

**Towson Unitarian Universalist Church
Board of Trustees
December 15, 2021 Meeting Minutes**

Date/Time:	7:30 pm
Meeting:	Board of Trustees Monthly Meeting
Participants:	Patty Barry, Angela Castillo-Epps, Wendell Finner, Andrew Hager, Ellie Hughes, Rev. Clare Petersberger, Susan Riggs, Sue Royer, Samantha Saalfeld
Absent:	
Guests:	
Location:	Join Zoom Meeting Meeting ID: 815 4806 6486 Passcode: 992437
Next meeting:	January 19, 2022

Pre-meeting Action Items:

Activity	Owner	Target Date
These action items are to be completed before the meeting. Often, they are related to consent agenda items, which are items for which there is no discussion unless a member has a question concerning them.		
Sign-ups for chalice lighting, process observation and writing an article for the Threshold (monthly) – to Susan Riggs	All	12/15
Read and provide revisions of minutes from previous Board meeting	All	12/15
Read reports	All	12/15

Scheduled Agenda:

The meeting convened at 7:30pm

Chalice Lighting	Andrew Hager
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Go-Around Question	All
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Consent Agenda	Owner
Approve minutes from the November Board Meeting	Susan Riggs
Accept Minister's Report (Appendix 1)	Rev. Clare Petersberger
Accept President's Report (Appendix 2)	Sue Royer
Accept President-Elect's Report (Appendix 3)	Andrew Hager

Discussion Agenda	Presenter
Sue Royer asked the Board if any items need to be moved from the consent agenda to the discussion agenda. None	Sue Royer
<i>Agenda Item #1 - 30 minutes</i>	
<p>Church As Employer (Appendix 5) Rev. Clare is looking for Board input on vacation time for staff, bereavement leave, and paid sick time. No staff member requested any changes during open enrollment. Health insurance premiums are increasing 6% in January. Some employees may experience a greater increase based on their age. The Personnel Committee is updating the manual.</p> <p>We discussed whether to have the payroll company track sick time, the amount of sick time we offer, whether sick time should be allowed to carry over to the next year, etc. We also discussed how much vacation should be offered to new employees when they start: 2 weeks? 3 weeks? We agreed to not make any further changes for existing employees w.r.t. vacation. We had decreased the max amount of vacation from 5 weeks to 4 weeks in a previous meeting. Sue proposed a change to the draft, that, for any new employee, they would have 3 weeks per year (draft is 2 weeks; currently its 4 weeks). Bereavement leave of 5 days plus 5 vacation days. Sue suggested that we not define “immediate family”, and leave that to the discretion of the supervisor. Sick time can also be used to care for a family member. More time can be used with the approval of the supervisor. We had a round on these issues. We discussed several issues, trying to come up with fair guidelines. This will go back to the Personnel Committee for refining. No decisions were made.</p>	Rev. Clare
<i>Agenda Item #2 – 30 minutes</i>	
<p>Treasurer’s Report (Appendix 4). Wendell brought us up to date. The new bookkeeper is reconciling the books. We are showing year after year declines in revenue. PPP loan forgiveness is counted as extra income. We need to keep our eye on revenue. The new bookkeeper is challenged on the various restricted accounts. Breeze gives a long drop-down menu, allowing the donor to send it to various needs, but we probably shouldn’t have that. Pledge year is obvious due to the date it is given. Reminder emails are sent 2 times a year to make sure people remember to fulfill their pledge. We have lost some big pledges this year, due to death and moving. Attendance is down at Sunday services.</p>	Wendell Finner
<i>Agenda Item #3 – 20 minutes</i>	
<p>Situation with former contract bookkeeper – see separate attachments – contract and sequence of events. We went into executive session for 10 minutes. Next step is to restate our offer, which is more than fair. Sue Royer will do that.</p>	Wendell Finner Rev. Clare

Discussion Agenda	Presenter
<i>Agenda Item #4 – 10 minutes</i>	
<p>Re-Opening Update COVID statistics and matrix; simplified message about re-opening is in the Threshold.</p> <p>Decision: Hybrid Ministries – streaming contract with Armbruster AV approved via email (unanimous) since the last meeting. Contract signed 12/3. Received by Armbruster and equipment ordered. Some work was done today (12/15) to install some of the equipment.</p> <p>Verizon FIOS – fiber optic cable installed to the furnace room.</p> <p>Networking Proposals – two proposals, both at least \$8,000. Wi-Fi 6 access on the main level, Wi-F on the lower level, one proposal includes new phone equipment and Voice Over IP phone service. It will be January before we can get on line with dual-platform services. Funds for the network upgrade (VOIP phones, new Wi-Fi routers) are not in the budget, but it seems to make sense to do it at this time. We will need to determine how to cover the cost.</p>	Rev. Clare Sue Royer
<i>Agenda Item #5 – 10 minutes</i>	
<p>Planning for Party Games with the Board Mark your calendar for Sat, 1/15 7 – 9 pm. Games: Scavenger Hunt, Charades, Pictionary, ... gift basket ideas: microwave popcorn, hot chocolate, Guests: 7 households plus Board members. Andrew will not be available. We can play off what we did last year. Andrew suggested Code Names. Scavenger hunt—Ellie and Andrew, party bags—Patty, Susan, Sam. Pictionary—Sue Royer, Angela and Andrew. We will use Sue Royer’s zoom account. Scattergories.</p>	Sue Royer
<i>Agenda Item #6 – 10 minutes</i>	
Miscellaneous	
<i>Agenda Item #7 – 10 minutes</i>	
<p>Agenda items for the next Board meeting: Membership Committee update, Joint Ministry Evaluation (start), Stewardship Plans, Governance Policy update (from August), re-visit Personnel Committee in February, Right Relations Committee. Next month: Chalice lighting: Wendell Finner; Process Observation: Ellie Process Observer</p>	Susan Riggs
Process Observation Report	Angela Castillo-Epps

Having no further business before it, the meeting adjourned at 9:38 pm

Key Dates: (please mark your calendar)

Listening Sessions with the Board: 10/24, 11/28, 1/23/22, 2/27/22, 3/27/22, and 4/24/22, 30 minutes after the service (e.g. 12 noon)

Service of Ordination for Karyn Marsh: May 7, 2022

Annual Congregational Meeting: Sun 6/12/22 12 noon

Appendix 1:
Minister's Report
December 9, 2021

Since my last report....

WORSHIP

Nov. 14 welcomed guests from Earl's Place and took a 5th Sunday collection. My reflection was on holding our own history and the "hope to end up with the right regrets."

Nov. 21 I attended Sharyn Rhode's excellent worship service on the Piscataway Conoy Nation.

Nov. 28th we held history by remembering the stories of Hanukkah and Advent.

Dec. 5 we began our exploration of opening to joy by reflecting on the experience of being surprised by joy. C. S. Lewis was our primary guide.

This Sunday, we will reflect on the joy of enlightenment in the Buddhist tradition.

I wrote worship descriptions for December---which, in addition to three Sundays, also includes a Blue Holidays evening service and two Christmas Eve services.

I met with colleagues for a Minister Brainstorming Virtual meeting to discuss the January Matters theme on "Opening to Intention."

I met with Lay Worship Associates on December 6 and shared the good news that Rev. Christin Green who is Assistant Minister for Congregational Life at the UU Congregation of Fairfax, VA and the worship coordinator for the Chesapeake UU Ministers Association will be conducting our February 20th worship service on the theme of Widening The Circle.

Sue, Andrew, and I met virtually with Sarah Ruth Davis on November 22nd to share the Board's decision to invite her to be TUUC's ½ time Ministerial Intern beginning in September of 2022 and running through May of 2024. She is very excited. In January, I will speak with Rev. Julie Taylor about changes Meadville has made to their M. Div. program that I should know about for Sarah Ruth's internship.

PASTORAL CARE

I have had 9 pastoral connections. I made one visit to GBMC to see Bette Thomson before she was moved to Gilchrist. Bette died on November 30th. Her daughter Carol will be in touch with me about a celebration of life for Bette who was a long serving member on TUUC's Caring Committee.

I met with Lay Pastoral Associates on November 14th. Karyn Marsh joined us as our TUUC Affiliate Community Minister. I wrote a letter of reference for Karyn to take a class on ministering to people with depression. Karyn and I have scheduled a meeting in the new year to talk about a training for TUUC Lay Pastoral Associates.

I held Virtual Lunch with the Minister through November. I plan to resume in January.

PROGRAMMING

Don and I enjoyed THE auction!

Writing As A Spiritual Practice met on November 19th and December 3 and will meet again on December 17.

Soul Matters Sharing Circles have met on November 23 and will meet again on December 14. Attendance was down, slightly, before Thanksgiving.

I attended the Board Listening Session on November 28h.

The Personnel Committee met on November 16 and December 7. I will write about our work on the Personnel Manual in a separate report on The Church As Employer.

A-TEAM

The A-Team met on November 18th and December 2nd.

Here are highlights of items discussed and decisions made.

We reviewed the Covid matrix and numbers went the wrong direction for opening with 50% capacity: from 13.7 to 17.1 cases per 100,000.

We are working with Strategic on a new sign. We have asked for modifications to their proposals and they have sent them. These new drawings will be discussed at our next meeting on December 15.

Sue and Clare F-A worked with Armbruster and a contract has been signed and countersigned for hybrid ministry technical equipment.

Clare F-A has worked to have Verizon install lines for FIOS. We have not yet decided exactly which package we need from Verizon.

Sue is taking the lead on talking to tech people about Wi-Fi access points. We have received two proposals from Armbruster and Quality for the network inside our building/wiring office phones and computers.

Dan Alper is taking the lead in appealing the decision of the County Property Assessment that TUUC owes taxes on some of our property.

Sue and Kai resolved an issue with PNC that they debited rather than credited the account of one of our contractors to the tune of \$900!

We are soliciting year end donations to the TUUC Building Fund through purchasing plaques in memory/honor of someone for a limited number of chairs and through direct donations.

COVID CARE FUND

The fund still has a balance of \$673.53.

WIDER COMMUNITY

I was part of a leadership call with Planned Parenthood Federation of America the day after oral arguments were heard at the Supreme Court that could continue to chip away at a woman's right to choose to have a safe and legal abortion if not out right overturn it.

I was looking forward to attending the BRIDGE December 9 discussion of Critical Race Theory---especially given the topic of the auction sermon! However, it was moved to the second Thursday of January.

DENOMINATION

I attended the CUUMA Leadership Team meeting and the monthly CUUMA meeting.

Respectfully submitted,
Rev. Clare

Appendix 2: **President's Report** Programs & Ministry

Organized technical ushers and assisted with ushering for several Sunday services and the auction. Attended the meeting of the Social Action Committee. Attended Writing as A Spiritual Practice. Helped at the work party on 11/20; learned how to change our furnace filters.

Volunteered in person at Mentoring Male Teens in the Hood. Patty Barry led the lesson and activities. Also volunteering from TUUC were Nina Della Vecchia, Craig Lee, Dan Phalen, Dave Haupt, and Elizabeth Zurek.

As Hybrid Ministries Team Leader: organized a Zoom on 11/5 with Armbruster AV, evaluated and circulated their revised proposal, called and spoke with two references (Towson churches), and wrote the briefing sheet to circulate for approval. As Board President, signed the Armbruster AV streaming contract and the deposit check on 12/2 and mailed it. Kai and I met with Quality IT on 11/23 at TUUC to request a proposal for Wi-Fi and networking services.

Board & Governance

Convened a meeting of the Right Relations Team on 11/22. Lou Gieszl agreed to chair the team. Marybeth Brizzolara and Sue Walker are the other members. They are working on drafting a draft Right Relations Policy to share with the Board in early 2022. Signed another application for TUUC to use PNC's Pinnacle system for ACH origination. This will allow us to pay bills and invoices without physical checks being mailed by PNC. The first application was not processed by PNC, for some reason.

Hosted a listening session with the Board on 11/28. We focused on the Eighth Principle. Patty Barry developed slides based on the 8th Principle website and did an awesome job of delivering the information! In addition to Board members, ten people attended. In the listening session, there was a request for a simplified communication about our re-opening plans. I authored a simplified message, which was subsequently published in the 12/3 and 12/10 editions of the Threshold.

Met with Andrew Hager to discuss church business including the Program Council. Met with Rev. Clare on Zoom on church matters. Attended the A-Team meeting on 11/18, to assist Rev. Clare and to work on hybrid ministries.

Wrote thank you notes on behalf of the church to donors who made gifts in memory of Richard Scholle and in memory of Bonnie Reynolds. Sent a list of all the donors and their addresses to Marcia Brooks for those gifts in memory of Richard Scholle and to Michael Magrogan for the gift in memory of Bonnie Reynolds.

Attended the UUA CER Zoom meeting for congregational leaders on 11/9. Responded to several congregant emails and spoke with congregants on the phone on various church matters.

Church As Employer

Rev. Clare and I met with Kai on Zoom on 12/1 to share the good news that we are giving her a performance bonus. She was very pleased. I contact Deluxe, our payroll provider, with the details for Kia's bonus, which will be paid in December. Worked with Kai on 11/29 to complete an application for a Certificate of Formation with the State of New Jersey--for TUUC to be in compliance with NJ employer requirements. This form required a certificate of good standing from the Maryland Secretary of State and a Resident Agent with a NJ address. All told, we spent \$366.50 on the form, the certificate, and to add NJ to our Resident Agent contract with Incorp. Services.

Respectfully submitted, Sue Royer, President, 12/10/2021

Appendix 3: President-Elect's Report

The November 20 auction was a great success! As the chair of entertainment for the event, I helped recruit musicians and find relevant musical clips to help liven up the evening.

I attended the November listening session with the board, where we discussed the eighth principle, reopening, and the general concerns of those in attendance.

In the last few weeks, the nominating committee has begun meeting to choose a slate of candidates for the 2022-2023 church year. We have a list of names and are in the process of reaching out. We are also cross-checking current board members with when

they were elected and what the bylaws say as to whether they can run again or if they have reached their term limits.

Last week, I met Sue Royer for coffee and a general discussion about the state of the church and goals moving forward.

This month, the Program Council discussed how we can harness the energy of prospective members regarding social action and other interests. It's clear that engagement is key to retaining visitors and members. We are considering what steps we might take to both engage the congregation and maximize our impact in social justice work.

Cabin Fever has recently watched The Fly and tick tick...BOOM!

Respectfully submitted, Andrew Hager, 12/10/22

Appendix 4: Treasurer's Report

Treasurer's report for November 2021

Arkady Thompson reports that she is making progress catching up the books, but this month's financial report is only accurate to the extent I have reviewed financial institution statements.

Bank deposits for November total \$33,937.39. The second quarter endowment contribution of \$9,466.10 was moved into the Schwab money market account on November 18.

Breeze reflects donations during November of \$35,697.54. July - November total donations were \$125,969.91, which is an 18% drop from the \$153,706.78 received in the same period in 2020.

The endowment value at month end was \$1,304,418.45. Unrestricted bank balances totaled \$216,583.41.

- Wendell Finner, Treasurer, December 10, 2021

Appendix 5: Church As Employer Report

No employee requested any change to their health insurance plan in November. November was the open enrollment month.

Sue and I met with our Church Administrator on December 1 to share the Board's award of a performance bonus. She was very grateful.

As I shared last month, the UUA has informed us that Minister and staff health insurance premiums will increase by 6% beginning January 1, 2022. And there may be another adjustment of up to 2.5% for age. However, there is no plan to increase again in June (which happened last June.) Also, dental insurance rates will not change.

The TUUC Personnel Committee is currently working on updating our Personnel Manual using a template from the UUA. We had hoped to get through all of it on December 7th. Since we did not, we are scheduled to meet on January 5th to continue our work.

So instead of presenting you with a draft manual, what follows are some of the questions we faced as we looked at our old manual and the UUA's current recommendations for best practices.

It would be helpful to me, as Head of Staff, to receive input from the Board on our Vacation (below) and Sick Leave (pp. 4-5) policy. This way, our payroll company can begin tracking accrual of hours.

Vacation

Our current policy says:

Vacations

- a. Full-time employees will receive four weeks of paid vacation. After five years, vacation will increase to five weeks.
- Vacation cannot be used until after the first six months of service.
- b. A limit of one week's (based upon contracted working hours) vacation may be carried over for one year.
- c. Vacation is earned and will be paid to an employee in the event he/she resigns with notice.

The sample policy from the UUA is not as generous with vacation:

VACATION¹ [NOTE: There are a number of decision points a congregation needs to make about vacation, including:

- a. **Consideration of the length of the church year**
- b. **Eligibility of part-time employees for vacation – often pro-rated for employees working at least 20 hours per week**
- c. **Annual bank of vacation hours or monthly accrual**
- d. **Accrual rates for different lengths of service**
- e. **How much vacation can be accrued**
- f. **Whether it can be carried over from year to year**
- g. **The process for resolving conflicting vacation requests**

¹ **Vacation Policies:** The sample policy outlined in this Sample Manual is a common approach to vacation benefits, but each congregation will want to consider what makes sense in their context. Within reason, there are no legal constraints on whether employers offer vacation or what the policy looks like. Courts will, however, generally expect employers to follow their vacation policies.

- h. Whether summer time vacations are preferred
- i. Whether employees who terminate employment will receive payment for the accrued but unused portion of their vacation and whether only employees who give a certain amount of notice will receive such a payment (Note: many states consider vacation part of wages and require payment for accrued, but unused vacation regardless of the reason for employment termination.)
- j. Whether employees can borrow from future vacation
- k. Whether to offer vacation benefits as part of a paid-time-off (PTO) plan^{2]}

The Congregation grants paid vacation to regular employees scheduled to work at least 10 hours per week at their regular rate of pay based on their length of service with the Congregation according to the schedule below.

Length of Service	Annual Amount of Vacation
0-4 years	2 x employee's regularly scheduled weekly hours
5-9 years	3 x employee's regularly scheduled weekly hours
10 + years	4 x employee's regularly scheduled weekly hours

Vacation accrues each pay period and employees may not use more than the amount accrued without approval of the Supervisor/Minister. Increases in vacation accrual rate will be made on the first day of the month following the anniversary date of the year in which an employee completes their 5th or 10th year of employment.

This year, TUUC is granting four weeks of paid vacation to all employees. This is in keeping with the updated Ministerial agreement. But it is one week less than our current employees had previously been granted. Based on our conversations, I do not envision that the Personnel Committee will recommend reducing vacation time further for existing employees.

However, an example where the UUA policy is more generous than TUUC is with bereavement leave.

The UUA recommends

² **Personal Time Off:** Some employers choose to combine vacation, sick and personal days in one paid time off bank ("PTO") with the total time available being more than the amount for just vacation but less than it would be if vacation, sick and personal accrue separately. There are pros and cons of such a policy choice. See <https://www.thebalance.com/paid-time-off-policy-pto-1918232> for a review of the pros and cons of a PTO plan.

FUNERAL OR BEREAVEMENT LEAVE³

A regular employee will be granted up to 10 days of consecutive work days for bereavement leave to attend to arrangements and to take care of matters attendant to the death in the event of a death of an immediate family member (spouse/partner, child, parent), up to 5 work days for death of a member of the extended family (siblings, inlaws), or 1 work day for other relatives (aunts/uncles, neices/nephews). Additional time may be requested from your Supervisor/Minister.

TUUC's current policy is

Bereavement Leave

TUUC provides up to 3 days of paid leave for bereavement for full-time employees. If an employee needs additional time off he or she may use vacation or medical time with the approval of his or her supervisor. This applies for leave due to the death of an immediate family member defined as parents, spouses, partners, children, siblings, grandparents, stepchildren, stepparents, and spouse's or partner's parents, siblings or grandparents.

The Personnel Committee is going to propose a middle way:

A regular employee will be granted up to 5 days paid work days for bereavement leave and may take more vacation days (up to 10 days total) to attend to arrangements and to take care of matters attendant to the death in the event of a death of an immediate family member (spouse/partner, child, parent). Additional time may be requested from your Supervisor/Minister.

The TUUC Personnel Committee spent a lot of time discussing sick leave.

TUUC's current Personnel Manual reads:

Sick Leave

- a. Full time employees shall earn one day of sick leave per month of service, up to a maximum of sixty (60) days.
 - b. Should the needs of the employee exceed earned sick leave benefits, the matter will be referred by the Personnel Committee to the Board President or his/her designee who will make a decision.
 - c. It is the responsibility of the employee to notify his/her supervisor if taking sick leave.
 - d. Sick leave cannot be taken in less than hourly units.
 - e. Sick leave may be utilized for immediate family illness.
 - f. Accrued sick leave is not payable upon termination.
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But the UUA's recommendation is:

SICK LEAVE⁴

All employees are eligible for Sick Leave. Sick leave is earned upon hire.

- employees who work more than ____ hours per week will accrue sick leave at the rate of _____ per year up to a maximum of _____. Sick leave may be carried over from year to year up to a maximum of _____ hours.⁵
- Employees working less than _____ hours per week shall earn at least 1 hour of sick leave with pay for every 30 hours worked up to a maximum of 4 times their weekly hours.

Sick leave may be used in the event the employee is unable to work due to the employee's own or an immediate family member's illness, injury or other medical condition. While employees are encouraged to schedule appointments outside of work time as much as possible, sick leave may be used for routine dental or medical appointments for the employee or for the employee's child, spouse, parent or parent of spouse.

Employees must notify their Supervisor/Ministers before their starting time if they are ill and unable to come to work. Employees may be required to provide a physician's statement regarding their medical condition.

We decided that we are going to propose a hybrid.

We will honor our commitments to those hired under the existing Personnel Manual.

Moving forward, we are going to propose:

All employees are eligible for Sick Leave. Sick leave is earned upon hire. TUUC will honor the rates of accrual previously set for employees hired before January 1, 2022

For employees hired after January 1, 2022:

- Employees who work more than 30 hours per week will accrue sick leave at the rate of 7 hours per month up to 84 hours per year. No more than 168 hours can be retained, and no more than 84 hours can be carried over to the next year.
- Employees working fewer than 30 hours per week shall accrue sick leave at the rate of 3.5 hours of sick leave per month up to 42 hours per year. No more than 84 hours can be retained, and no more than 42 hours can be carried over to the next year.

Sick leave may be used in the event the employee is unable to work due to the employee's own or an immediate family member's illness, injury or other medical condition. While employees are encouraged to schedule appointments outside of work time as much as possible, sick leave may be used for routine dental or medical appointments for the employee or for the employee's child, spouse, parent or parent of spouse.

Employees must notify their Supervisor/Ministers before their starting time if they are ill and unable to come to work. Employees may be required to provide a physician's statement regarding their medical condition.

Since the vacation and sick time provisions require tracking accrual of hours, Kai inquired of our payroll service if they charge to track sick time and/or vacation time. They do not.

Here was the response:

You currently have on the account set up vacation, sick, holiday and personal. Is vacation and personal to separate buckets of tracking or should only one of them be applied to the employee.

For the leave pay plans do you have a company policy in place to where I know how to set these up in the system.

Example vacation up to 1 year of service employee receive 40hours 1 week vacation. 2-5 years 80hours 2weeks vacation etc. or is it just to be set up so many vacation hours allowed per year and shown as taken when it is used.

Does it accrue? Do any hours carry over to the new year? Is it a use it loose it policy for the year?

In the past, I have kept track of vacation days and sick days...but not in the framework of accrual of time.

If you would like us to begin tracking in January, we need to make decisions about vacation time and sick leave at our December meeting.

If you would rather wait until you see the entire policy, we can delay tracking accrual.

Finally, a benefits issue of which the Board should be aware is that our Outreach Coordinator will be receiving health care from his new employer in the new year. But TUUC will still be paying 5% of his eight hours into the UUA Retirement plan. This is because he qualifies for this benefit under the UUA guidelines:

RETIREMENT BENEFITS

Our Congregation has adopted the Unitarian Universalist Organizations Retirement Plan (UUORP). The plan is an IRS qualified, defined contribution, 401(a)/(k) multiple employer, Church retirement plan designed to help ensure employees of UUA-related organizations have an opportunity to accumulate savings for their retirement years. Every employee has the option to enroll and authorize Elective contributions (pre-tax salary reduction contributions) immediately upon employment, irrespective of hours worked or scheduled.

In addition, in keeping with the Employer's Participation Agreement on file with the UUA Office of Church Staff Finances our Congregation contributes ____ percent of the employee's gross wages for each of our employees who have met the Plan's qualifications.

To be eligible for Employer contributions, the employee must satisfy the Plan's Year of Eligibility Service provision: an individual must have a) worked a minimum of 1,000 hours during a twelve (12) consecutive month period defined in the Plan, or b) have successfully completed a UU Ministerial Internship.

If an employee is employed at more than one participating UU congregation, concurrently or consecutively, their hours of service must be combined to make the initial determination of eligibility to receive Employer's contributions.

More information can be found at: <https://www.uua.org/finance/compensation/retirement>

The TUUC Personnel Committee will continue working on the Personnel Manual early in the new year. I hope to get a draft of our recommendations for the entire manual to you by our February meeting.

**Respectfully submitted,
Rev. Clare**