several times over her two year tenure here.

We have concerns about the amount that will be paid to the Contract Accountant for some very basic tasks listed. In reviewing the listed tasks these were the estimated amount of times that would be needed to complete by our Staff Accountant (given the same *Transitions Tasks* completed and the already completed updates, corrections and reconciliations).

Contracted Accountant Tasks			
#	Task	Est. Hours <u>per Year</u>	Notes/questions
1	Maintain/ Update QB	12-24 hours	
2	Input approved Budgets	1-2 hours	
3	Record cash receipts from DONATIONS	12 hours	
4	Generate weekly income report	6 hours	
5	Create checks (~ 40)	12-24 hours	
6	Record Payroll	12 hours	
7	Record ACH payments (~15)	6 hours	
8	Track transfers between accounts	1 hour	
9	Reconcile bank statements	12-24 hours	
10	Enter Legacies of Aloha Transactions	1-2 hours	
11	Record infrequent insurance expense	2-3 Hours	payroll???
12	Create monthly financial statements	6-8 hours	
13	Respond to questions re: financial statements	12 hours	Unknown*
14	Prepare GET tax filings	1-2 hours	
15	Create detailed report of each restricted fund upon request	1-2 hours	Minutes to prepare on QB
16	Prepare supplemental reports	1-2 hours	
17	Create necessary schedules to prep for annual audit	6 hours	Unknown*
18	Meet with Board once per year whenever requested	2 hours	Unknown* (charges for additional mtgs?)
19	Attend annual membership meeting	2 - 3 hours	
			Contract Acct**/ per hr (\$15,078.48/yr minimum contracted)
	Estimated Low Hours	108 Hours	Approx \$140
	Estimated Upper Hours	153 hours	Approx \$99

** It should be noted that most of this work will be most likely be completed by a lower paid member of Mr. Lee's office. The majority of the work that has been contracted is not work that needs to be done by nor have oversight of a CPA.

In regards to the "Proposed Division of Duties under Contract Accounting Scenario" document. Again, we deeply regret that staff was not included in this conversation that directly affects their workload. We have concerns about how effectively and efficiently these newly assigned roles and duties of existing staff will be.

Proposed Division of Duties Under Contract Accounting Scenario				
Task	Est # additional hrs/mo	Est # of additional hrs/ mo per chart	Done by	
Prepare/approve check requests & identify which QB accts / EMAIL to accountant	4-8 hours	-0-	Admin Staff	Emailing the information to the contract accountant will add additional time. Setup for this procedural process change will also require additional (wo)man hours.
Approve Billings for auto debits & ID which QB acct	3 Hours	3	Admin Staff	Clarification needed
Pick Up checks from acctnt/ drop off auto billings	2-3 hours	2+3	Volunteer/ Treasurer	Who will if treasurer unable to? Timing and traffic could also affect hours.
Count all monies rec'd. Enter into Donations, prepare report, deposits. Email	30 - 40 hours	30	Volunteer team	Whose oversight? What process/procedures in place, no volunteer who steps in?
Take deposits to the bank	2-3 hours	2-3	Volunteer/ Staff	Oversight? Consider safe practices/ red flags
Submit new donor information to Rev Tim for follow up letters	2 hours	2	Volunteer	Oversight?
Record CC receipts	16 hours	4	Volunteer/ Treasurer	Currently taking significantly more than 4 hours per month. Who will do if treasurer unable to? Again consider safe practices in oversight.
*Review online payroll for each pay period and approve for payment. In put changes to payroll as authorized. Email payroll report to acct for recording.	???	3 hours	Admin Staff	Will need to be trained
*Review scheduled ACH payments twice monthly. Submit documentation.	????	2 hours	Admin Staff	Will need to be trained
*Make transfers between bank acct	????	1 hour	Admin Staff	Need information/ possible training?
Use Donation program to generate annual report to donors. EOY letter etc	????	-0- annual	Volunteer Team	Who will handle calls/questions, errors (already identified a few this year) Timely attention is needed for this. Knowledgeable oversight needed.

- *Unknown numbers of training hours would be needed for Admin Staff to “handle” HR & Payroll. Some of the areas, in particular the Payroll and Human Resources roles, can be extremely complicated and also are areas that are the most sensitive in terms of liability to the Church. To have someone who doesn’t have any training in this area suddenly have this as a part of the everyday workload could put the church in a position of risk for penalties/suits.
- It should be noted that it is likely that any volunteer task will need to have some staff oversight and involvement, from assisting in troubleshooting office equipment to assisting in more complex unraveling of documents. Also staff SHOULD have oversight so that they are kept in the loop and can step in at anytime during the process.
 - There are some “best practices” that should be considered in when accessing the duties of volunteers in the sensitive area of finances. (See *Church Finances 101* and more)
 - There were some errors that have been made. In reviewing some of the work done by volunteers or part time staff, Amy needed to make corrections – these would not necessarily be identified by the contracted accountant- in fact will likely NOT be identified.
- It should be noted that these items that are currently completed by Amy are not included in the chart
 - Annual Worker’s Comp Audit
 - Quarterly TDI w/ Pacific Guardian
 - Annual Medical rate changes
 - TASC - setup for the new year/ adding new enrollees
 - CC Compliance
 - Staff reports for- Ministries/ Ongoing groups, SEE classes, Workshops, Celebrations etc
 - Changes to contact information in Donations and QuickBooks
- As questions come up regarding HR, Payroll, Reports, Groups: For instance, when the Attorney General’s office sent their letter of request for documents and information Staff, Board Secretary, Francina Kaiona & Board Treasurer, Linda Knox had to basically stop their ongoing work and audit preparation to respond to this time sensitive matter. In using an outside accountant what kind of access will we have and what would be the potential costs to the church? Additionally, who will be responsible for oversight in these matters?