

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

September 14, 2015

Present: David Hudson, Mike Wilt, Kate O'Shea, Carol Wagner, Mary Licking, Lance Pratt, Rick Spitz, and the Reverend Allison Palm. Absent (excused): Steve Hedges, Ellen McCormick.

David performed the reading for the chalice lighting. BoT members were invited to Check in.

The timekeeper was Lance. Sign-up sheets were circulated for 1) performing the BoT Welcome during Sunday services in October, 2) performing chalice lighting for BoT meetings throughout the year, and 3) performing timekeeping for BoT meetings throughout the year.

A motion passed made by Rick and seconded by Carol to renew the appointment of Kate O'Shea to the Nominating Committee and to newly appoint to the Nominating Committee Lance Pratt.

Reverend Allison Palm gave the Minister's report (see attached). It was consensus of the BoT that the report formatting and content was excellent and that it is to be accepted and placed on file. The BoT was informed that plans are being made for a formal installation of the Reverend Palm into her settled minister position at UUCN and that the BoT will soon learn the date, one that would likely be in Spring, 2016. The President of the BoT will have a role in that ceremony and the BoT members are encouraged to attend.

Regarding the submission date to the UUA for the first evaluation of the minister, the BoT was informed it will be in November, 2016.

The White Wing Task Force submitted its final report (see attached). Carol and Rick (the two BoT members who were members of the WWTF along with Donna Dye and Hal Holway) led the discussion. It was consensus of the BoT that the WWTF did an outstanding job and the BoT thanked the WWTF. David informed the BoT that he is now a member of the White Wing School (WWS) Board of Directors. He indicated that WWS is definitely up and running and with the concerted effort of Donna Dye, has added a program (an all-day educational one). His analysis is that WWS needs constant attention from the UCN BoT to stay on track.

David, having just attended the most recent Investment Review Committee (IRC) meeting, led a discussion regarding that committee's relationship to the BoT. David noted that the IRC is a committee of the BoT and that although it has not been formally managed by the BoT, it has done excellent and prudent work on the church's behalf. Mike gave the benefit of his years of experience as Treasurer and noted that too much BoT oversight would be a distraction to the BoT. Other BoT members noted that the current system of almost no reporting was too little. It was consensus of the BoT that David consult with the committee to obtain their members' view on how best to inform the BoT regarding some level of IRC oversight and reporting to the BoT. That information can then be used in BoT efforts to develop metrics for committee reporting to and communication with the BoT.

David also passed on that the IRC discussed a report from US Bank and Trust regarding the discretionary part of the endowment. That report was 25 pages and posed questions on UUCN's goals and the desired practices for the funds deposited there. It was noted that a mandate for the endowment is not in the bylaws and no boundaries have been set regarding investments of the endowment, and therefore, there is a need for the BoT to fill those voids.

A discussion of organizations affiliated with UUCN was led by David. The key question: Is the status quo working for the church and its mission? Part of that inquiry is asking, Should UUCN be operating affiliated organizations at all? To better learn how to manage and oversee affiliated organizations, a chart was distributed that identified key information regarding UUCN's three affiliated organizations, The Nashua Cemetery Association, White Wing School, and Simple Gifts Coffee House (see attached). It was the consensus of the BoT that the types of information in that chart are to be used to launch a research effort regarding how other churches manage and oversee affiliated organizations, and the proponents in that effort will be: Rick, for cemeteries; Kate for pre-schools; and Mary for coffee houses.

By consensus of the BoT, the next meeting date will be Tuesday, October 13, 2015.

David gave the chalice extinguishing.

A motion passed made by Lance and seconded by Carol to adjourn.

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:

September 14 David, September 20 Mary, September 27 Rick, October 4 Carol, October 11 Lance, October 18 blank, October 25 David

List #2 Chalice lighting: October 12 Kate, November 9 Carol, December 14 Lance, January 11 Mary, February 8 blank, March 14 Lance

Timekeeper schedule: September 14 Lance, October 12 Mary, November 9 Carol, December 14 Kate, January 11 blank, February 8 Rick, March 14 blank

List #3 Upcoming Dates:

Event Dates Listing:

Tuesday, October 13th, Next BoT meeting

Monday, November 9th, BoT meeting

List #4 Attachments to these minutes:

- The Minister's Report for September 14, 2015
- White Wing Task Force report FINAL
- Chart as starter for research on affiliated organizations

/// End of attachments listing ///

Minutes submitted by,
Mary Licking,
Clerk, Unitarian-Universalist Church of Nashua, NH

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
September 14, 2015

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.

- 2015 Summer Services were a great success, with an average of 64 in attendance each week, including an average of 3 visitors. The addition of paid musicians for summer services to the budget was much appreciated by the summer worship leaders and attendees alike.
- We launched monthly worship themes with an initial worship on “Promise” on September 13. We will continue with the themes of “Letting Go” in October and “Ancestry” in November. Feedback on this experiment is appreciated.
- Jed Holland will be joining the Worship Associates for their monthly meetings to allow for more collaboration around music in worship.
- The Social Activities wing of the Membership Committee has hosted several summer events, helping to keep people connected over the summer months, as well as a very successful Welcome Back Breakfast on September 13.
- The Spiritual Development Committee does not currently have a chair. Our IDLRE, Sandra Greenfield, and I are working together to figure out how to best move forward with Adult Spiritual Development. Small Group Ministry is going strong and some programs are already being planned for the fall, despite the current lack of leadership.
- Our OWL class for this year has a fabulous enrollment of 25 7th and 8th graders., including several families who are not (or not yet) members of the congregation.
- Sandra and the RE Committee held a RE Teacher Orientation this past Sunday. Classes will begin next week.

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.

- The Pastoral Care Team is planning to hold a training for any interested in learning more about caring for one another. We also hope to recruit some new members for that team from the training.
- In July, the Team who has been working on the Covenant of Right Relations held a program about how to use the Covenant “on the ground.” The desire for more such sessions was noted.

- A new Leadership Development Team has split off from the Nominating Committee to nurture connection among current UUCN leaders and foster new leadership. They will report to the Minister and will be focused on the non-elected leadership roles in the congregation. They are planning a second Committee Summit for October 24.
- I am thrilled that Harry Purkhiser has agreed to chair Stewardship for the year. He and I are in the process of getting a team in place and scheduling an initial meeting.
- The Property Committee has been hard at work on several projects to get the church and White Wing ready for the start of the year. The DLRE office is completed and our IDLRE, Sandra is working with the RE Committee to think about furnishings. Obtaining cupboards for the resource room has been postponed until the staff and RE Committee have a better sense of what kind of space is needed.

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 PR Committee installed a beautiful new sign over the summer, giving us greater visibility from the road.
- There were several complaints about the new dog poop signs that had been placed in front of the church. These have been removed and a more friendly solution is being sought.
- The Cemetery Association has been hard at work planning for and promoting their tours on October 10. The 12pm tour is already sold out.
- Our Membership and Volunteer Coordinator, Lori Lerude and I will be holding a new Membership Class once in October and once in November in an effort to better educate folks who are joining the congregation about the privileges and responsibilities of membership, and to reflect on what membership means spiritually.
- The CROP Walk drama group performed during the service on August 30 as a kick off to promote the CROP Walk, which many area churches will be participating in on November 1.

4. ORGANIZATIONAL HEALTH & EFFECTIVENESS

- The staff met for a retreat on August 30 and began to put together goals for the coming year. I will have a summary of those goals for the Board at our October Board Meeting.
- Our new Interim Director of Lifespan Religious Education is fully on board and has been hard at work making sure everything is set for the beginning of the church year.
- Sherri Woolsey has assembled a Website Advisory Team to help finish up the final pieces of the new website, and to advise on the website in the future.
- The Personnel Committee has begun working on staff evaluation procedures and plan to have a formal process in place by the end of the year.

5. FINANCES

We are on track in most areas. The shortfall for income vs. expenses during this first quarter is due to lower income over the summer months, summer maintenance projects, and paying full UUA/NNE dues upfront.

Line Item	Year to Date (9/13)	Budget	Notes
INCOME			
Endowment	\$31,846.20	\$149,662.00	
Pledges	\$62,402.13	\$283,108.00	
Other Income	\$6290.61	\$53,600.00	
TOTAL INCOME	\$100, 538.94	\$486,370.00	
EXPENSES			
Budgeted Outreach	\$602.81	\$3800.00	
Denomination	\$19,829.00	\$19,414.00	more members than budgeted
Board Discretionary	\$0	\$1500.00	
Membership	\$4028.46	\$12, 859.00	
Music	\$6,410.51	\$23,816.00	
Operations	\$33,797.64	\$127,771.24	
Outreach Disbursement	\$0	\$35,000.00	Summer offerings go to October 25 "Sweet Cases" project
Property	\$21,351.66	\$73,925.00	
Public Relations	\$2642.50	\$3000.00	New sign
RE	\$17,405.59	\$78,860.00	
Reconciliation Discrepancies	\$6651.12		Needs to be cleaned up
Search Committee	\$100.25		Late reimbursement from last FY
Social Justice	\$0	\$1000	
Spiritual	\$34,920.15	\$140,903.04	
TOTAL EXPENSES	\$147,739.69	\$521,848.28	
	-\$47,200.75	-\$35,478.28	

2015 White Wing Task Force Final Report to the UUCN Board of Trustees August 2015

Background:

White Wing School, a part of the Unitarian Universalist Church of Nashua (UUCN), approached the UUCN Board of Trustees in 2014 for help determining their future directions. Enrollment had been decreasing and they were not financially secure. The White Wing (WW) Task Force was commissioned by the UUCN Board of Trustees to investigate these issues and to make recommendations for the future.

White Wing is a well-respected, long running, area pre-school with a very dedicated and highly experienced staff. They have a long-standing reputation in the community for educational excellence, and as a leader in early childhood education.

As part of our research, we:

- Explored White Wing's online presence, WW website, and overall reputation
- Held a UUCN "Deep Listening" session to solicit information from UUCN members about the relationship between UUCN and WW, and the willingness of UUCN members to continue to assist a preschool program
- Reviewed White Wing's administrative structure, including the roles and responsibilities of the WW Director and the WW Board
- Looked at the needs of the French Hill community, as well as the needs of working parents in the greater Nashua area
- Read and reviewed past WW/UUCN documents, especially the report from the 1990 Ad Hoc White Wing Directions Committee
- Compared WW's costs, programs, and enrollment with other programs in the greater Nashua area

In the course of our research, we were able to provide assistance in the following ways:

- Provided WW with a list of key online school locator websites which they could use to start adding current reviews
- Suggested methods for working with local news services, both online and print, to improve local presence
- Fixed many WW website and Facebook page problems
- Suggested a contact person at BAE Systems

During this process, we identified these concerns:

- Low enrollment, which may have a number of contributing factors, including:
 - Local preschool population
 - Number of preschool and daycare programs in the greater Nashua area
 - Changing needs of families with preschool-aged children, as both parents may work outside of the home, which creates a need for more full-day preschool programs
 - Lack of WW marketing, both online and in print
 - Reliance on word-of-mouth promotion
 - Lack of ongoing marketing and promotion, both online and in print
- Accounting/bookkeeping issues:
 - An urgent cash flow challenge arose, leading to financial assistance from the UUCN
 - Turnover of WW treasurers may be contributing to poor understanding and communication of budgetary concerns
- Insufficient Digital presence:
 - Practically no online presence on key school locator websites
 - Current testimonials are needed for the website FaceBook page, and school locator websites
 - WW website and Facebook pages had technical problems and design issues
- Advertising/marketing problems:
 - Reliance on word-of-mouth advertising
 - Inability to connect with the Nashua Telegraph and Nashua Patch to run articles about interesting WW activities
 - Inability to connect with the local BAE Systems facility, and/or other large area employers, to offer employees access to a developmental, educational preschool program
- White Wing organizational challenges:
 - The relationship between the UUCN and WW is unclear to both organizations, as well as to the UUCN congregation
 - Communication between WW and the UUCN is lacking
 - WW appears to lack the expertise and/or initiative to address problems in a proactive and timely manner
 - WW appears to lack follow-through, or expertise, to complete tasks such as:
 - Improving the website and Facebook page
 - Improving marketing - print and online
 - Connecting with BAE and other large area employers, and offering a discount which will attract parents
 - Interfacing with local newspapers - online and print
 - Monitoring finances in an accurate and timely manner
 - Need for improved organizational clarity and accountability, including:
 - A clear definition of roles and responsibilities of the WW Board, Director, and Office Manager
 - Regular evaluations and reviews of the Director, Office Manager, and teachers
 - Methods to manage the accountability of the WW Board, Director, and Office Manager for task completion

Going forward, in order to address these concerns/challenges, we recommend:

- WW Board recommendations:
 - Chairperson and the majority of board members should be UUCN members
 - At least one UUCN Board of Trustees member should serve on the WW Board in order to improve communications between WW and UUCN
 - WW Board members should include people with experience in:
 - Technology, especially website development and design
 - Writing and communication
 - Marketing, including online marketing skills
 - Accounting and/or bookkeeping
- Financial and organizational recommendations:
 - WW finances should be managed by the UUCN treasurer's team to ensure consistency and accuracy of financial information.
 - WW needs to:
 - Review the need, and roles of, a director, office manager, WW treasurer, and WW bookkeeper
 - Clarify roles and responsibilities for the WW director, office manager, treasurer, and WW board to improve efficiency and costs
 - Utilize regular performance reviews of the Director, Office Manager, and teachers
 - Establish a method of managing task completion for the Board, Director, and Office Manager
- Advertising/Marketing Suggestions:
 - Develop and implement marketing plans, both online and print, in a timely and ongoing manner
 - WW Director needs to be a strong advocate for WW by:
 - Positively promoting WW and its developmental approach
 - Supporting teachers in daily activities so as to maintain the overall quality of the WW program
 - Building and maintaining positive relationships with parents and the UUCN
 - WW Director and teachers need to encourage parents to post reviews at online school locator web sites.
 - WW needs to follow through with large area employers, such as BAE, and needs to offer a reasonable discount/incentive for these parents.
 - Community interest stories should be submitted regularly to local newspapers and online news services.
- The relationship between WW and UUCN can be bolstered by:
 - Together, with the UUCN Board of Trustees, define the meaning of "Affiliated Organization"
 - The WW director reporting to the UUCN minister, according to Policy Governance
 - UUCN displaying children's artwork/projects
 - WW recruiting volunteers from the UUCN congregation, including recruiting experts in a given field
 - WW news articles appearing in the UUCN newsletter on a regular basis

Final Observations:

- WW needs to be proactively developing educational, developmental programs and childcare solutions, especially full-day program options, for parents with preschool-aged children.
- Once WW is financially stable, they can offer discounts and/or scholarships to families with a financial need, especially to families in the French Hill neighborhood.

Addendum: White Wing Deep Listening Session - May 17, 2015

Relationship of UUCN & White Wing

The UUCN BOT Board is committed to helping White Wing through the upcoming fiscal year while we decide how best to move forward.

Collaborating with UUCN Treasurer to help understand finances

White Wing is not separate from UUCN. It operates under the auspices of this church. It's an "affiliated organization" in our church by-laws.

We had lost sight of the church's close relationship with White Wing.

There is a symbiotic relationship between UUCN and White Wing. Some new members joined the church because of White Wing.

White Wing can help us bring new people into the church.

White Wing can provide a quality education for disadvantaged youth, but we also need "paying people" to help fund the school.

White Wing is an ideal organization for utilizing church RE space weekdays.

The RE building was originally designed to share the RE program and a running a preschool. It's a good fit for the space. The synergy (RE/Preschool) will always be there.

White Wing is in trouble financially and we need to help. We also want to serve one of the poorer communities in Nashua. So do we want White Wing to be profitable, or do we want the UUCN to provide money for the poorer people in town to attend White Wing?

BAE employees could provide an income flow (if we served them well.) That might provide the necessary capital to help serve the French Hill area. (BAE has facility only a few blocks away with 2000 employees.)

Changing Times & Enrollment Issues

Note: This year White Wing is starting to offer some full day programs to help address changing needs.

Enrollment declines over the past few years. Lots of new competition.

Part-day early childhood education programs don't work anymore because, often times, both parents have to work.

The local elementary schools now offer kindergarten. They also offer special pre-school services for children with special needs.

Issues with White Wing location. Parking and pick-up are problems.

it is not the kindergarten program that is struggling at White Wing, it's the younger children (2, 3, & 4-year-old children.)

Local Community / French Hill Neighborhood

There's an opportunity to take the expertise that White Wing provides - not just custodial care, but quality early childhood education – to serve the children in the French Hill area.

Should leverage the expertise of WW teachers who have been there a long time (7-20 years).

Excited for the church to reach out to the French Hill community and see what we can offer for them, what kind of relationship we can grow with them – for the benefit of the church and the community.

In past, WW was able to serve children in the French Hill neighborhood, with the help of funding from the Donna Purkhiser scholarship. This is in keeping with our church's mission. Also received a small grant to provide additional scholarships to children in French Hill.

Would love to see White Wing become a resource for the surrounding neighborhood.

We should be doing something that ties in with this (French Hill) neighborhood.
We do have scholarships, but there is still more that we can do.

What we do in our local community is extremely important. That needs to be factored into the structural/economic issues.

Recall French Hill area mother who sent her daughter to White Wing who gave us the neighborhood perspective of White Wing. We should play a larger role in the neighborhood – it's appropriate, and we can do it."

Very aware of the ethnic diversity of the children at White Wing.

Future Mission of White Wing

NH is “last” in the nation at providing early childhood education especially disadvantaged children. This is a social justice concern.

Early childhood education for children living in poverty is an important need. It must be play-based and hands-on. Children need to explore and inquire. White Wing has significant expertise in this area.

Who are we really serving with White Wing these days?

Some feel White Wing has been primarily serving wealthier families who can afford part day private kindergarten & pre-school.

Whatever we decide White Wing should offer in the future, it should include hands-on, experiential, developmentally based, preschool activities.

Providing childcare is challenging because of size and licensing, but there is a real need for all-day childcare.

Opposed to offering childcare / day care, should retain the “integrity of the preschool.”

Would like to see White Wing stay focused on early childhood values.

Big difference between custodial care and early childhood education. White Wing should keep its focus on early childhood education.

White Wing offers a huge opportunity around social justice in area of early childhood education for disadvantaged children.

We do need to focus on social justice opportunities.

Perhaps the solution is not daycare, not a school, but something different.

Promotion

White Wing was lacking online presence in key areas, (There has been some improvement in this area in past months with help of joint UUCN / White Wing task force.)

Lack of word-of-mouth recommendations

BAE – there is a real possible tie-in with BAE. Hopefully we can reach out to BAE.

White Wing still has a fantastic reputation. What has changed is how people find out about White Wing.

Deep Listening Participants

Ginger Hedges
Mary Licking
Julie Reilly
Hillary Keating
Laurie Conrad
Donna Dye
Kate O'Shea
Russ Leonard
Mike Wilt
Rick Spitz
Rev. Janet Neumann
Hal Holway
David Hudson
Pat Ladder
Carol Wagner
David Wagner
Harry Purkhiser
Lance Pratt
Meredith Olson

This report respectfully submitted by the 2015 White Wing Task Force:

Donna Dye
Hal Holway
Rick Spitz
Carol Wagner

UUCN Affiliated Organizations

	Nashua Cemetary Association	White Wing School	Simple Gifts
Governing Body	Board elected by congregation	Self-appointed Board; paid Director	Self-appointed committee
Reports to...	congregation?	no one / BoT	???
Endowment	\$357,000	\$10,000	none
Hiring	they hire	they hire	no paid staff?
Contracts	they sign	Director signs	???
Own Anything	land?	equipment & supplies	equipment?
Tax ID#	UNIQUE	OURS	OURS
Profit/Contribution	retained in perpetuity	historically \$23k per year	donated
Church incurred costs	???	\$25 to \$30k	none?