

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

January 9, 2018

Final Minutes as of February 12, 2018 by Jodie K. Holway, Clerk of UUCN

Reviewed by Lindsey Hedrick, Brenna Woods, Steve Hedges, Pam Jordan, David Hudson

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

Excused: Ellen McCormick

Full Agenda: see APPENDIX A

1. Consent Agenda

1. Reviewed the consent agenda, minutes from the [December Board of Trustees meeting](#)
2. **MOTION** to accept these minutes
MOVED by Carol Houde, **SECONDED** by Pam Jordan, **MOTION CARRIED**

2. Treasurer's Report, Lindsey Hedrick

1. Contacted 5 firms to perform a Review of UUCN (not an Audit)
2. Narrowed to 2 firms interested and willing, so we'll evaluate both
 - i. Each firm will visit UUCN, meet Lindsey, Rev. Allison, and Sherri
 - ii. We will show them the documents we have
 - iii. This will allow both to give a more precise price quote
 1. Right now, one quote is \$3,000-\$5,000, other is \$2,500-\$3,500
 2. Both quotes will increase when they learn of preschool and cemetery
 3. Still, we budgeted \$4,000 last year + \$4,000 this year, so no problem
3. Plan to decide on contractor, sign contract, and get approved by end of this church year
4. Review will start after Labor Day

3. Minister's Report, Rev. Allison Palm (See APPENDIX B)

1. Children's Winter Garden at White Wing School
 - i. Their Board had great ideas about how to support families in today's world in our immediate neighborhood
 1. Used the questions from the Long Range Planning Committee
 2. Brenna, Ellen, and Kathy will synthesize these great ideas
 3. Rev. Allison was heartened by their creativity and innovation
 - ii. Healthy surplus in budget
 1. Afternoon programs have 19 enrolled now, up from 7-8 at inception
 2. Many students are also in programs that go to 2 pm, Extended Day
2. Job posting to hire an Acting Membership Coordinator

- i. Rev. Allison has drafted it, next steps are to get input from Membership Team
- ii. Next, will email a copy to this Board of Trustees, no feedback is required
- iii. Simultaneously will post it: where?
 1. Normal UU places, local congregations, LinkedIn, Indeed, Craig's List, FB
 2. Pam Jordan suggests NH Center for Nonprofits, \$75/month:
<https://www.nhnonprofits.org/?q=view/job-listing>
 3. Dave suggests a New Hampshire Yahoo group, post to it for free:
<http://www.nhjobsls.com/>
3. The Unitarian Universalist Association (UUA) is changing their annual program fee
 - i. No longer per member, now it's 7% of our operating budget
 - ii. No need to worry yet, this change was well thought through:
 1. It includes only the operating budget and not dues nor outreach
 2. It's adjusted for our higher-cost New Hampshire location
 3. It's capped at not 10% more nor less than today's level
4. Preschool heater boiler is underperforming in this cold snap
 - i. Preschool classrooms are much colder than last winter, cannot augment with space heaters, as we are doing in Faith Formation classes upstairs
 - ii. May need to replace this boiler this summer, instead of waiting for some other fund raising or budgetary allocation
 - iii. Cost is ballpark \$25,000
 1. Beyond the cap of what can be done without adjusting the budget
 2. This would include heating as well as air conditioning, which is new
 3. A/C would allow running summer programs in those rooms
 4. Note that we do have \$25,000 in our Building Maintenance Fund right now, so we could take some of it, but leave some for another expense (e.g. what if the other boiler dies!)
5. Minister's Interpretation of Board Policy F
 - i. Policy Governance tells us that our Monitoring shall be done by interpretation of our Board Policies by the Minister, and her periodic statements of compliance, or non-compliance plus a plan to regain compliance. (See discussions in [December 2017 minutes](#).)
 - ii. Rev. Allison's aspiration is to interpret one Policy per monthly report.
 - iii. This was the first month, and she wrote her interpretation of Policy F: Financial Condition and Management.
 1. The Board of Trustees agreed with the interpretation that was provided.
 2. We further agreed for the future that if any interpretation was reasonable but if we still didn't like it, then the responsibility would lie with the Board to revise the policy itself.
 - iv. So far, the interpretation is of only Policy F's first part, not yet its sub-bullets.
 1. Rev. Allison committed to interpret these sub-bullets by next month.
 2. We agreed that some are straightforward enough to simply say "Interpret as written."
 3. We agreed that some bullets can be grouped together for interpretation if desired.

4. Rev. Allison foresees that we will be out of compliance with one sub-bullet, which is fine from the perspective of monitoring as long as she will provide a plan to achieve compliance in that one area.

4. **Linkage Subcommittee Report**, Steve Hedges, Carol Houde, Jodie K. Holway (See APPENDIX C)

1. Linkage is about communicating as well as listening
 - i. Listen to congregation's concerns and aspirations, make everyone feel heard
 - ii. Theme "Meet the Board" in a Deep Listening or Deeper-Than-Coffee session
 1. Maybe once per quarter, choose the right frequency
 2. Like the format where everyone goes around the room speaking their piece – gives an equal voice to all, avoids appearance of cronyism
 - iii. In informal conversations, Board members should be deliberate about what we communicate
 - iv. Demystify the board for the congregation, make them feel heard, possibly inspire people to serve on the board someday
 - v. Help push any operational feedback to the right place, but also help people understand where is that right place, right policy, the right way to resolve it
 - vi. Be ready to meet the potential challenge if we receive difficult input – e.g. last survey received some "mean" feedback
 - vii. Blog posts and online discussions are underutilized for communicating
 - viii. Consider giving a short update on what the Board is working on each month
 - ix. What about linkage to Staff? This is very important.
 1. Rev. Allison gets this somewhat in annual reviews and ongoing meetings
 2. But we need more opportunities to hear from and learn from them
2. Consider idea of another Congregational survey
 - i. 2013 we did a big survey, great response rate, fascinating results
 - ii. Asked people where they envision us being in 3-5 years – that's now!
 - iii. Results of that were posted, except the open-ended responses, though not sure how many people found and read this great information
 - iv. Consider whether/how to do another survey?
 - v. Overlap with several other desired surveys: Long Range Planning Committee (LRPC), Social Justice, Leadership Development.
 1. LRPC already has tons of data from 1-hour meetings with 25 teams!
 2. LRPC is already sending out a survey in Feb., planning cottage meetings
 - vi. People really can get "survey-fatigue"! Social Justice can wait until fall.
3. Step back, think about how all three subcommittees of the Board are doing
 - i. Linkage, Monitoring, Visioning: three Board members on each of these
 - ii. These 3 activities are ALL the board should be doing; much less operational now
 - iii. This experiment has yielded much more work we could do in all 3 areas
 1. Let's not aim to tackle every idea and execute them perfectly, because we will fall short;
 2. Instead let's find successful work that we can repeat year after year
 - iv. Linkage team can team up with LRPC, who only has a 1-year charter anyway
 - v. Maybe the Board's big contribution is an Archiving system to handle all this data

1. All three branches are working to collect more and more data
 2. Rev. Allison suggests Gil Rendle's book [Doing the Math of Mission](#): how to use qualitative data to do quantitative things (several people have it!)
 3. Archiving our data better than chronologically would be a great advance
 - vi. Each of the 3 Board subcommittees has relevant work:
 1. Monitoring: working on new format for ministerial review (for 2019)
 2. Linkage: join with the LRPC, maybe even help with cottage meetings
 3. Visioning: start working on Archiving data issues and options
5. **LREDA Proposal - UUA Bylaws Change**, Director of Faith Formation Sadie Kahn-Greene
1. The Liberal Religious Educators Association (LREDA) <http://www.lreda.org/> brings to light the following issue: The insight, perspective, and wisdom of LREDA Members is underrepresented among voting delegates at General Assembly (GA).
 - i. Currently in the UUA Bylaws, the only GA attendees eligible to vote are ministers, members of congregations, and LREDA Members who have achieved Credentialed Religious Educator – Masters Level status, in addition to some number of church congregants based on each congregation's size.
 - ii. Faith Formation leaders are typically not members of the congregations they serve, as recommended in LREDA's Best Practices.
 - iii. Master Level credentialing is inaccessible to many for a variety of reasons (time, cost, etc.), thereby excluding many dedicated religious educators.
 - iv. This inaccessible credentialing level also supports white supremacy culture.
 - v. Credentialing should not have anything to do with whether or not religious educators have delegate status; that seems merely to be a way of limiting democracy.
 2. LREDA recommends the following solution to this problem, which this UUCN Board considered and agrees with: Change the UUA Bylaws to remove the "Masters Level" requirement, thereby including all LREDA members who serve congregations to the list of delegates without respect to credentialing or membership in their congregations.
 3. LREDA is pursuing both ways that the UUA Bylaws can be changed:
 - i. They already sent a letter to the UUA Board
 - ii. Get 12+ congregations to add weight by supporting this bylaws change
 - iii. Then the UUA Board will recommend to change the Bylaws at next GA
 - iv. They distributed guidelines for if we choose to participate (see APPENDIX D)
 4. **MOTION** to advocate and add UUCN's voice to this rewrite
MOVED by Steve Hedges, **SECONDED** by Brenna Woods, **MOTION CARRIED**
 5. **ACTION:** Jodie K. Holway and David Hudson to write and send in the required form
6. **Discussion: Board as Personnel Body**, David Hudson & Rev. Allison Palm
1. What is the appropriate way to support the Executive Director for personnel matters?
 - i. Extreme #1: ED forms a Personnel Committee, Board of Trustees isn't involved
 - ii. Extreme #2: Board of Trustees *is* the Personnel Committee, we do it all.
 - iii. Possible middle road: Create a Committee of the Board, either a subgroup of Board members who have relevant experience or others added for this purpose

- iv. Referenced a document from the UUA's Rev. Susan Beaumont about the role of a Personnel Committee (see APPENDIX E)
- 2. Today a Personnel Team exists (with 2 people on it) but ED hasn't used them all year
 - i. Partially because Rev. Allison wasn't sure how this would interact with Board
 - ii. Partially because this year's personnel matters have been confidential
 - iii. Partially because Rev. Allison wasn't clear what was within her own rights to do
 - 1. E.g. create Job Descriptions?
 - 2. E.g. revise Personnel Manual?
 - 3. E.g. change Personnel Policies?
 - iv. Should there be a standing Team that always exists, vs. ad hoc for a purpose?
 - 1. E.g. help with Membership duties?
 - 2. E.g. work on process for staff evaluations?
- 3. Need to determine which activities are owned by ED vs. by Board of Trustees
 - i. Then Board must figure out the best way to achieve our set of activities, starting with the list of activities that Rev. Allison currently needs to get done
 - ii. Propose that the Monitoring subcommittee of Board can propose who owns what, perhaps based on which activities have implications in various areas:
 - 1. Policies
 - 2. Budgeting
 - 3. Conflict resolution
 - iii. **ACTION:** Monitoring subcommittee (Lindsey Hedrick, Pam Jordan, Rick Spitz) to propose ownership of each listed item, Board vs. ED, by March 2018 to review with Rev. Allison before her leave begins

7. Board of Trustees Goal Setting – Looking Ahead, All

- 1. It's January, what are the main goals that this Board can achieve this year?
 - i. About 7 years ago this Board agreed to set 3 new goals every 18 months
 - ii. That was right around the transition to Policy Governance and new minister, so that goal to set goals didn't stick
- 2. Some small goals that are underway already:
 - i. Articles of Affiliation, making small updates to our legal paperwork
 - ii. Rev. Allison will talk with Rev. Steve Eddington by February's Board meeting, about process to become a Minister Emeritus
- 3. First Big Goal: during last September's retreat, we agreed to focus on Monitoring, Vision, Linkage subcommittees: first cut of which we've now accomplished pretty well
- 4. Perhaps our Second Big Goal could be: figure out where to put our data, our research, our records retention, and handle issues of confidentiality: this might be a great legacy to future Boards
- 5. A valid Third Big Goal can be: support congregation during 12-week Ministerial Leave
- 6. Potential Fourth Big Goal: determine what to do with the gem that is our Preschool?
 - i. May be bound up with the Long Range Planning Committee's work
 - ii. This would be a goal that extends beyond this year
 - iii. Note this will extend past Dave Hudson's tenure as president, May 2018

7. Conclusion: team will do further digging to decide among these good goals.
8. **Record Retention Conversation, All**
 1. This is a big issue that hasn't had a formalized solution nor rules: how to tackle it?
 2. Relevant topics that need to be addressed:
 - i. How to balance the needs of privacy vs. continuity? Keep resources available properly for future Boards, staff, and participants to not reinvent the wheel?
 - ii. What to do with legal documents pertaining to our church?
 - iii. Insurance documents, tax-related, any financial docs? Mainly on paper.
 - iv. How about docs and information that serve historical purposes?
 - v. Need to consider paper records vs. electronic/Google Docs vs. both, email, etc.
 - vi. Paper records are stored today in a filing cabinet, locked with key
 - vii. Key to paper filing cabinet is controlled by Sherri Woolsey, Church Administrator
 - viii. Google Docs administrator is also Sherri, she accesses things appropriately
 - ix. Wonderful research like Congregational Survey 5 yrs ago, today's LRPC findings
 - x. Personnel records are important and confidential, especially recent tricky ones
 - xi. Day to day, staff is creating new documents that need to be handled properly
 - xii. Also confidential info kept/created on our own Board of Trustees hard-drives
 - xiii. Board meeting minutes are posted publicly, also stored on Google Docs
 - xiv. Except for Board's private Executive Session proceedings; could get encrypted?
 - xv. Policy and storage mechanisms could extend to committees e.g. Nominating
 - xvi. How to handle both security and redundancy, in case of disaster?
 3. Options for categorizing and handling
 - i. Define a Policy which creates categories and guidance to retain each category
 - ii. Example from [UU congregation in Ames, Iowa](#) from 2013
 - iii. Example from [UU congregation in Las Vegas, Nevada](#) from 2010
 - iv. This is hard work to define it, but then every time a new document needs to be handled, it is such a relief to have a policy in place to guide it
 4. When and who to investigate?
 - i. This is a project that can be done during Rev. Allison's leave
 - ii. Affects Sherri Woolsey directly, we assume she would give input/support
 - iii. Pam Jordan feels strongly about these topics, Dave Hudson also
 - iv. **ACTION:** Pam Jordan and Dave Hudson to own this topic as one of this Board's accepted goals, report back in May or June 2018
9. **New Business**
 1. Ministerial compensation needs to be evaluated for the new church year 2018-19
 - i. This and all requested budget changes need to be ready by Feb. 15, 2018
 - ii. **ACTION:** Steve Hedges to do this evaluation
 2. Upcoming UUA meetings and delegate selection
 - i. General Assembly (GA) in June in Kansas City
 1. This year, Rev. Allison will be recognized as a Fellow (after approval)
 2. Deadline for delegates is Feb 1, deadline for housing is March 1, 2018
 3. Next year GA will be in Spokane, WA; in 2020 it'll be in Rhode Island

- ii. District Meeting in April here in Nashua
- iii. For each meeting, UUCN must select 6 delegates
 1. Normal procedure is to put out the call to congregation for volunteers, this list gets approved by the Board of Trustees
 2. We try to “share the love/opportunities”, people who didn’t go last time
 3. These folks vote their conscience for bylaws changes, any other articles
 4. Delegates need to pay their own way for travel – our budget has only \$100 for District and only \$200 for GA to subsidize someone(s)

10. Closing

1. Check-out, timekeeper’s report, and closing words
2. **MOTION** to adjourn
MOVED by Carol Houde, **SECONDED** by Pam Jordan, **MOTION CARRIED**

APPENDIX A: *Agenda*

APPENDIX B: *Minister’s Report*

APPENDIX C: *Linkage Subcommittee Recommendations*

APPENDIX D: *LREDA Proposed Amendment to Bylaws*

APPENDIX E: *Stepping Up to Supervision, Rev. Susan Beaumont*

Agenda

Board of Trustees, Unitarian Universalist Church of Nashua

January 9, 2018 @ 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:** *Lindsey*

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

6:37 [3] Admin: Consent Agenda

- December BoT Meeting Minutes

6:40 [15] Monitoring: Treasurer's Report (Lindsey)

- Update on audit preparations

6:55 [15] Monitoring: Minister's Report (Allison)

- Review Minister's Report

7:10 [60] Linkage: Subcommittee Report & Discussion (Steve, Jodie & Carol)

8:10 [15] Admin: LREDA Proposal - UUA Bylaw Change (Sadie)

8:25 [20] Admin: Discussion - Board as Personnel Body (David & Allison)

8:45 [15] Admin: Goal Setting - Looking Ahead

9:00 [15] Admin: Record Retention Conversation

9:15 [5] Admin: New Business

- Visioning in February – Monitoring in March – Linkage in April
- Appoint person/group to evaluate Minister's 2018-19 raise/COLA
- February: Delegate Selection, Minister Emeritus, and more!

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:

- [00 m - 0.0%] Visioning
- [30 m - 16.7%] Monitoring
- [90 m - 50.0%] Administration
- [00 m - 0.0%] Executive Session
- [60 m - 33.3%] Linkage
- [00 m - 0.0%] Policies & Procedures

[180 m - 100.0%] 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:

- Tuesday, February 13, 2018 @ 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)
- Examine oversight of committees of the congregation – Nashua Cemetery Association, et. al.
- Revisit “Affiliated Organizations” – Simple Gifts, UUANH

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
January 9, 2018
Covering December 12, 2017 – January 8, 2018

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: 173. (2016: 188, 2015: 221)
- We had a total of 348 people attend our two Christmas Eve Services.
- January 15 will be the first of two three way pulpit swaps with Manchester and Milford. We continue to collaborate with them on Adult Faith Formation.
- Sadie and I are facilitating an Adult Faith Formation class with Jeff Beland over the next month called "Owning Your Religious Past."
- About 40 people attended our Carol Sing on December 16, including 10 children. Sadie had a small group of 3 or 4 parents for her conversation about UU Parenting. We are planning another multigenerational event with a similar format for early February.
- The CYFF Team and the Adult Faith Formation (AFF) Team are experimenting with working in small groups to accomplish particular tasks, rather than meeting as two big teams once a month. Sadie hopes this will help people feel like their time is being spent productively, and engage more people in shaping the Faith Formation programs.
- We currently have 9 Covenant Groups running, serving about 50 people.

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 Stewardship Team is ramping up for the Annual Stewardship Campaign, which will begin on February 4 and run through March 4. The theme is "Sustaining Our Vision: Within, Among, Beyond." The Team is planning to host two "Coffee with the Stewardship Team" events to foster conversation about stewardship in smaller group. One will be in late January and one in late February. They have set the goals for the campaign at 175 pledge units and \$350,000.
- I have put together a job description for an Acting Membership Coordinator. I will share the latest draft at our meeting, after the Membership Team has had a chance to review. I plan to post the job this week, with an application deadline of February 1.
- I held a "Coffee with the Minister" event after church on Dec. 17. It was lightly attended, but there was good conversation, and attendees agreed that it would be a good thing to do every few months.
- The Auction Team is starting to plan for this spring's Auction, scheduled for May 5.

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.

- Members of our choir will again be participating in the Interfaith Choir this month. They will be singing at the Interfaith Martin Luther King Jr. Service on Jan. 13
- I have been begun some conversation with a couple of members of the BLM Team about our hiring practices at UU Nashua, and how they do or do not foster diversity. We are using the Membership Coordinator search as a test case.
- The GSOP sub-group of the Social Justice Team is planning a couple of conversations around immigrant solidarity in New Hampshire. I will also be doing a service on the topic on Jan. 21.
- The Jeffrey Campbell study group has made contact with Jeffrey Campbell's daughters and they have given their blessing to continue with the project of getting a marker for Jeffrey and Marguerite Campbell's gravesite. We are also planning a service to introduce the Campbells to the congregation on Feb. 11.
- I participated in the following community and justice events this past month: offered the Invocation and Benediction at the Nashua City Inauguration on Jan. 7, led/co-led 2 Immigrant Solidarity Vigils, participated in a NH kickoff meeting for the Poor People's Campaign and a follow-up conference call, attended a Nashua Area Interfaith Council Exec meeting and the monthly Nashua Area Interfaith Council meeting
- We had 9 regular weekly outside groups use our building during December: Overeaters Anonymous, 4 Narcotics Anonymous Groups, Alcoholics Anonymous, a Spiral Scouts troop and 2 yoga classes for kids. In addition, we had the Russian Language school use the building for performances.

4. CHILDREN'S WINTER GARDEN WITH WHITE WING SCHOOL

- The CWG-WWS Board had a conversation using the Long Range Planning Committee questions at last month's meetings and had **lots of interesting ideas** about the future of the preschool
- Registration for next year is in full gear. The board is working on marketing plans, including Facebook and digital advertising, and advertising in NH Parenting
- Registration remains steady at 73. Anticipated tuition income is \$10,000 higher than originally budgeted
- There continues to be a healthy surplus in the budget, and the school has about \$90,000 in the bank

5. Monitoring Report on Policy F: Financial Condition and Management

Policy language is in italics. Interpretations, Data, and Statements of Compliance are in regular font.

With respect to the Church's actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures and income from the annual budget approved by the Congregation or Board priorities established in the Ends Policies.

Interpretation: This policy is interpreted to mean that:

1. The church should not be in danger of running out of money to cover expenses and financial planning goals.
2. The actual income received and money spent should be in line with the budget approved at the Annual Meeting each year in June. "Material deviation" is interpreted to mean that expenses **do** NOT exceed 105% of each budget line item approved by the congregation. The budget set each year should allocate

expenses in a way that will use the financial resources of the church to further the Mission and Ends of the congregation.

Data: Our current checking account balance is \$160,853.22. This is enough for more than three months of regular operating expenses. The Income and Expense report included below indicates that none of our expenses are on track to exceed 105% of the budget this year.

Statement of Compliance: I report compliance

Accordingly, the Executive Director shall not:

1. Operate without written policies guiding the prudent investment of Church operating reserve funds as described in Policy E-3 & 4 above.
2. Operate without adequate accounting controls and procedures that are maintained and documented;
3. Allow annual operating expenses to exceed 105% of the budget without the agreement of the Board;
4. Assume any long-term indebtedness without Board approval;
5. Undertake transactions exceeding \$10,000 without seeking multiple bids or cost comparisons;
6. Enter into any purchase or service contract exceeding \$25,000 without prior Board approval;
7. Acquire, encumber, or dispose of real property without prior Board approval;
8. Spend or borrow Endowment funds without prior Board approval; or
9. Plan for annual Endowment outlays of more than the “prudent withdrawal amount” percentage, as determined by the Board, of the Endowment fund balance.

We are 53% of the way through this year. Both income and expenses are slightly behind at 48.20% and 46.10%. As of now, we have an \$11,544 surplus.

| | Actual | Budget | Percentage |
|------------------------|---------------------|---------------------|---------------|
| INCOME | | | |
| Endowment | \$68,332.19 | \$150,814.00 | 45.31% |
| Fundraisers | \$525.00 | \$11,800.00 | 4.45% |
| Outreach Collections | \$17,877.56 | \$35,000.00 | 51.08% |
| Pledges | \$174,103.43 | \$330,000.00 | 52.76% |
| User Fees | \$2,732.00 | \$6,000.00 | 45.53% |
| CWG-WWS Contribution | \$5,600.00 | \$28,000.00 | 20.00% |
| Other Income | \$2,101.75 | \$1,150.00 | 182.76% |
| TOTAL INCOME | \$271,271.93 | \$562,764.00 | 48.20% |
| | | | |
| EXPENSES | | | |
| <i>Programs</i> | | | |
| Music & Worship | \$3,877.47 | \$9,800.00 | 37.83% |
| Faith Formation | \$1,986.16 | \$6,300.00 | 31.53% |
| Membership | \$339.24 | \$3,200.00 | 10.60% |
| Social Justice | \$17,324.85 | \$39,900.00 | 43.42% |
| Leadership Development | \$131.50 | \$300.00 | 43.83% |
| Board Expenses | \$154.42 | \$1,600.00 | 9.65% |
| Ministry Funds | \$200.00 | \$1,300.00 | 15.38% |
| Total Programs | \$24,013.64 | \$62,850.00 | 38.21% |
| <i>Operations</i> | | | |



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|-------------------------|---------------------|---------------------|---------------|
| Administration | \$12,596.22 | \$34,800.00 | 36.19% |
| Communications | \$61.01 | \$1,500.00 | 4.067% |
| Stewardship | \$98.00 | \$2,800.00 | 3.50% |
| Denomination | \$22,357.00 | \$22,357.00 | 100% |
| Property | \$34,811.85 | \$100,150.00 | 34.76% |
| <i>Total Operations</i> | <i>\$69,924.08</i> | <i>\$161,607.00</i> | <i>43.27%</i> |
| <i>Staff</i> | | | |
| Minister | \$64,686.06 | \$123,932.00 | 49.93% |
| Program Staff | \$60,952.65 | \$133,085.00 | 45.80% |
| Administrative Staff | \$40,151.19 | \$77,633.00 | 51.72% |
| <i>Total Staff</i> | <i>\$165,789.90</i> | <i>\$338,994.00</i> | <i>48.91%</i> |
| TOTAL EXPENSES | \$259,727.62 | \$563,451.00 | 46.10% |
| Difference | \$11,544.31 | \$63 | |



6. Parental Leave Planning Updates


- Rev. Barbara McKusick Liscord has agreed to be the on-call minister for pastoral care and work with our Pastoral Care Team while I am on Parental Leave. I am working on a contract for her, based on the terms described in my Parental Leave Plan. She will also preach here on April 29.

7. Schedule


- January 15 is the first of two three way pulpit swaps with Milford and Manchester. I will be preaching in Manchester that day, and Rev. Carol Strecker, the Interim Minister in Milford will be leading worship here in Nashua.
- I will be taking 5 days of study leave and 1 day of vacation to travel to Florida from January 22-29 for the UUMA's Institute for Excellence in Ministry. I am looking forward to spending the week in a seminar on Family Ministry led by a minister and religious educator from the UU church in Summit New Jersey. January 28 will be my regular one Sunday off for the month, and the Worship Associates will be leading service that day.

| | | |
|---|---|---|
|  | <p>Policy-Based Governance Linkage Recommendations</p> |  |
| <p>Linkage Sub-Committee</p> | | |
| <p>Carol Houde Jodie Holway Steve Hedges</p> | | |
| <p>01/09/2018</p> | <p>Linkage Recommendations to the Board of Trustees</p> | <p>1</p> |

| | | |
|--|---|---|
|  | <p>Objectives and Value Proposition</p> |  |
| <p>Why does the Board perform Linkage? To gather feedback which will support...</p> | | |
| <ul style="list-style-type: none">• To support Monitoring<ul style="list-style-type: none">• How is the Church doing?• Are we measuring the right things?• To support Visioning<ul style="list-style-type: none">• To what ends does the congregation aspire?• Are we on the right path to achieve them?• To support Policy development<ul style="list-style-type: none">• What challenges exist that require new governing policies?• To support the Executive Director<ul style="list-style-type: none">• ...to enhance programs, worship, pastoral care, etc. | | |
| <p>01/09/2018</p> | <p>Linkage Recommendations to the Board of Trustees</p> | <p>2</p> |



Potential Pitfalls / Challenges




- Feedback can be too operational, outside Board's charter
 - What do we do with these inputs?
- Feedback may reveal congregational conflicts
 - How do we deal with these?
- Balancing individual, passionately expressed concerns with the needs of the (more) silent majority
- How do we ensure equal-opportunity access to Linkage?
 - How do we avoid the appearance of favoritism?


01/09/2018

Linkage Recommendations to the Board of Trustees

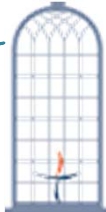
3



Congregational Survey Themes, 2013



Highly abridged, excluding all Minister-related feedback



We view ourselves as warm and friendly, unless you're new...

What's Policy Governance, and are we doing it right?

Pride in our social outreach

Celebration of our lay leadership!

Majority clamoring for growth of congregation

Congregation should be providing more financial support

Reverence for our beautiful building

More support for high school, college students, young adults

RE is highly valued, should be expanded and revitalized


Delight and pride in music program!

Wish for more diversity: theological, ethnic/racial


Puzzlement that we aren't better known in Nashua

Linkage Recommendations to the Board of Trustees

4




Proposed Linkage Methods




- Surveys
 - Comparative updates to Ministerial Search surveys of 2013
- Online discussion groups, facilitated by Board member(s)
 - Blog, Facebook, and/or other social networks
- In-Person focus groups
 - Cottage meetings
 - Deeper Than Coffee sessions
 - Meet-the-Board workshops
- Individual interactions with congregants
 - Unscheduled, opportunistic

Focus on listening, but can also improve communication about Board decisions, initiatives, etc.

01/09/2018
Linkage Recommendations to the Board of Trustees
5



Potential Resources for Linkage



- UUA resources
 - UUA Communications/Linkage Working Group:
<https://www.uua.org/uuagovernance/board/committees/communications>
- Other Congregations
 - First Unitarian Portland:
<http://www.firstunitarianportland.org/about-us/board/communications-committee/>
- Training opportunities for the Board
- Others ???

01/09/2018
Linkage Recommendations to the Board of Trustees
6



Open Questions



- Select the desired linkage method(s)
 - Which ones are most effective, feasible, etc.?
 - What timeline to execute each?
 - What frequency to plan revisiting?
 - Who facilitates each, from subcommittee and from Board?
- Manage the feedback
 - How to interpret/analyze each results?
 - How to share back with the congregation?
 - How to archive?
 - How to handle confidential information?
- Measure our success
 - How to check whether our Linkage function is working?



UNITARIAN
UNIVERSALIST
ASSOCIATION

Proposed Amendment to Bylaws

Unitarian Universalist Association, 2018 General Assembly

Deadline: February 1, 2018 by 5:00 p.m. (or postmarked by January 25, 2018)

Amendments may be submitted by:

- 15 UUA certified (in 2017) member congregations by action of their governing boards or congregations, or
- By official action of a district or region (See UUA Bylaws Section 4.11).

How to write Amendments to Bylaws:

- Make clear the article and section to be amended, as well as any other articles and sections that may be affected by the proposed amendment.
- Be as brief and precise as possible and use words that are consistent with their context.
- Include the basic argument to be used by the proponents.

Required Materials (Rule G-14.2.1):

- The exact text of the proposed amendment and the section that it is proposed to amend.
- A concise summary of the principal arguments on which the proponents rely.
- Other articles or sections affected by the proposed amendment and suggested text of any necessary conforming amendments.
- Certification forms (below) from 15 UUA certified (in 2017) member congregations or one form from a district or region.

For additional information, please refer to Article XIV of UUA Bylaws and Rules.
Proposed amendments to Bylaws appear on the Tentative Agenda and the Final Agenda.

Amendment to the Bylaws: Article: IV Gen'l Assembly Section: 4.8 Delegates

Certification: The attached Amendment was approved in accordance with our procedures by our governing board or congregation (or district/region in accordance with Bylaws Section 4.11)

David J. Hudson President, Board of Trustees, UUCN
 Signature of Certifying Officer or Minister Title

Name of Certifying Officer or Minister David J. Hudson

Name of Congregation or District Unitarian Universalist Church of Nashua NH (UUCN)

City Nashua State New Hampshire

Contact person for this Bylaw Amendment:

Name Jodie K. Holway, Clerk of Board of Trustees, UUCN Daytime Phone 650-208-4576

Address 58 Lowell St.

City Nashua State NH Zip 03064

Email JKHolway@hotmail.com

- Submit this form, along with other required materials by:
- Email - scan documents and send to generalassembly@uua.org; or
 - Mail to UUA General Assembly, 24 Farnsworth St, Boston, MA 02210

Summary of the Arguments for Proposed Change to UUA Bylaws

Submitted by Unitarian Universalist Church of Nashua NH

January 2018

- **PROBLEM:** The insight, perspective, and wisdom of LREDA Members is underrepresented among voting delegates at General Assembly (GA).
 - Currently, the only GA attendees eligible to vote are ministers, members of congregations, or LREDA Members who have achieved Credentialed Religious Educator – Masters Level status.
 - Faith Formation leaders are typically not members of the congregations they serve, as recommended in LREDA’s Best Practices.
 - Master Level credentialing is inaccessible to many for a variety of reasons (time, cost, etc.), thereby excluding many dedicated religious educators.
 - This inaccessible credentialing level also supports white supremacy culture.
 - Credentialing should not have anything to do with whether or not religious educators have delegate status; that seems merely to be a way of limiting democracy.
- **BACKGROUND:** The current system of delegates at General Assembly (GA) is allocated as follows to every member congregation:
 - minister(s),
 - emeritus ministers,
 - LREDA members who have achieved Credentialed Religious Educator – Masters Level, and
 - some number of church congregants, allocated by size of congregation
- **SOLUTION:** The proposal is to remove the “Masters Level” requirement thereby including all LREDA members who serve congregations to the list of delegates without respect to credentialing or membership in their congregations.

See attached proposed amendment to the UUA Bylaws: Article IV GA, Section 4.8 Delegates.

Underlining indicates insertion; brackets indicate deletion.

UUA Bylaws and Rules

172 **ARTICLE IV General Assembly**

211 **Section 4.8. Delegates**

245 (b) Minister Delegates and Religious Education Director

246 Delegates. Each certified member congregation is also

247 entitled to be represented at each General Assembly by the

248 ordained minister or ministers in ministerial fellowship with the

249 Association settled in such congregation, and by the director

250 or directors of religious education who are Active Members of the Liberal Religious

Educators Association {having achieved

251 Credentialed Religious Educator – Masters Level status by

252 the Association} and employed in such congregation. In

253 addition, each certified member congregation is also entitled

254 to be represented at each General Assembly by any minister

255 emeritus or minister emerita of such congregation in

256 ministerial fellowship with the Association and by any director

257 of religious education emeritus or emerita having achieved

258 Credentialed Religious Educator – Masters Level status by

259 the Association designated as such by a vote at a meeting of

260 the member congregation not less than six months prior to

261 the General Assembly, provided that any such minister has

262 been settled previously in such congregation, and any such

263 director of religious education who has been previously

264 employed in such congregation.



Susan Beaumont
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May 4-5, 2017

**Central East Region
Unitarian Universalist Association**

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Twitter: @Susan_Beaumont

248-641-1630

The Role of the Personnel Committee

The personnel committee is accountable to the governing board of the congregation. It exists to provide oversight to the church's employment relationships, primarily through the creation of employment policy. The specific responsibilities of the Personnel Committee will vary, depending upon the size of the congregation, and whether or not the staff team is large enough to have its own HR Director.

| Helpful Personnel Committee Practices | Unhelpful Personnel Committee Practices |
|---|--|
| Propose employment policies to the governing board. | Finalize employment policy without the approval of the governing board. |
| Make policy recommendations regarding overall salary administration. | Determine individual salary levels, or increases in salary for individual employees. |
| Serve as an advisory board to the head of staff on personnel related issues, as requested. | Direct the supervisory decisions of the head of staff. |
| Provide oversight to the overall annual performance review process, to insure that the process was conducted in a timely manner and with integrity. | Prepare the annual review of an individual employee, or facilitate the performance review conversation. |
| Act as an arbitrator on staff team issues that involve potential policy violations, only after those issues have been appropriately vetted through normal supervisory channels. | Meet with employees to hear their complaints, without the supervisor present. (Unless the complaint involves misconduct behaviors that threaten the safety or well-being of the employee). |
| Assist the governing board in preparing for its annual performance review of the senior clergy leader. | Conduct the head of staff performance review on behalf of the governing board, without board input and/or approval. |
| Work with the head of staff and employees on the design of job descriptions, when asked to do so by the head of staff. | Design job descriptions without the buy-in and consent of the head of staff. |
| Serve as a witness during disciplinary employment conversations, when requested to do so by the head of staff. | Act in the role of supervisor in any disciplinary employment conversations. |