

Unitarian-Universalist Church of Nashua, NH (UUCN) Board

of Trustees (BoT) Meeting

March 14th, 2016

Present: David Hudson, Kate O'Shea, Mike Wilt, Mary Licking, Lance Pratt, Rick Spitz, Steve Hedges (remote via telephone), Ellen McCormick, and the Reverend Allison Palm. Absent (excused): Carol Wagner. The remote connection regarding one Trustee was necessitated by employment assignment.

The timekeeper was Lance. Lance also performed the reading for the chalice lighting. BoT members were invited to Check in. David led a discussion of the proposed consent agenda, which included the minutes for February 8th, 2016. A motion passed made by Ellen and seconded by Lance to approve the consent agenda.

David led the discussion regarding the White Wing Board Status report (see attached). In addition to the remarks on report submitted, he indicated things for this year are going well. Regarding the future, there is a Search Committee for a new Director and the fact has not changed that there is a robust talent pool as reported to the BoT last month.

The Reverend Allison Palm gave the Minister's Report (see attached). The Reverend Palm noted, in addition to the remarks in the report, 1) an Adult Spiritual Development Committee is desired 2) regarding current year pledges there is about \$85K left to collect 3) regarding current year we have not received yet what we budgeted for in rentals and we have not yet received a cemetery cleanup amount 4) the March 23 new member class has a registration of about 6 to 8. David noted that in addition to the remarks in the report, that he had volunteered to serve as delegate to the NNED 2016 and Mary confirmed it. Mary added that recently Henry Zalman has offered to serve as an NNED 2016 delegate. Ellen offered at the meeting to serve as an NNED 2016 delegate.

David and Allison led a discussion on the governing policies. A motion made by Rick and seconded by Mary passed: On Policy E: Primary, Secondary & Tertiary Stakeholders (see attached one page), under Primary Stakeholders, Voting members is to be changed to "Members" and "Future generations" is to be added. Under Secondary Stakeholders, "New England Regions of the Unitarian Universalist Association is to be added. Then, on Policy B: Monitoring Executive Director Performance, there was no motion per se, but it was consensus of the BoT that a table immediately under the words, "Table needs further refinement" (see attached two pages) needs to be the subject of a "refined table" that will be proposed by a group composed of 1) Ellen, 2) Lance, and 3) the Reverend Palm. The discussion on governing policies follows observations made about those policies at the BoT's Startup Retreat that was held March 12th. The Reverend Palm has done some research on costs in the local area regarding external monitoring, in terms of an audit of finances, and has learned there are at least three levels and those levels are priced in terms of the depth they offer. Near the top of the range is a cost of \$15K. An external audit is recommended by the UUA every three years.

David led the discussion regarding a group of topics. It was consensus of the BoT that: 1) Rick make some recommendations by May meeting regarding linkage (between the BoT and the Stakeholders). 2) Deep listening sessions are to be held on White Wing School (WWS), the budget(s), and on bylaws. It was noted that the Bylaws Review Committee just appointed has not yet met. 3) UUCN's Annual Meeting will be June 5th after lunch and the Youth Group will be contacted to learn of their interest in being part of providing lunch (instead of the breakfast they have planned for that day) with the thought being the BoT discretionary fund contributes \$200 towards it and the Youth Group can put out a donation "tip" basket for their aspiration to attend the UUA GA 2018. 4) A new fiscal year will be created and its first full year will run from July 1, 2017 – June 30, 2018. To fill in the gap between what we have now and that new fiscal year, there will be a fiscal year to be called FY 2017 that will run from June 1, 2016 – June 30, 2017, but it is possible that the "gap" year will be divided into a one-month fiscal year and a twelve-month fiscal year. Allison will fashion straw man budgets for that gap scheme. 5) On whether there is a role for another line item in the budget regarding the BoT besides

the Board Discretionary Fund, for example, for a BoT retreat, at this point in time it appears no. 6) Next month the Invested Funds Committee will submit to the BoT two policies that it is crafting. 7) WWS visioning, aka mission visioning for WWS, is to be discussed by the BoT at its regularly scheduled meeting next month and, in preparation, the White Paper on WWS that was on the blog last year will be posted there again.

The timekeeper's report was provided by Lance. Closing words over the chalice extinguishing were provided by the Reverend Allison Palm. A covenantal check out was performed. A motion to adjourn passed made by Lance and seconded by Kate.

Volunteers slated for BoT tasks are named in Lists #1 and #2 below. List #3 below includes upcoming dates of events and List #4 describes attachments to these minutes. Lists #1 through #4:

List #1 Words of Welcome & Church Service Announcements:

Mar 20 Youth Group, Mar 27 Mary, Apr 3 Dave, Apr 10 Mary, Apr 17 Steve, Apr 24 Lance, May 1 Rick, May 8 Kate, May 15 Mary, May 22 Ellen, May 29 blank, June 5 blank, June 12 blank, June 19 blank

List #2 BoT meetings: Chalice lighting: Apr. 11th – Kate, May 9th –Carol, June 13th – Rick; Timekeeper schedule: Mar. 14th –Steve, Apr. 11th – Mary, May 9th – Ellen, June 13th – Lance

List #3 Upcoming Dates: Event Dates Listing:

Monday, April 11th, Next BoT meeting, 7:00 pm, Youth Room

Saturday, March 19th, Church Auction, Parish House

Saturday, April 2nd – Leadership Summit at UUCN

Friday, April 8th – NNED Reception at Hampton Inn, Bow, NH, 8 - 9 pm

Saturday, April 9th, Northern New England District of the New England Region of the UUA Annual Meeting, 8:30 - 9:30 am is Light Breakfast – 3 pm at the UU church in Concord, NH

Saturday, April 10th, The Reverend Allison Palm's Installation as Settled Minister of UUCN, 4 pm at UUCN

Monday, April 11th, Next BoT meeting, 7:00 pm, Youth Room

Sunday, June 5th, after lunch (plan is for lunch available at UUCN), UUCN Annual Meeting

Wednesday, June 22nd – Sunday, June 26th, UUA General Assembly (GA) at Columbus, Ohio

List #4 Attachments to these minutes:

BoT Minutes for Feb 8th, 2016 meeting, 2016'03 White Wing Board Status Report for March 14th, 2016, v1b; 2016.03 Minister's Report to the Board of Trustees; Governing Policies [posted on uunashua.org on March 14, 2016] 1.E Ends. Stakeholders (one page), III.B Board/ED Monitoring - "table needs further refinement" (2 pages) /// End of attachments listing ///

Minutes submitted by

Mary Licking,

Clerk, Unitarian-Universalist Church of Nashua, NH

Revision 2b

Minutes, UUCN Board of Trustees Meeting, February 08, 2016

Please see uunashua.org, click on Our Church, then click on Governance, then click on Board of Trustees, or else see the physical posting of the minutes in the Dining Room at UUCN, or else inquire at the UUCN office.

White Wing Board — Status Report

March 14, 2016

Highlights

- Prepared publicity for WW parents and Nashua community regarding White Wing's NAEYC accreditation and our high marks from that process.
- Revised our interim operational plan (while we search for a new director) to accommodate NH Licensing requirements. There was a 60-day grace period that has expired. (See first item in 'personnel issues' below.)
- Director Search Committee eliminated second round of applicants and began preparations to bring in third round for on-site interviews starting week of Mar 14.
- Continued Work on overall WW Marketing Strategy.
- Enrollment for 2016-17 is around 20 students compared with this year's enrollment in the mid 40s. We know that number will climb and are actively working to ensure enrollment mirrors this year's numbers.
- We remain concerned about hiring a new director before we have a better sense of enrollment next year.

Personnel Issues

- State of NH licensing permits "unqualified" director for only 60 days, so Hal Holway has stepped down as Interim Director, and Donna Dye and Cathy Seavey will share interim duties—as qualified co-directors—going forward.
- Met with Staff to determine continuing needs during interim.

Marketing and Student Recruitment:

- Updated current families on interim plan. (See attached.)
- Reviewed results from survey of WW parent needs for 2016-17 year with the teaching staff to determine schedule of program offerings for the 2016-17 school year.
- Revised advertising plan for Winter-Spring 2016.
- Planning for Open House (Mar 16) and Step-Up day promotions for Winter/Spring 2016.
- Began assessment for continuing improvements to White Wing web site and executed some initial changes.

Financial:

- Continued and improved last month's calculations of potential salary range for new WW Director position and different ways to save money with a new administrative structure.
- Paid \$10k of our traditional \$23k contribution to the church.
- Drafting budget scenarios for various enrollment levels next year.



March 14, 2016

Dear Parents:

With all this warmish weather, it's hard not to get excited about spring. As winter winds down, we wanted to give you an update on the search for a new Director.

As you know, we've assembled a Search Committee comprised of parents, staff, and WW Board members. In January we posted ads for the position, crossed our fingers, and hoped for the best. We have been amazed by both the volume of responses and the caliber of the candidates. Even after our initial chats with the applicants we still have a long list of exciting choices.

Naturally, we think our next Director should be pretty wonderful. Everyone has encouraged us to take our time and find the right person. With so many excellent candidates, we know that won't be easy. The Search Committee wants to be thorough and careful as they go through the process.

In the interim, the staff and our teachers have been working extra hours to cover the day and make sure things are running smoothly. We have been thrilled by their willingness to help, and can't thank them enough for stepping up so graciously. In addition WW Board members, especially Donna Dye, have been juggling a variety of additional duties.

Given that our Search Committee needs more time, we thought it might be best to formalize the interim process. Going forward, Donna Dye and Cathy Seavey will share the interim director's duties, which will allow our teachers and board members to focus on other things. Some teachers will continue to work a few extra hours and the board will still be involved, but with Donna & Cathy stepping into expanded roles, we'll be able to streamline our efforts and bring some clarity to those efforts. (It's worth noting that Donna served as WW Director for six years in the past.)

Finally, the board has begun turning its attention to next year, which will be our 58th year in operation. White Wing has been providing quality preschool education with a thoughtful touch for a long time and we look forward to doing so for many, many more years to come.

We thank you for your support, but more importantly, we thank you for sharing your young children with us every day. One walk down the hall is all it takes to see what a special place a preschool can be.

Best regards,

A handwritten signature in dark ink, appearing to read "Hal Holway". The signature is fluid and cursive, with a long, sweeping underline.

Hal Holway, President
White Wing School
Board

58 Lowell St, Nashua, NH 03064 • (603) 882-1041 • whitewingschool.org



White Wing is proud to be accredited by the National Association for the Education of Young Children.

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
March 13, 2016

1. WITHIN

The Unitarian-Universalist Church of Nashua is a spiritual home where members and friends experience personal transformation by: Participating in varied and meaningful common worship that nurtures, challenges, and inspires; Exploring religious values and discovering individual truths; Joining in fellowship with other members and friends.

- Average Sunday attendance so far this year: 207 (combined worship & RE)
- T-UU-sday Adult Spiritual Development Offerings as continued, with an average of 7 participants each evening.
- Wisdom Path class has continued, with an average of 10 participants, led by Moe Daniels and Steve Ladew
- Religious Education enrollment has reached 101.
- 20 + members went to Cardigan Mountain on March 4-6. I joined the group for the day on March 5.
- Planning for my Installation on April 10 is well underway. We've got 10 + people on the planning team.
- The Children's RE program has now held three chapel services. All have been well received. I led the service with Sandra on February 28, and spent the day in the Religious Education classes.
- Summer service planning is underway. I will be preaching once in July and once in August. The rest of the services will be lay-led.
- Emma Sousa is no longer doing the projections for the services. The AV team is working on recruiting a team of folks to take on this task.

2. AMONG

The Unitarian-Universalist Church of Nashua is a welcoming religious community for all ages where we live our mission by: Creating a beloved community where we minister to one another; Supporting and respecting one another in our daily lives and our religious journeys; Generously giving of our time, talents, and money; Being good stewards of our church resources in pursuit of our mission.

- 11 residents attended my third small group meeting at the Huntington.
- Our "Saying Yes" Stewardship Campaign officially concluded on March 6. The Stewardship Team and others held a Phone-a-thon on March 13. We have raised \$282,106.67 so far from 142 pledge units.
- Online pledging is live! Thanks to Mike Wilt and the Stewardship Team for all their work to set it up.
- Sherri has begun sending monthly budget snapshots to the chairs of all Committees and Teams around the 20th of the month. Our hope is to keep chairs better apprised of the state of their budgets.

- We are in the midst of the budgeting process for next year. Requests are due by March 15.
- Five members of the Stewardship Team attended a regional workshop on Stewardship on March 5.
- The Pastoral Care Team sponsored a workshop on February 27 called “Listening in the Service of Healing,” led by Aaron Pawelek, of the New England Pastoral Institute. 25 people attended, including 3 members of the Chelmsford congregation.
- I held my third PercUUlate conversation, with the topic of Membership on February 28. 20 people attended.
- The Church Auction is coming up on March 19. The organizers (Jenn Morton, Michelle Morrison and Kate O’Shea) have been putting in an enormous amount of work to make it a success. They will be offering recommendation for the future from their experience. The biggest challenge is storage for donated items.
- An anonymous donor has offered to pay for new choral risers to be built for the sanctuary. The Music Team has been working on this possibility for a couple of years now, as the current riser is too small and increasingly dangerous given the size of the choir.

3. BEYOND

The Unitarian-Universalist Church of Nashua is a beacon of liberal religious thought and action, making a positive impact in our neighborhood and in the world by: Promoting our values and programs so that others will hear our voice and have the opportunity to join us; Welcoming people who are seeking a spiritual home and personal transformation; Partnering with other congregations and institutions in advocating for and promoting social justice; Actively participating in regional (Northern New England District) and national (Unitarian Universalist Association) Unitarian Universalist programs and activities.

- The next Membership Class will take place on March 23rd. 6 participants are confirmed and 5 more may attend.
- The Black Lives Matter Working Group has begun a 3-part discussion of the book *The New Jim Crow*. The conversations are open to anyone on the congregation.
- David Hudson, Ellen Barr and Lori Lerude are confirmed as delegates for General Assembly. Seth Bonvouloir may serve as a Youth delegate. We still have room for at least two more delegates, if you know anyone who would like to serve.
- Mary Licking and John Sanders are confirmed as delegates for the Northern New England District Annual Meeting. We still have room for additional delegates. It would be great to have some more Board members present.
- I have been nominated to serve a three-year term as Northern New England District Secretary. I am honored to be nominated and hope my connection to the Board will help UUCN stay connected to the district as well.

4. ORGANIZATIONAL HEALTH & EFFECTIVENESS

- It turns out that Nixon-Peabody Law Firm in Manchester was not able to review our 501c3 forms pro bono because of the size of our endowment. Sherri has given the forms

to Valerie Raudonis, a lawyer in our congregation, to review instead. They will review the forms together on 3/17.

- The Personnel Team has met with Lori L., Sherri, and Sandy to review job descriptions and get input on the Personnel Manual. We will meet with Sandra on 3/14. Jed is going through a slightly different process with the team, as his job description was not updated in the 2013/14 round of updates, and needs a complete rewrite. This process is also underway. The Music Team has received a draft to review.
- I am beginning to plan a timeline and process for next year's DLRE search. I hope to have a Search Committee in place by this summer.
- Casey Apfelberg, our Baby/Toddler Lead Caregiver, resigned her position. She has just begun a full-time job that requires weekend work. Lori L. has placed an ad to find her replacement, and four applications have been received. In the interim, adult volunteers with CPR training have been filling in.
- Training with Lori B. continues. Sherri has been taking on the bulk of this work.
- Sherri has recently joined a team of other UUA Administrators to research and review church databases.
- The staff have begun the calendaring process for the next church year.

5. FINANCES (as of 3/9/2016)

Line Item	Year to Date	Budget	Notes
INCOME			
Endowment	\$118,264.14	\$149,662.00	
Pledges	\$198,032.57	\$283,108.00	
Other Income	\$42,150.00	\$53,600.00	Includes \$10,000 White Wing contribution
TOTAL INCOME	\$358,446.71	\$486,370.00	
EXPENSES			
Budgeted Outreach	\$2628.48	\$3800.00	
Denomination	\$19,829.00	\$19,414.00	more members than budgeted
Board Discretionary	\$604.00	\$1500.00	
Membership	\$9775.79	\$12, 859.00	
Music	\$18,664.43	\$23,816.00	
Operations	\$111,999.28	\$127,771.24	
Outreach Disbursement	\$22,252.69	\$35,000.00	
Property	\$61,158.65	\$73,925.00	
Public Relations	\$2,991.50	\$3000.00	New sign
RE	\$50,924.92	\$78,860.00	
Search Committee	\$114.35		Late reimbursement
Social Justice	\$200.00	\$1000	
Spiritual	\$97,992.41	\$140,903.04	
Uncategorized	\$1018.09		
TOTAL EXPENSES	\$400,153.59	\$521,848.28	
	-\$41,706.88	-\$35,478.28	

What follows is one page from the Governing Policies [of UUCN] found on uunashua.org

Policy D: Moral Ownership

In consideration of the governing policies of the Unitarian-Universalist Church of Nashua, the Board of Trustees is accountable to the moral owners of the church. The moral owners of this church are all those people who embrace our mission and participate in its accomplishment. Moral ownership includes future generations who will succeed those of us engaged in this church in the present.

Policy E: Primary, Secondary & Tertiary Stakeholders

In accomplishing its mission and ends, the Unitarian-Universalist Church of Nashua will prioritize its planning and resources first towards its primary stakeholders, next towards its secondary stakeholders, and then towards its tertiary stakeholders, as such groups are defined below:

Primary Stakeholders

- Voting members
- Our minister and staff
- Friends of the church of all ages who participate in church programs and/or contribute to the operating budget
- Children of voting members or friends
- Potential members who are seeking to find a church community with a mission like ours

Secondary Stakeholders

- Our associated organizations such as the Nashua Cemetery Association and White Wing School
- Unitarian Universalist Association and its associated organizations, such as the Unitarian Universalist Service Committee
- Northern New England District of the Unitarian Universalist Association
- Other Unitarian Universalist churches
- Organizations that are recipients of our Outreach Collections or with which we maintain membership (Granite State Organizing Project)

Tertiary Stakeholders

- Neighbors and the greater Nashua community
- Nashua Interfaith Council
- Building users & renters
- Vendors and workers hired by the church to perform tasks temporarily
- Other funders
- People served by the organizations that are recipients of our Outreach Collections

II. Governing Process

According to the by-laws of the Unitarian Universalist Church of Nashua, N.H., the ultimate authority for all matters pertaining to the operations of the Church rests with the Congregation. The Board of Trustees, acting on behalf of the Congregation, sets Church policies, and monitors the execution of those policies.

Policy A: Board of Trustees' Job Description

Summary: The Board acts on behalf of the moral owners of the Unitarian Universalist Church of Nashua

What follows is two pages from Governing Policies [of UUCN]
from uunashua.org

directed by the board and that allows a “prudent person” test of policy compliance.

3. Upon the choice of the board, any policy may be monitored by any method at any time. However, each Ends and Executive Limitations policy of the board will be classified by the board according to frequency and method of regular monitoring (see chart). As often as possible, these reports should be included in the board mailing for regularly scheduled board meetings so that trustees may thoroughly review them prior to the meeting.
4. The standard of compliance shall be "any reasonable interpretation" of the Board policy being monitored.
5. The Board will monitor the performance of the Minister in both his or her executive and ministerial roles. Performance reviews of church staff are the responsibility of the Executive.

Table needs further refinement

Policy # and Name	Method	Frequency
I B: Ends Statements (Program Outcomes)	Internal report	Monthly
	Internal report (membership)	Quarterly
	Direct Inspection	Annually
II A: General Executive Team Constraint	Internal report	Semi-Annually
	External report (Audit)	Annually (Spring)
II B: Staff/Volunteer Treatment	Internal report (staff changes)	Monthly
	Direct inspection	Annually (including grievance procedures)
II C: Compensation and Benefits	Internal report	Annually (Summer)
II D: Financial Planning	Internal report (planning)	Quarterly
	Direct inspection	Annually (Fall)
II E: Financial Condition	Internal report	Monthly
	External report (Audit)	Every 3 years (or more frequently as determined by the Board)
II F: Asset Protection	Internal report	Every 3 years (or more frequently as determined by the Board)
	External report (Audit)	Annually (Spring)
II G. Conflict of Interest	Internal	Semi-Annually
II H. Communication and Counsel to the Board	Internal	Semi-Annually
II I. Facilities Planning	Internal	Semi-Annually

Strategic Plan (Revisit)	Internal Report	Semi-Annually
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Policy C: Resolution of Policy Violations

If the Executive deems it necessary to violate a Board policy, or if the Executive otherwise becomes aware of a violation of Board policy, the Executive shall inform the Board as soon as reasonably possible. In such instances, the Board's operating assumption shall be that good faith decisions of the Executive deserve the Board's respect and consideration.

The board will pursue the following process in the event that it determines a policy violation has occurred.

(See Policy _____.)

Step	Action
1	The Board will inform the Executive Director of the policy violation.
2	The Executive Director will submit to the Board a written plan to remediate the violated policy and present the plan for approval at the next board meeting.
3	If, after a specified period of time, the Executive has not corrected the policy violation, the Board will place written documentation of non-compliance on file.
4	If the policy violation continues, the Board may consider suspension and determine how to notify the congregation, the means of doing so, and the content of the communication.
5	If the problem is not resolved, the Board may take further action it deems appropriate, including but not limited to withholding salary increases, reduction in salary, terminating the appointment of an appointed Executive, rescinding its executive appointment of a called Minister, or recommending to the Congregation the dissolution of the called relationship of a Minister serving as Executive.

Policy D: Compensation for Called Ministers

The Unitarian-Universalist Church of Nashua is committed to offering fair and competitive ministerial compensation to its called minister, based on applicable regional and national salary and benefit information. Those recommendations will be part of the consideration in setting the Executive's total compensation and benefits. The Board will also consider annual adjustments based on merit and on the cost of living as measured by the Consumer Price Index (CPI). The compensation and benefits of church staff will be set by the Executive.

IV: Executive Limitations

The Executive Director is responsible for managing the day-to-day activities of the Church to achieve the Church Ends. In so doing, the Executive Director is empowered to take whatever action he or she deems