

**Unitarian Universalist Church of Nashua, NH (UUCN)
Meeting of the Board of Trustees**

October 10, 2017

Minutes: Final draft as of November 14, 2017 by Jodie K. Holway, Clerk of UUCN

Reviewed and Approved by:

Ellen McCormick, Rick Spitz, Brenna Woods, Pam Jordan, Steve Hedges, Dave Hudson

Meeting Attendees: Steve Hedges, Lindsey Hedrick (Treasurer), Jodie K. Holway (Clerk), Carol Houde (Vice President), David Hudson (President), Pam Jordan, Ellen McCormick, Rev. Allison Palm, Rick Spitz, Brenna Woods

Full Agenda: see APPENDIX A

1. Consent Agenda

- a. Reviewed the consent agenda, which contained:
 - i. Minutes from the [September Board of Trustees retreat](#)
 - ii. Minutes from the [September Board of Trustees meeting](#)
 - iii. Updated & Revised [UUCN Board Governing Policies](#) (see [PDF](#))
- b. **MOTION** to accept these minutes and these policies as amended above
MOVED by Steve Hedges, **SECONDED** by Pam Jordan, **MOTION CARRIED**

2. Stewardship Team Visit, Elizabeth Lewis

- a. Analysis of last year's pledge drive
 - i. From 189 pledge units, 104 gave increased levels, 85 stayed same or went down
 - ii. Pledges from some new members this year
 - iii. Not ideal distribution: note that 50% of pledges comes from 22 units
 - iv. Discovered that \$14,000 was pledged and never collected last year
 1. We don't have past data to know whether this is unusual or not
 2. Had required too much excel and manual number crunching
- b. Stewardship team membership is shrinking
 - i. Members Marie Bozzi, Steve Ladew (as needed), Gary Lerude, Elizabeth Lewis, Kate O'Shea, Jess Woods
 - ii. Garvin Warner resigned, Stu Davidson resigning
 - iii. Sherri Woolsey will start sitting in as of this month
- c. Pledge Drive
 - i. This spring's pledge drive will be the last of its kind:
run from first Sunday in Feb. to 2nd Sunday in March, 2018
 - ii. Move to year-round pledging, starting in fall 2018
 1. Divide pledge units into different "Abundance Circles"
 2. Invite each group one month, pledge as of then for the year.
 3. Will require lots of tracking, to be figured out by Gary Lerude
 - iii. Logistics of pledging will change
 1. Will be smoother for church cash flow, smoother for individuals

2. Stewardship and ownership messaging on a slow simmer all year
3. If you don't explicitly opt out, your pledge will auto-renew next year
4. Can still choose to give the year's pledge in a lump sum if desired
5. 401K Required Minimum Distributions won't be taxed if pledged
6. No one has looked into Planned Giving yet
7. Consulting with an Atlanta church who revamped pledging 4 years ago
- iv. Considering themes to pick one for this year:
 1. Nurturing UUCN
 2. Strengthening our Foundation (last year was Building Together)
 3. Giving for Good: good within, good among, good beyond
- v. Requires a functional database:
Rev Allison targeting Sept 2018 new DB with all the data transferred
- vi. Board of Trustees will be the first to be asked to pledge

3. Proposed Policy "Board Responsibility for Personnel Issues"

- a. Discuss the proposed draft (see APPENDIX B)
- b. Title allows this policy to expand as needed in the future
- c. Discussed whether to specify entire board vs. some subcommittee, decided that forming subcommittees of the board for deeper investigation as needed is a standard practice
- d. Discussed whether this must mention recusal, decided this too is standard practice
- e. **MOTION** to approve this policy as is
MOVED by Carol Houde, **SECONDED** by Ellen McCormick, **MOTION CARRIED**

4. Long Range Planning Committee (LRPC) Update

- a. Four questions to determine where UUCN should be in 15-20 years
 - i. Ellen and Brenna asking all teams/committees, now it's Board's turn
- b. What's your vision of this team (Board of Trustees) beyond the 5 year strategic plan?
 - i. Dave observed that the Board has bylaws, cannot really morph over time.
 - ii. Dave suggests to spend more time visioning, less time day-to-day overhead.
 - iii. Steve agrees, maybe more efficiently to get more time for vision.
 - iv. Steve suggests improved networking and linkage, board to congregation.
 - v. Carol sees the great strides made by Board in past 2 years, agrees with above.
 - vi. Pam would creatively let everyone know the members and work of the Board.
 - vii. Rick's vision is to be a vibrant force in community, full transition to Policy Based.
 - viii. Rick urges us to answer questions e.g. Why preschool? How to help French Hill?
 - ix. Lindsey as a new member is focused on goals within the next 5 years so far.
 - x. Jodie would tell congregation what we do, help to change the world a little bit.
 - xi. Ellen observes that in the past this church was modest, didn't want to go outside; but we should share our talents, invite college age people, choir swaps.
 - xii. Brenna notes that these interviews are energizing, everyone leaves wanting to do more in the upcoming 5-20 years!
- c. What would you need to make this team more effective?
 - i. Dave would like more technical support, e.g. videoconference, phone mike, wifi
 - ii. Lindsey suggests a big screen/monitor to work together on a document.

- iii. Steve wants less time setting up, a share drive, even network with congregation.
- iv. Rick suggests time management, sub-teams doing more work and recommending action back to the full Board.
- v. Jodie sees value in a database of members' involvements and interests.
- d. How should UUCN get/stay relevant to the greater Nashua community?
 - i. Dave notes the research about people today being spiritual not religious: this means they're perfectly suited to love the UU message!
 - ii. Dave sees us competing with everything vying for people's time, even Sundays.
 - iii. Steve notes that UUCN's Bicentennial is less than 10 years from now, but let's not only honor history, how to move to the future?
 - iv. Steve suggests appealing to younger people who don't aspire to church.
 - v. Steve can envision a separate building or conference center for innovation and outreach, offering workshops and training, engaging, tangibly showing what it means to be in fellowship with the community to solve problems: this is UUCN.
 - vi. Pam advocates for sending UUCN people to community events, e.g. Rivier College's forum on race and policing.
 - vii. Pam suggests our own public non-preachy events as a forum for open discussion, to allow different sides to talk and reach solutions.
 - viii. Rick observes the ways evangelical models challenge the old model of church.
 - ix. Rick emphasizes our value to deliver spirituality without all the superstition.
 - x. Lindsey fondly remembers the Baptist church getting people via food and fun.
 - xi. Brenna likes the thought of church-worship being in a different place than church-meetings for service work.
 - xii. Jodie doesn't need to reinvent community efforts, instead contribute to the success of existing organizations as a way to raise awareness of UUCN.
- e. With more money and more people, what would we do?
 - i. Dave would simply execute on our 5 year plans NOW.
 - ii. Steve would expand beyond our traditional boundaries in co-ownership with the community, people would use our facility and know it's UUCN.
 - iii. Carol would increase the precious fun and camaraderie in today's crazy times.
 - iv. Rick envisions narrowing the gap between the privileged and everyone else.
 - v. Rick would love to buy adjacent land for parking, ease the winter slog to church.

5. Minister's Report (see APPENDIX C)

- a. Budget Report for Church Year 2016-2017
 - i. Year ended with \$40,000 surplus
 - ii. Propose earmarking \$20,000 of this into the new Building Maintenance Fund
 - 1. Along with the \$5,000 already allocated in original budget for this
 - 2. Intend to have an emergency fund, e.g. our boilers may die in winter
 - iii. Leaves a cushion in the account for next year, of two months operating costs
 - 1. This is our practice: any budget surplus usually left in checking account
 - 2. Then if it accumulates more than enough, we put back into Endowment
 - a. Historically, we didn't always pay back the Endowment
 - b. e.g. never finished payback after we installed the elevator

- iv. **MOTION** to move \$20,000 additional of last year's surplus into Building Maintenance Fund
MOVED by Steve Hedges, **SECONDED** by Brenna Woods, **MOTION CARRIED**
- b. Monitoring Table dictates the frequency that we must review the budget
 - i. This table is in our Governing Policies
 - ii. Budget must be reviewed 3x/year: October, January, June (we missed June '17)
 - iii. **ACTION:** Jodie update this Monitoring Table, **ACTION:** Dave connect with Jodie
- c. UUCN has had a large amount of first-time visitors to Sunday services
 - i. 30 in past few weeks!
 - ii. Many coming into fellowship hour, be mindful, talk to them
 - iii. Suggest an informal practice to enjoy the service and be welcoming to visitors: try not to do work during the fellowship hour!
 - iv. Consider 9:30 to 11:45 am just be present, talk to one another, then start meetings afterwards. This is not a prohibition, let's just give it a try

MOTION to go into Executive Session

MOVED by Steve Hedges, **SECONDED** by Ellen McCormick, **MOTION CARRIED**

MOTION to come out of Executive Session

MOVED by Steve Hedges, **SECONDED** by Jodie Holway, **MOTION CARRIED**

MOTION to extend this Board meeting time by 25 minutes

MOVED by Lindsey Hedrick, **SECONDED** by Pam Jordan, **MOTION CARRIED**

6. Discussion of Allison's Review & Approve

- a. Noted that content/message of this year's required three reviews is quite consistent (Board of Trustees, Shared Ministry, and Rev. Allison's self-review)
- b. Rev. Allison points out that her self-proposed Professional Development plan is rich but slightly less ambitious than last year's; no objections from Board
- c. Rick points out that no executive committee exists anymore to share decisions, credit, and/or blame with the Executive Director
 - i. Consider how to balance this role with the duties of the Board of Trustees
 - ii. Rev. Allison is figuring out what situations require a single ED decision vs. when to pull in full staff or just the 2 full-time staff as advisors/sounding board
- d. This review from the Board of Trustees did help Rev. Allison
 - i. Rev. Allison felt that Prophetic Outreach was one of her big focuses
 - ii. She's glad that the Board's review recognized this focus and dedication
- e. Whole board and Rev. Allison are looking forward to next year's non-UUA-format review
 - i. Consider including tangible goals and measures in future review format
 - ii. Consider more nuanced categories at the top of scale would be more helpful
- f. Dave Hudson will now send review to UUA, including his contact info as Board president

7. New Business

- a. Closure on issue with congregant about Preschool CWGWW School
 - i. Carol Houde and Rick Spitz met with congregant
 - ii. Successful meeting, aimed at everyone moving on and forward, improving our policies and processes to make UUCN a better place
 - iii. Created notes from the conversation, reviewed by all
 - iv. Commitment from Carol Houde to respond back to congregant, after October
 - v. **ACTION**: Carol to update Steve Hedges and Pam Jordan, who missed the initial issue at the Board's September Retreat
 - vi. Plan a longer discussion of these recommendations at a future Board meeting
- b. Next Board team reports: Monitoring team in November, Linkage in December
- c. UU Action NH
 - i. Steve Hedges notes we requested/expected a quarterly report but we have not received this yet, although we have received some minutes
 - ii. UUANH will get 15 minutes on November's Board agenda
- d. Logistics with Google docs and reviewing minutes
 - i. Some success and some failures sharing reviews of recent minutes
 - ii. If anyone needs to locate files, individually ping Dave Hudson
 - iii. Agree to use MS Word for edits, one atop the other if possible, but not Google
 - iv. Jodie Holway is doing a phenomenal job with the minutes 😊 😊

8. Closing

- a. Tried this new timing clock: helpful to stay on time but it wasn't a magic bullet
- b. **MOTION** to adjourn
MOVED by Steve Hedges, **SECONDED** by Carol Houde, **MOTION CARRIED**

APPENDIX A: *Agenda*

APPENDIX B: *Policy Board Responsibility for Personnel Issues*

APPENDIX C: *Minister's Report and Budget*

Agenda

Board of Trustees, Unitarian Universalist Church of Nashua

October 10, 2017 @ 6:30 PM

© **UUCN Mission:** The mission of the Unitarian Universalist Church of Nashua is to engage people in a search for truth and meaning within a supportive liberal religious community that encourages personal and spiritual growth, embraces diversity, and promotes social justice.

⌚ **Timekeeper:** Ellen

6:30 [7] Admin: Chalice Lighting (Rick) & Check In

6:37 [3] Admin: Consent Agenda

- September BoT Retreat Minutes
- September BoT Meeting Minutes
- Approve Updated & Revised Board Governing Policies

6:40 [15] Linkage: Stewardship Team Visit (Elizabeth Lewis)

6:55 [10] Policy: Proposed Policy 'Board Responsibility for Personnel Issues' (Dave)

7:05 [60] Visioning: Long Range Planning Committee Update (Ellen & Brenna)

- Discussion: Board's answers to four LRPC questions.

8:05 [10] Monitoring: Minister's Report (Allison)

8:20 [25] Executive Session

8:45 [30] Monitoring: Discussion of Allison's Review & Approve

9:15 [10] Admin: Other Business

- Quick update on Aug letter from Donna Dye; longer discussion at future meeting
- Staff Appreciation – Holiday Meal
- Monitoring in November – Linkage in December – Visioning in January

9:20 [5] Admin: Covenantal Checkout

- What worked in our meeting tonight?
- What did not work in our meeting tonight?
- Are there any questions or concerns?
- How are we working as a group?

9:25 [3] Admin: Timekeeper's Report

9:28 [2] Admin: Closing Words (Allison)

9:30 Adjourn

(continued)

Allocated Time:

- [60 m - 33.3%] Visioning
 - [40 m - 22.2%] Monitoring
 - [30 m - 16.7%] Administration
 - [25 m - 13.8%] Executive Session
 - [15 m - 8.3%] Linkage
 - [10 m - 5.5%] Policies & Procedures
-
- [180 m - 99.8%] Total

Board Subcommittees:

- *Visioning*: Ellen, Brenna, and David
- *Monitoring*: Lindsey, Pam, and Rick
- *Linkage*: Steve, Jodie, and Carol
- *LRPC*: Ellen, Brenna, and Lindsey

Upcoming Dates:

- Saturday, October 21 @ 8:30 am. to 12:30 pm — Connections Summit
- Sunday, October 22 @ 11:35 am — All church photo
- Tuesday, November 14 @ 6:30 pm — Board of Trustees meeting

Parking Lot:

- Articles of Agreement Changes
 - Required 501(c)3 Revisions – approved but not submitted (September 2016)
 - Removal of hyphen from official name of congregation
- Review gaps in our existing Policies & Procedures
- Board job descriptions
- Minister Emeritus approval for Steve (Rev. Edington)
- Delegate selection policy for denominational events (NNED & GA)
- Check-in with Financial Records Review Committee
- Examine oversight of committees of the congregation – Nashua Cemetery Association, et. al.
- Revisit “Affiliated Organizations” – Simple Gifts, UUANH
- Draft policy regarding statements made on behalf of church by teams or others

Policy: Board Responsibility for Personnel Issues

DRAFT POLICY:

Board Responsibility for Personnel Issues

Type: Board Policy

Status: Draft

Purpose: Establish a committee of the board to handle personnel issues that are not suited for handling directly by the Executive Director or a team that reports to the ED.

Proposed Location: UUCN Governing Policies – II. Governing Process – Policy J (new)

Version: 1.0

Creation Date: October 8, 2017

Last Revision Date: October 8, 2017

Title: Board Responsibility for Personnel Issues

While most matters related to staffing should be handled by the Executive Director, there are situations where broader policy implications may exist or conflicts of interest may arise. Therefore the entire board will serve as a Personnel Committee when those situations occur.

After some more research, discernment, and discussion, the board will expand this policy to more specifically delineate the boundary between the ED's role and that of the board on personnel issues by the end of the 2017-18 church year.

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
October 9, 2017

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: 183. (2016: 188, 2015: 225)
- The Worship Associates have decided not to continue with regular monthly Body & Soul services this year. Instead, we will look for opportunities to offer non-Sunday morning worshipful experiences, and make sure to offer at least 3 this year. The first one we are planning is a Carol Sing in December.
- Children and Youth Faith Formation programs began on Sunday, Sept. 17. So far, we have 59 children and youth enrolled from 37 families. There continue to be families who are attending but have not registered (Baby/Toddler – 1, Pre K & K - 4, First & Second Grade - 4, Third & Fourth Grade - 6, Fifth & Sixth Grade - 7, Owl - 9, Youth group – 28)
- Our Youth Group is evolving this year, with Sadie taking the lead on curriculum. They will be having once-a-month youth led worship, and engaging in other, more structured activities. So far, attendance has ranged from 9 to 16.
- Covenant Groups have begun. We have 8 groups this year, including one specifically for young adults, and one that is designated as Divorce Support.
- The second session of Cakes for the Queen of Heaven began last week, with 6 people at the first session.
- As Sadie has gotten deeper into her work with us, she has brought to my attention that Sandra worked a lot more than full time to get everything done. In my conversations with Sandra, we recognized this issue. Sadie is mindful that maintaining Sandra's pace is not sustainable, and is noting areas where volunteers might need to step up, or where she might need to step back.
- Thanks to Jenn Morton, we have our first FUUN event planned for Oct. 21: a Lip Sync Battle.

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.

- Staff Goals for this year are attached. There are no goals in the area of Membership and Leadership because I have not received goals from Lori Lerude.
- The staff held two Safe Congregation trainings in the past month, and trained over 50 people. We have 10 people remaining who needed alternative dates.
- I am sharing the final numbers from last year's budget in a separate attachment. We ended the year with a \$40,000 surplus. I propose that we set aside \$25,000 for the beginning of a Building Maintenance Fund.
- Rites of Passage this month: Fred & Andee's wedding; Patrick Donahue's Memorial Service

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.

- We have three Membership Classes coming up in the next month and 16 or so potential new members who we will be inviting to attend those.
- Sadie and I have met twice now with Rev. Patrick McLaughlin from Manchester and Rev. Carol Strecker, the new interim in Milford to continue our collaboration on Adult Faith Formation. We are also planning a Common Read together, and have two pulpit swap dates already on the calendar.
- Our Social Justice Team is gearing up for the CROP Walk, coming up on October 29.
- The BLM Team has been working with me and Rev. Shayna Appel of the West Brattleboro, VT church to put together a letter to Rev. Jeffrey Campbell's children. Rev. Campbell was an African American Universalist, then UU minister who grew up in the Nashua Universalist Church and served in West Brattleboro. He was never able to get a full-time job and was subject to a lot of racism (both overt and veiled) in his time serving our denomination. The letter offers our apologies for these wrongs and proposes a way of recognizing Rev. Campbell's service posthumously. We will have a worship service focused on Rev. Campbell on Feb. 11.
- I will be attending a PICO National Clergy Summit in Indianapolis at the end of October as part of a GSOP delegation.
- We had 8 outside groups use our building during September: Overeaters Anonymous, 4 Narcotics Anonymous Groups, Alcoholics Anonymous, and 2 yoga classes for kids. All of these are regular weekly users.

4. CHILDREN'S WINTER GARDEN WITH WHITE WING SCHOOL

- Classes are going well. Still 70+ students enrolled.
- The school had briefly taken in a refugee student for afternoon-only. It turned out that he needed to be in a setting where he could have a one-on-one aide at all times, so unfortunately, that student is no longer attending.
- Latest budget projections have the school operating with a bit of a surplus this year, given higher than expected enrollment numbers.
- The Board continues to transition in terms of membership, with invitations out to a couple new board members.

5. FINANCES

We are 28% of the way through this year. Income is predictably behind at 18.15%. Expenses are less behind at 23.49%. I will note that there are a number of deposits from the end of September that are not included in the income here because of our bookkeeper's schedule (they have not been entered into Quickbooks yet. These total at least \$13,000 in pledges and \$3000 for the Outreach Offering. This brings our current deficit to less than \$15,000, which is typical for this time of year.

	Actual	Budget	Percentage
INCOME			
Endowment	\$34,328.38	\$150,814.00	22.76%

Fundraisers	\$525.00	\$11,800.00	4.45%
Outreach Collections	\$1,968.12	\$35,000.00	5.62%
Pledges	\$63,772.91	\$330,000.00	19.33%
User Fees	\$735.00	\$6,000.00	12.25%
CWG-WWS Contribution	\$0	\$28,000.00	0%
Other Income	\$812.45	\$1,900.00	42.76%
TOTAL INCOME	\$102,141.86	\$563,514.00	18.15%
EXPENSES			
<i>Programs</i>			
Music & Worship	\$1,377.01	\$9,800.00	13.04%
Faith Formation	\$1,170.88	\$6,300.00	18.59%
Membership	\$84.05	\$3,200.00	2.63%
Social Justice	\$5,634.06	\$39,900.00	14.12%
Leadership Development	\$93.01	\$300.00	31.00%
Board Expenses	\$154.42	\$1,600.00	9.65%
Ministry Funds	\$200.00	\$1,300.00	15.38%
Total Programs	\$8,673.43	\$62,850.00	13.80%
<i>Operations</i>			
Administration	\$1,910.54	\$34,800.00	5.49%
Communications	\$39.99	\$1,500.00	2.67%
Stewardship	\$0	\$2,800.00	0%
Denomination	\$22,357.00	\$22,357.00	100%
Property	\$10,229.95	\$100,150.00	10.21%
<i>Total Operations</i>	\$34,537.48	\$161,607.00	21.37%
<i>Staff</i>			
Minister	\$35,945.63	\$123,932.00	27.75%
Program Staff	\$32,157.48	\$133,085.00	24.16%
Administrative Staff	\$21,058.46	\$77,633.00	27.13%
<i>Total Staff</i>	\$89,161.57	\$338,994.00	26.30%
TOTAL EXPENSES	\$132,372.48	\$563,451.00	23.49%
Difference	-\$30,452.19	\$63	

6. SCHEDULE

- I will be taking a couple days of vacation to attend a wedding in California this weekend. I will leave Thursday morning (Oct. 12) and return early Monday morning (Oct. 16). The Worship Associates are scheduled to offer the service on Oct. 15.
- I am traveling to Indianapolis October 23-25 to attend the PICO Prophetic Resistance Summit as part of the delegation from the Granite State Organizing Project. I plan to use study leave for those three days.

7. REPORT ON POLICY IV.E and POLICY IV.I

Policy language is in italics; comments are in plain text.

Policy E: Financial Planning and Budgeting

With respect to planning fiscal events, the Executive Director may not jeopardize either the programmatic or fiscal integrity of the Church. Accordingly, the Executive Director shall not allow the Church to:

- 1. Operate without the guidance of an annual operating budget, derived from a multiyear plan, that conforms to the Board's Ends and has been reviewed and approved in accordance with the By-Laws;*

We have an approved annual operating budget for this year. We do not have a multi-year plan. I would be happy to hear any input from the Board on what that might look like.

- 2. Cause or allow financial planning or budgeting for any fiscal year or remaining part of a fiscal year that:*
 - i. Contains too little detail to enable reasonably accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent trails, and disclosure of planning assumptions,*
 - ii. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, absent legitimate articulated reasons, or*
 - iii. Does not separately present a plan for capital expenditures and the means to pay for them. Capital expenditures are all repayments of debt and any building additions or equipment purchases over \$5,000 each;*

Our annual operating budget for this year meets all of the above requirements.

- 3. Operate without a liquid operating reserve of two months of operating expenses to cover unanticipated expenses, unless otherwise approved by the Board;*

Two months operating expenses is \$93,908.50 (1/6 of the annual budget). Our checking account balance is currently \$133,749.86.

- 4. Deviate from the following strictures on operating reserve when preparing the annual budget:*
 - i. If the operating reserve at the end of the current fiscal year is projected to be less than 2 months of operating expenses (1/6 annual budget), the following year's budget must be balanced;*
 - ii. If the operating reserve at the end of the current fiscal year is projected to be less than 1 month of operating expenses (1/12 annual budget), the following year's budget must provide for a replenishment of operating reserves by at least 1 week of operating expenses (1/52 annual budget)*

We had a two-month reserve when the current budget was created, so these requirements did not apply.

- 5. Operate without a 20-year facilities maintenance/replacement plan and restricted replacement reserve fund;*

This particular part of the policy has not been followed in previous years, so it will take some time to reach full compliance. The Property Team is continuing to work on creating a 20-year facilities maintenance/replacement plan this year. They have begun this work. As described above, I am proposing \$25,000 is set aside from last year's surplus to be the seed for the Building Maintenance Fund.

- 6. Fail to budget for the Church's requested Annual Program Fund contribution to the Unitarian Universalist Association and the local District (previously know as our "Fair Share").*

We budgeted for and have already paid our full APF contribution for FY2018.

Policy I: Facilities Planning

In guiding the Church's facilities planning, the Executive Director shall not fail to:

- 1. Be governed by the Church's Ends Policies;*
- 2. Respect the history and heritage of our Church and faith;*
- 3. Communicate regularly with all of the stakeholders, as appropriate, about plans regarding facilities;
or*
- 4. Be mindful of the needs of the stakeholders of all ages and abilities when making facilities changes.*

As far as I am aware, we have not had any recent facilities work that has not followed these guidelines.

ATTACHMENT: Staff Goals 2017-2018

Within

- Work with Worship Associates to provide at least three worshipful opportunities outside of Sunday morning
- Invite in at least three paid guest preachers this year
- Include at least two youth on Worship Associates
- Collaborate on music support for children's FF
- Bring in three instrumental musician guests
- Host one evening musical event
- Develop family ministry program: 2 family programs during the 2017-18 year
- Develop online resources and programs for faith formation:
 - Offer two online program for parents.
 - Create and maintain family ministry facebook group for members or add more faith formation posts on the members and friends facebook page
- Develop and implement trainings and support for all faith formation leaders
 - Lead two training for children and youth program volunteers
 - Create and maintain facebook groups for sharing online resources with program volunteers,
 - Create a 2 informational videos for volunteers about faith formation.
- Offer direct support in curriculum development and facilitation for growing youth group in 2017-2018
 - Write plans for Youth group session in the fall to get the program running
 - Attend youth group when I'm available ~3 Sundays per month
- Work with faith formation teams to assess and make recommendations for updates for faith formation classrooms and space.
- Work with faith formation teams to evaluate the program and schedule and make program adaptation recommendations as needed.

Among

- Continue to develop Pastoral Care Team Buddy Program to offer ongoing support to congregants in need of regular check-ins
- Create job description for Pastoral Care Team
- Work with Pastoral Care Team to finish list of community resources for referrals
- Research database options and determine needs, with the goal of having a new database by Fall 2018
- Establish Personnel Orientation procedures
- Establish Communications Team and define goals for the coming years
- Add at least 10 approved policies/procedures to the Policy and Procedure Manual
- Develop and hold twice yearly Training for Chairs and Leaders
- Continue working on 20 year Maintenance Plan with Property Team
- Support Long Range Planning Committee in their work to assess long-term vision and facility needs

- Assess how staffing adjustments are working and determine best utilization of additional staff hours and training. Add hours as needed.
- Work with Board of Trustees to determine best structure for Personnel
- Work with Stewardship Team to develop a plan for year-round Stewardship to begin in FY19

Beyond

- Engage the Social Justice Team and others in the congregation in evaluating our Social Justice Programming and visioning for the future
- Encourage and support members of the congregation participating in at least 4 Regional events (as able, given current cuts in regional programming)
- Coordinate 4 AREA events & 3 with social justice.
- Organize at least one social event with the Milford and Manchester congregations
- Have a full contingent of delegates at General Assembly 2018