

UUCC Staffing & Budget 2019-2020
Executive Team: Maureen Harris (Executive Director) & Paige Getty (Senior Minister)

Context –

- departures of three program staff (Minister of Music, Assistant Minister, Youth Director) in 2019
- questions about whether we're overstaffed for our size
- recent years' struggles to pay staff fairly, with minimal or no raises
- desire to better align budget with ends, mission, and unfolding vision of who we say we are or wish to be in this time and place
- changing culture of congregational life – old programming models don't all work for today's lifestyles; differing expectations about money, pledging, etc. among younger generations

Parameters / Assumptions –

- draft a "realistic" budget that requires no more than 5% increase in pledge income (with an alternative "stretch" budget for 10% pledge increase)
- don't be confined to old budget line items (inertia has kept them the same, despite changing needs)
- Michael Adcock will assume the position of Interim Director of Music, moving from half-time to full-time for 2019-20
- Anthony's specific departure date isn't set, but will be sometime in 2019-20 program year

Process –

- lots of formal & informal conversation among staff, Executive Team, Board, other laity about needs, visions, being bold, etc. – not only in recent months, but for past several years
- congregational Ends monitoring survey (January 2017)
- budget visioning / prioritization meetings in January 2017 & January 2018
- Ken Crandell and others' review of past 10 years' pledge and other data
- Spirit Map (Fall 2018)
- Fall 2018 – Executive Team had one meeting and several other communications with an organizational consultant (non-UU) to help think about how to approach staffing & budget in light of the anticipated personnel changes.
 - break down silos – instead of organizing by program, organize by areas of vision/mission (So, Paige put words to the "vision" we've been articulating in recent years – informed by the old Vision statement, the formal Mission statement, Ends, Spirit Map, and our lived experience together. (see next page))
 - identify necessary staff responsibilities & tasks to serve the vision/mission
 - assign staff to tasks according to staff skills, rather than being limited by traditional job description or program area
- Staffing
 - identified current essential functions of all ten paid staff (each staff member wrote their own list – ET reviewed for omissions and redundancies)
 - ET sorted and (re-)assigned those essential functions to 7 continuing staff and set aside those that didn't fit appropriately ... from there we identified two new staff positions (see next page)
- budget
 - organized by areas of mission/vision, with far fewer individual line items – staff and lay leaders will communicate about how much of each "bucket" goes to specific items in their area, rather than predefining many explicit items from beginning (functionally, this is what we've done for many years – allowing staff & councils to choose how to spend funds, as long as they don't overspend their bottom line number)
 - current staff get moderate increases in salary – in the 5% budget, they'll get either 5% raise or move up to minimum level of UUA compensation guidelines (even if that's more than 5%); in the 10% budget, the salary adjustments vary based on UUA compensation guidelines

Vision(s):

***UUCC matters—not only to 300 families, but to the whole community.
and***

UUCC is irresistible—people are drawn to its energy, its ineffable quality of life, its vitality.

1. Members of all ages have a sense of belonging – they value UUCC and their Unitarian Universalist identity as top priorities and key connections in their lives. (*Identity & Belonging*)
2. We offer vibrant worship that is consistently moving, relevant, meaningful. (*Worship*)
3. There is a place at UUCC for anyone who is seeking one. (*Finding one's place*)
4. UUCC is a justice-making leader in Columbia and Howard County. (*Justice-making*)
5. UUCC is a gathering place and centerpiece of the Owen Brown community, sharing a mutual trust with community leaders. (*Owen Brown*)

New staff positions:

- A **full-time staff person** for communications, member integration, and volunteer recruitment / training / support. (Director of Communications & Member Integration)
- A **half-time staff person** who will work with our high school youth and young adults – and who is a young adult themselves. (Director of Youth & Young Adult Ministries)

Distribution of resources in vision/mission:

- Owen Brown community connections (#5) may receive less attention / investment / resources in the immediate future, but in the meantime, we will do Justice-making (#4) through the lens of *inviting people in* to our congregation and *reaching out* to the Owen Brown community.

Core Competencies of all paid staff:

We have begun to identify several **Core Competencies** that we feel are important for all paid staff to demonstrate:

UUCC staff members...

- ***are curious,***
- ***they take calculated risks,***
- ***they are always building relationships within and outside UUCC, and***
- ***they share ownership for UUCC's total vision with each other and the congregation.***