

**Concord Quarterly Meeting for Worship with Attention to Business**  
**Held at Concord Monthly Meeting**  
**July 22<sup>nd</sup>, 2012**

Meeting began with a period of silent worship. Friends welcomed Winifred Walker Mecherly from Milwaukee and Katie Larsen from Honolulu Meeting, visitors to our Quarter. David Scott welcomed everyone. Friends approved David serving as clerk for Rich Ailes who was unable to attend. There were 25 Friends in attendance. Friends from Birmingham, Concord, Goshen, Middletown, Westtown, Willistown, and Wilmington were present. The agenda was reviewed and approved.

**Charles Spadoni's** status was given by Beth Lawn. Unfortunately, Charlie's appeal was denied. His term goes to the end of 2013. He will be eligible for early release in June. It is a difficult time for Charlie and Beth asked that Friends keep him in their thoughts and prayers. If Friends wish to visit him, they should contact Serita Spadoni first. Cards and letters are always welcomed.

Friends minuted their appreciation for Charlie's two and a half years of faithful service as clerk and assistant clerk.

**Concord Quarter search committee report** was given by Tom Woodward and is attached to the minutes. The committee requested that Friends approve switching from a part time contractor to a part time employee position. There is a legal difference between the two and the committee felt that the coordinator position is more appropriately a part time employee position.

**Friends approved changing the coordinator position to an employee position for a one year contract, no unemployment or severance, and no benefits besides two weeks of vacation.**

The search committee asked Friends to pass along recommendations for any cheaper alternate payroll services.

Friends minuted their thanks to the search committee for the work they have done.

**Treasurer's Report** was given by Ron Ploeg. The Quarter's finances for the past year were distributed to Friends. He highlighted the difference in timing between the covenants that Monthly Meetings send to the Quarter and the timing of paying a part time employee. There is not enough money in the Quarter reserve to cover the three months before the first monthly meeting covenant payment is due.

**Ron asked Friends for approval to designate the existing reserve as a operating reserve to cover three months of coordinator pay and to be repaid at least once a year. Unused operating income from the last fiscal year and interest income will be placed into this operating reserve. Friends approved.**

**Friends approved resuming requests that Monthly Meetings send contributions to the Tuition Endowment Fund in any amount that they deem appropriate.**

Ron announced that Bruce James' transition as Treasurer is moving forward.

Ron presented the proposed budget for the Quarter. He noted that the planning committee has not fully seasoned this budget, but is asking for approval of the budget as the Quarter is beginning the year now. **Friends approved the proposed budget.**

Friends minuted their gratitude for Ron's three years of dedicated service as Concord Quarter Treasurer and offered their best wishes in his new role as PYM Treasurer.

**Environmental Festival Status** was given by Pam Costanzi. There were seven people in attendance for the first meeting they are putting together an outline for the festival. Pam asked that friends interested contact her.

Concord and Willistown's Joy's and Challenges were reported and are attached to the minutes.

**The Hickman report** was given by Debra Ward Sparre and is attached to the minutes.

**Coordinator's Report** was given by Beth Lawn and is attached to the minutes.

Friends approved a minute of gratitude for Beth's eight years of dedicated service on behalf of the Quarter as its coordinator. She will be missed.

Meeting ended with a period of silent worship.

Respectfully submitted,  
John Lavin  
Recording Clerk

David Scott  
Clerk (pro tem)

**Statement on Using an Employee Model for Concord QM Coordinator  
For Quarterly Meeting on 7/22/2012**

The hiring sub committee tasked with finding a new coordinator consists of Rich Ailes, Ray Hamilton, Pete Lane, Beth Lawn, Valerie Peery and Tom Woodward. We have met 3 times via conference call since our called session held on June 10. Included on some of those calls have been David Scott, Bruce James and Ron Ploeg.

Our first conference call started by reviewing some materials provided by Valerie Peery regarding the differences between a contractor and an employee. The materials made it very clear to all those on the sub-committee that what our job description and our past experience with Beth Lawn pointed to was legally an employee rather than a contractor. Our 2nd meeting included Bruce James and David Scott. Again we discussed the job description as currently approved by the Quarter in light of information from the IRS and other sources regarding the employee/contractor distinction. This time it was pointed out that some aspects of the coordinator position lent itself to that of a contracted position. But further discussion had all on the call agreeing that hiring an employee rather than seeking a contractor made more sense for the Quarter.

For our 3rd call, Beth Lawn did some research on 2 payroll services, one used by Western Quarter and one suggested by a staff person at PYM. Costs for this service were in the \$900 to \$1000 range, with the provider handling all check processing, tax and fund transfers and legal paper work, keeping that burden off our treasurer. When we added up the transaction costs for a part time employee at \$20/hour for 20 hours per week with some expenses provided and a 2 week all purpose leave benefit, the amount came to \$27,372, well within the \$32,000 which is the total all of our Meetings have committed to for this fiscal year. This solidified our sense that the employee model was the optimal one to use for hiring a coordinator. Ron Ploeg was part of our 3rd meeting and he stated his approval of the work that was done on coming up with a financially sustainable approach.

Since the following statement was in our called session minutes: **"The Quarter will be requesting a part-time contract position, and the treasurer will have to provide the compensation amount to the IRS"**, it was the sense of the committee that we had to take this new direction back to Quarterly Meeting in July and ask for approval to hire a part time employee rather than enlist the services of a contractor. The clerk was also asked to send an email out to clerks of Meetings and members of the QM Planning Committee to let them know of this request to shift to an employee model. This was done the week of July 11.

Below are questions posed to Cliessa Nagle, PYM HR staff, about Concord QM's Job Search regarding employee/contractor after she'd reviewed our job description.

From: Rich Ailes [mailto:railesjr@ailesdodson.org]  
Sent: Tuesday, July 03, 2012 9:24 AM  
To: Cliessa Nagle  
Subject: Re: Concord Quarter new hire concern

Cliessa

Does this job description lend itself to an employee model of contractor model? ***This is looks like an employee job description.***

Do you think we would get into trouble with the IRS if we pursued this job description with a contractor model? It is possible to get in trouble if reported in some way? ***The route of reporting would be at the state level of Labor Relations.***

If we were to hire a contractor, does that entail more awareness on the part of the planning committee in how they interact with the contractor? ***The Planning Committee would set out general expectations, but it would be up to the contractor as to how to perform the specifics. This assumes a high level of independence and professional training on the part of the contractor. An expectation that a contractor would do administrative tasks usually indicates an employee relationship. Additionally the requirement of attendance at frequent meetings also indicates an employee relationship. I would advise that Concord Quarter obtain some labor law advice before making final decisions. That would include drawing up an appropriate contract if a contractor relationship is desired.***

The position will be for 20 hours per week with a starting rate of \$18.00 per hour for an evaluation period the first 90 days. After this period if members of the planning committee agree that the employee is a good fit for the Quarter, employment would continue with a rate increase to \$20 per hour. At that time the benefit of 10 days of paid all purpose leave would be available to be used by the employee for the next 12 months. The Quarter will pay the employer required Social Security and Medicare taxes and Workman's compensation, and withdraw the necessary Federal and State taxes each pay period using a payroll service. Mileage for work purposes and event, newsletter, and office supply costs will be reimbursed by the Quarter.

Expenses for the annual estimated costs appear below (including the cost of paying our current coordinator on a part time basis during the transition to a new coordinator).

**The hiring sub committee requests that the Quarter approve the hiring of an employee for the coordinator position for the coming fiscal year.**

**Estimated Costs for 20 hr/week Coordinator for  
Concord Quarter**

<b>AccuPay Payroll Service fees</b>	<b>\$\$</b>
16.32/per pay base charge	424
11.7/per pay tax filing fee	304
3/per pay estimated direct deposit fee (if paperless option taken)	78
24 annual w-2 fee	24
60 annual return fee	<u>60</u>
<b>Total</b>	<b>890</b>
3.5/per pay mail check charge option if direct deposit not used	91
<b>Employee Salary &amp; Funds</b>	
Annual Salary with 2 weeks Vac	20800
Employer Social Security tax (includes 2 weeks vac)	1591
300/yr estimate workman's comp	<u>300</u>
<b>Total</b>	<b>22691</b>
<b>Estimated expenses</b>	
newsletters (4) print and mail	1600
mileage	1400
events	600
office supplies	<u>100</u>
<b>Total</b>	<b>3700</b>
<b>Part Time Summer Employee (Beth Lawn at 10 hr/week \$25/hr)</b>	<b>2250</b>
<b>Salary and Funds</b>	<b>22691</b>
<b>Payroll Service</b>	<b>890</b>
<b>Expenses</b>	<b>3700</b>
<b>Part Time Summer Employee</b>	<u><b>2250</b></u>
<b>Total Cost</b>	<b>29531</b>

CONCORD MONTHLY MEETING  
Report on Joys, Concerns and going forward  
July 2012

Concord Meeting in Delaware County, Pa has a long history going back into the 17th century. Currently the Meeting has been experiencing a very small number of attendees though the membership roster would indicate a much larger gathering of friends. The Nursery School after 38 years will not be able to function this coming year due to lack of enrollment. Maintenance issues that have been postponed for years have recently been dealt with. After many years, the Concord Meeting roof was worn to the point that it had to be replaced. Happily the Meeting was able to go forward and the new roof should be secure for many years to come.

Our member, and Chichester Meeting caretaker, Robyn Young, has worked hard to successfully reacquaint and connect the community with the historic Chichester Meeting house.

It was with blessings of peace, joy and love that A Traveling Minute from Concord Monthly Meeting for member Brenda Beadenkopf's attendance at the April 2012 World Conference in Kenya of the Friend's World Committee.

In going forward it is the hope and aspiration of the Meeting to grow our membership and come to a resolution regarding the future of our Nursery School.

Raymond Hamilton  
Assistant Clerk  
Concord Monthly Meeting

July 22, 2012

To: Concord Quarterly Meeting recorder  
Fr: Willistown Friends Meeting  
Re: Annual Report from Willistown  
Submitted by: Pamela Costanzi

The past fiscal year at Willistown Friends Meeting, which just ended June 30<sup>th</sup> was an active and spirit-filled year.

Highlights included:

- A balanced budget with donations from nearly 100 members and attenders
- Several new families joined Willistown this year and have become active on committees
- Major renovations to the First Day School, including water and mold remediation, painting, repair to walls and new flooring. Old toys and materials were removed and existing and new toys and materials were organized. It looks great and, more importantly, is a safe and welcoming environment for our growing FDS.
- As part of the overall interior and exterior building improvements, two high power dehumidifiers were installed to remove moisture AND improve air flow throughout the building
- Major tree work was done to protect the building from damage and to prepare 4 Ash trees from the impending arrival of the Emerald Ash Borer.
- Gutters were replaced to draw water away from the building. Additional projects to address water remediation for the lower level are in the works.
- Plans are being discussed to add a handicap accessible ramp to the exterior of the building to allow for wheelchair access to the 2<sup>nd</sup> floor Social Hall.
- The Peace and Social Action Committee has energized members and attenders in support of projects at the Safe Harbor shelter in West Chester and has conducted monthly collections of food and money for the West Chester Food Cupboard.
- While the past year marked the loss of some long time members, the year also brought new members – particularly young families – to the Willistown Community. We continue to thrive.

Coordinator's Report  
July 2012

The last several months have been very busy with many meetings, programs at quarterly meetings, and a called meeting to discern way forward with the change in our coordinator program necessitated by loss of funding from Yearly Meeting. We have taken our time and heard all voices and made a sound decision that will carry us forward in a manner that honors both our time and financial resources. A sub group of the Planning Committee has begun a search for a 20 hour a week coordinator who will help facilitate connections among the monthly meetings, and between the monthly meetings and the Quarterly Meeting. Community building programs will continue, but of necessity, some work formerly done by the coordinator will have to be taken up by volunteers. Our Quarter has grown stronger over the past years, and will continue to do so with the help of all its members.

With the new fiscal year July 1 we welcome a new treasurer, Bruce James, and a new assistant clerk, Bruce Harrison, both from Westtown Meeting. Rich Ailes and John Lavin will continue as clerk and recording clerk.

I ended my official work as your coordinator, and as an employee of PYM, on June 30. My position and those of the four other quarterly meeting coordinators on the PYM payroll have been laid down as of that date. I am continuing to serve in a very part time capacity until a new coordinator is hired. This past month I have been assisting the Planning Committee's work to hire a new coordinator, the Youth Committee in make plans for the fall, and also the group of people looking into holding a Quarter-sponsored Environmental Stewardship Festival next year. I am also keeping up communications and handling other ongoing work such as the Tuition Aid Fund and, of course, assisting with events. The picnic and tubing went well this year with 34 people participating, up from the last two years. Planning for events for the coming year will start at our meeting in August.

It has been my privilege to serve you these past almost 8 years. Working together we have seen our quarterly sessions grow stronger with wonderful programs for both adults and children and increasing attendance; we have taken on service projects; put together educational programs and intergenerational events; formed a youth group; danced together; floated down the Brandywine together; and grown together in love and in service to one another and our communities. Since I am not a member of Concord Quarter, I will no longer be among you as you continue the work we have started together. I leave wishing you many blessings as you continue your journey into community. I will miss you all. Please don't forget to invite me to the square dance and the tubing next year; I'll bring my granddaughters and introduce them to Quakers at their liveliest!

With much love,

Beth Lawn

The Hickman  
Annual Report to the Concord Quarter  
July 22, 2012

#### Sharpless-Hall Replacement

The Hickman Board of Managers and administrative staff currently are working with ParenteBeard to prepare a financial analysis of the various program models that could be housed in the new Sharpless-Hall building. Our Strategic Planning Committee is working with the goal of having a plan in place by the end of 2012.

#### John Schwab's Retirement/Succession Plans

As some of you may know, John Schwab, our President/CEO, will retire at the end of this year after more than 28 years of service to The Hickman. While John will miss his role as leader of The Hickman, he is looking forward to having the freedom that retirement brings, including time to spend with his new grandson, Spencer David Schwab.

Our Search Committee is working with a representative of CliftonLarsonAllen (formerly ThirdAge), who is doing a thorough search to find just the right person to complete the Sharpless-Hall replacement project, maintain The Hickman's reputation within our community, and help The Hickman grow and expand in the future. While John will be greatly missed, we look forward to the opportunities that this change will bring.

#### Surrey @ The Hickman

Last year, The Hickman and Surrey Services for Seniors collaborated to develop Surrey @ The Hickman, bringing home care to seniors in the Greater West Chester area. Karen Wolfrom began her work as Director of Surrey @ The Hickman on August 1, 2011, and the business has grown and prospered under her fine direction. The Hickman and Surrey Services continue to provide in-kind support to this start-up company and see great value in helping seniors age in place. Services offered include transportation, information and referral services, home care, daily money management, home maintenance, and social and educational activities.

#### Mary Taylor House

The Mary Taylor House has been open for just over one and one-half years. All units are leased. Pennrose Management Company manages the building for us. Mary Taylor House residents have become a cohesive group of caring friends and neighbors. They enjoy many activities together, including a wonderful Thanksgiving feast and New Year's Celebration. Daily, they can be found in the lobby library or community room putting together jigsaw puzzles or playing games on a regular basis. The Hickman is thrilled to have this addition to our campus.

#### Quaker Block

The members of Quaker Hill – West Chester Monthly Meeting, the Friends School and The Hickman – meet monthly to discuss items of interest. We believe that it is important to maintain open lines of communication and to work together to the benefit of the all involved.

#### Staffing

This year we bid farewell to some employees and welcomed others. New employees are:

- After many years with the Coatesville School District, Pedro Quiñones joined EMS and serves as our Director of Plant Operations. Khamphanh Sanouvong, who retired in 2010, found that he missed being at The Hickman and returned to his role in our Maintenance Department in August of 2011.
- Joe Barna, our new Dining Services Manager, has brought some new and exciting ideas to The Hickman dining rooms. He also is working with West Chester Friends School to cater student lunches in the 2012-2013 school year.
- Emily Siolek is our new Admissions/Marketing Director. Emily comes to us after 15 years at St. Francis County House. She is currently working to update our website and improve our marketing process in an effort to attract more residents to The Hickman.
- Andrew Batten joined The Hickman as Finance Manager in January 2012. Because he was previously employed by our auditors and was familiar with the management of our finances, this was a smooth transition.
- Paula Carman is ending her employment at The Hickman as Human Resources Director/Business Manager to return to her home state of Texas and Jayne Capwell-Gibbs will be taking her place. Jayne has extensive experience in human resources and the senior care industry.
- Additional new employees include Kathleen O'Connell, Development Associate, and Victoria Schmidt, Reception.



### Chaplaincy Intern

We were very fortunate to have Leslie Homer-Cattell with us for six months. Leslie, a chaplaincy student of the Mennonite faith, was able to add to the spiritual life of our residents through activities and one-to-one chats with residents who were in need of a compassionate ear.

### Governance

The Hickman's Board of Managers is currently made up of 18 members, 11 of whom are Quaker. Bob Adams is in his third year as Board Chair. Our board members bring a wide variety of gifts and talents to The Hickman

### Development

Despite the continued economic uncertainty, The Hickman had another successful fundraising year in 2011. Highlights include:

- Total revenue of \$347,401, which was an increase in non-bequest giving of nearly \$30,000 from fiscal year 2010
- Upgrade revenue (donors who increased their giving) increased 233%, while downgrade (donors who decreased their giving) revenue only increased by 167%. We had some of both, of course, but this report shows we had a much higher percentage of donors who increased their giving versus decreased their giving, which allowed us to realize a net gain of \$41,732. This is particularly important because discretionary giving has decreased slightly in the past year because of the recession and economic uncertainty.
- In 2011, 11 grant proposals were written, with awards totaling \$148,354 (\$50,000 for Surrey @The Hickman start-up costs). Only 2 proposals were denied, which is a remarkable success rate, given the decrease overall in grant funding available. In addition, The Hickman received \$46,700 in unsolicited grants – including \$5,000 for Mary Taylor House, \$20,000 in Resident Assistance and the balance in unrestricted funds.

Respectfully submitted,  
Debra Ward Sparre  
Board Member