

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

April 4, 2019

**Draft Minutes** by Lindsey Hedrick, Treasurer of UUCN, as of 6 April 2019

**Reviewed** by Rick Spitz, Lindsey Sylvester, Carol Houde, Steve Hedges, Pam Jordan

**Meeting Attendees:**

John Burkitt, Steve Hedges, Lindsey Hedrick (Treasurer),  
Carol Houde (President), Pam Jordan, Rick Spitz, Lindsey Sylvester

**Attending via Zoom:** Rev. Allison Palm

**Excused:** Jodie K. Holway (Clerk), Brenna Woods (Vice President)

Full Agenda: see APPENDIX A

**1. Consent Agenda**

1. **MOTION** to accept March's minutes as amended via email reviews  
**MOVED** by Steve Hedges, **SECONDED** by Lindsey Sylvester, **MOTION CARRIED**

**2. Minister's Report**, Rev. Allison (see APPENDIX B)

1. This was Rev. Allison's first time using our new Ends statements to prepare her report
  - i. Prompts her to think more intentionally about the things we do
  - ii. No interpretations of these new ends yet
    1. She plans to create her interpretations during her study leave in summer
      - a. This will better prepare her for the new church year
      - b. We can then look at them at our Board retreat or first meeting
  - iii. We like the new format
2. Upcoming Worship Renaissance module
  - i. Part of a religious educator credentialing program
  - ii. Being led by Sadie and Rev. Allison
    1. New England Region invited Sadie to lead this activity
    2. Sadie asked Rev. Allison to be the minister who will lead it with her
  - iii. 15 hour training centered around worship
  - iv. 12 religious educators/worship associates are currently signed up from other congregations
  - v. It is being held at UUCN and participants are sleeping offsite
  - vi. Rev. Allison is excited to take some of this workshop and potentially use it in our own worship associate training in the fall

3. Ends statement on Asking For and Receiving Care
  - i. Should this section also include the number of Candles of Joy and Concern we've had for the month?
  - ii. Could be a helpful metric as it measures how much people are sharing with each other
4. Children's Winter Garden with White Wing School
  - i. Currently this is its own section of the Minister's Report
  - ii. Waiting until after the interpretations are completed in order to find the place where it best fits into the new Ends statements
  - iii. Noted that we have wondered exactly where both the Preschool and Simple Gifts fit into our Ends statements
5. Feedback on our new Greeting/Hosting experience
  - i. Successful swaps have been made – people needing coverage and finding it
  - ii. Some people have not shown up for greeting. That is being monitored so those people can be checked in with
  - iii. Some of the youth feel hurt and as if they were "fired" by how Coffee Crew ended
  - iv. Overall the congregation has been engaged, new system has been well received

### 3. Minister's Goals (see APPENDIX C)

1. New format of goals
  - i. Includes how the goal will be measured
  - ii. 2 goals about learning and 1 goal about action
2. Should there be a goal involving Lifespan Education?
  - i. This feels like an operational goal, rather than a professional development goal
    1. Sadie has goals for next year around Lifespan education
  - ii. Rev. Allison's goals are around her own professional development
    1. She does not feel that she needs to develop more in the area of Lifespan education at this time
  - iii. Where would a goal around Lifespan Education fit?
    1. Part of evaluating the *Ministry of the Church*, and not evaluating the *Minister*
      - a. This is separate from evaluating Rev. Allison and her skill set
    2. Rev. Allison had interpreted our evaluation of her to mean we believe she has the skills, and our program needs to be developed further
      - a. Therefore it does not fall under her own needs for professional development
      - b. It's been handed down to Sadie to further develop the program with Allison's support

3. Common wisdom is that these evaluations (of the *Ministry* and of the *Minister*) should be separate
    - a. The two can be moving independent of each other
    - b. Rev. Allison could be excelling at her ministry, but the church could still be suffering due to independent reasons
    - c. Inversely, the church could be thriving even if Rev. Allison wasn't being an amazing minister
  4. The Board's work is not finished
    - a. We need to look into doing an evaluation of the Ministry of the Church
      - i. Could be done via a survey at the end of each year which would measure our church in relation to our Ends statements
      - ii. Once the Board develops this habit, that data could be used by Rev. Allison in developing operational goals for the staff
    - iv. Second goal around identifying strategies for growing leaders in the church by January 2019.
      1. This is a typo. They should be identified by January 2020
    - v. Should there be an additional goal about Rev. Allison increasing her public exposure?
      1. She could write a book. Give a seminar.
      2. No. This would take up a lot of time and energy
      3. Her efforts will be most effective directed towards a capital campaign
    - vi. Distributing these goals to the congregation
      1. They will be in the minutes
      2. Rev. Allison could include them in her Minister's Report at the annual meeting
        - a. Should they be mentioned at the annual meeting? Yes
        - b. Introducing the idea of a capital campaign is a delicate thing
        - c. However, we want to normalize the idea of a capital campaign for this church.
        - d. It's not a secret
      3. Rev. Allison will share her professional development goals with the staff this month and not wait until the annual meeting
4. **April 7<sup>th</sup> Service and Deeper than Coffee Planning**, Allison and Lindsey S. (see APPENDIX D)
    1. John brought in his sign that shows the new mission and values
    2. Steve has written a paragraph for the Ends statement that had been previously assigned to Jodie

3. If Jodie cannot join us in the church service on April 7<sup>th</sup>, Rev. Allison will read Jodie's lines in the Opening Words
4. We will need to rehearse the Opening Words
  - i. Arrive at church at 8:45AM to practice before choir rehearsal
5. New Member Welcome
  - i. Run by Rev. Allison and Molly
  - ii. Need 2 Board members to hand out flowers and certificates
  - iii. Carol and John volunteer to help
6. After Carol's overview on the steps we took to get us to this point, she will invite us to sing the children out to their classes
7. Mission
  - i. Carol invites the church to do a unison reading of the mission
  - ii. She used up more than her allotted numbers of words for this section
    1. We'll allow it
8. Ends Statements
  - i. Go up to the pulpit 3 at a time to read our paragraphs about our Ends statements
    1. Group 1: Brenna, Lindsey S., Pam
    2. Group 2: Lindsey H., John, Rick
    3. Group 3: Brenna, Steve, Steve (again)
9. Deeper than Coffee
  - i. People will have their Order of Service insert which will list our new values, mission, and ends statements
  - ii. We can bring our newly made sign in to the room as well
  - iii. Keep it less formal. People can stop in briefly to express questions, comments, and concerns
  - iv. We do a good job listening, but make sure we take advantage of our opportunity to educate the congregation on what the Board does
  - v. Let people know we didn't make these up on our own. We listened to them. We heard them. This is our response to what we have learned from them
10. Add in your paragraph on the Ends statements to the Order of Service document
  - i. The document is in the Board google drive. A link was sent out
  - ii. Reminder to also bring your own copy of what you plan to read on Sunday
11. Microphones
  - i. Do we have enough microphones to make the service work in this format?
    1. We have 3 stand microphones
    2. Rev. Allison checked with Frank Grossman who said it would work
      - a. Frank may not have known that Steve would be signing in the service and require 2 stand microphones
      - b. We can move microphones as needed during the service
      - c. Rev. Allison has faith it will all work out

## 5. New Personnel Committee, Steve, John, and Pam (see APPENDIX E)

1. Current procedure presented a conflict of interest
  - i. Rev. Allison is expected to comply with the personnel manual which she also owns and is allowed to make changes to
  - ii. Grievances could arise between a staff member and Rev. Allison
    1. No clear outline on how those should be handled
2. Everything listed is a suggestion offered to Allison. She still owns the personnel manual and can accept or reject these suggestions
3. Rename personnel manual to General Staff Personnel Manual, and clarify that it applies to every church employee EXCEPT the Minister/ED
4. New section on Conflicts and Disciplinary Issues that Warrant Intercession by Board
  - i. This is a new section
  - ii. Took the existing document and clarified the grievance process
  - iii. Lays out a detailed step by step plan
    1. Board could use an arbitrator if it deemed necessary
    2. Board could overturn a firing made by the ED
      - a. The policy does not disallow this
      - b. Are we okay with this?
        - i. Yes, because we are not writing this policy for Rev. Allison. We're writing it to cover any situation
        - ii. We have to cover our bases
        - iii. It's good to have another check in place
5. Next step would be to take things from this to determine what would/would not apply to Rev. Allison
  - i. Makes the most sense to do this contractually
  - ii. Make references to staff personnel manual
  - iii. Try to avoid listing specific personnel manual numbers in case things get re-numbered as the document gets edited
  - iv. Or, identify as of which date we are referencing the personnel manual so we'll know which version to look at
6. Rev. Allison did not see any immediate issues with suggested changes

## 6. Executive Session

MOTION to go into Executive Session

MOVED by Lindsey Sylvester, SECONDED by Steve Hedges, MOTION CARRIED

MOTION to come out of Executive Session

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

7. **2019-20 Budget** (see APPENDIX F)
  1. We are not voting on this budget tonight. We will vote in May.
  2. Budget requests for 2019-20 left us with an initial deficit of (\$85,098)
  3. Rev. Allison made large cuts to budget requests and got the deficit down to (\$9,233)
    - i. This is still a large gap
    - ii. All program budgets stay flat or have a slight decrease
    - iii. It removes part of the requested maintenance budget
    - iv. Eliminates all requested staff increases except for child care lead who did not get a raise last year
  4. Income section highlights
    - i. Income stays steady with last year
    - ii. Last year we took \$10,000 from surplus to make up the gap
      1. Hope had been that we could make it over that hurdle this year with the push for increased pledging
      2. That has not happened so far
  5. Expense section highlights
    - i. Some things had to increase
      1. Our fair share contribution went up the predicted 10%, a \$2,500 increase
        - a. This number is given to us by the UUA
        - b. Represents the amount we are asked to contribute based on our operating expenses
      2. \$10,000 increase in our Total Maintenance budget (which is still far less than the requested amount)
      3. Painting request for this year – which is not approved at this time
  6. Staffing changes highlights
    - i. Coffee crew has been removed from the budget
    - ii. Membership coordinator has been removed from the budget
    - iii. Ministerial intern has been added to the budget
    - iv. This makes our total staffing budget approximately \$7,000 lower than last year
  7. To get to the recommended raises for our staff, we need an additional \$12,000
    - i. This is in addition to the \$9,000 needed to close the budget as is
    - ii. Which means we need approximately \$20,000 to make our “minimum” budget
    - iii. But it’s noted we are really \$80,00 behind our ideal budget
  8. Stewardship team has a list of people that they are interested in following up with
    - i. Some people Rev. Allison would check in with
    - ii. Some people Stewardship would check in with through a phone-a-thon
      1. The Board is being asked to participate in the phone-a-thon
      2. Carol will send out a poll to check the Board’s availability
    - iii. Some people did not pledge last year or this year and would need to make a pledge in order to retain their membership
  9. 41 increases in pledging this year due to the extra ask
    - i. This is great!

- ii. We don't want to seem ungrateful by asking the whole congregation to up their pledges now
  - iii. A targeted approach, through this phone-a-thon seems the best way to go at this time
10. Maintenance issues
- i. We are being held back by the maintenance that our building requires
  - ii. Years of deferred maintenance have gotten us to this point and it's caught up with us
  - iii. We are currently prioritizing our building over other things
    - 1. However, it's not listed in our mission or our ends as a priority
    - 2. It's time to decide who we want to be. What are the real priorities?
11. Property Team is requesting approval to spend \$33,000 painting the back of the Sanctuary and the Parish House
- i. An expenditure of this amount requires Board approval
    - 1. If they do that, it leaves only \$9,000 for maintenance for the remainder of the year
    - 2. This does not feel fiscally responsible
  - ii. It's possible to paint only half, but painting in two consecutive years will likely cost more overall due to set up costs
  - iii. Because we are a historical building, are there grants available to assist in cost?
    - 1. Carol knows someone who received grants to restore a historical bell tower. She can reach out to them as a resource
    - 2. Would accepting a grant tie our hands in the future by placing limitations on what we can do with our building?
  - iv. The painter has indicated that if we don't sign the contract soon, we will not get put on the schedule for this season
  - v. Rev. Allison has a meeting with Steve Pugh on April 15<sup>th</sup>.
    - 1. Would it be helpful to have a Board member attend meeting as well?
    - 2. No. She's not sure of the subject of the meeting. It could be a presentation of the 20 year plan that the Property Team has created
  - vi. We can't make such a large financial commitment to next year while we don't have a completed picture of what the budget will look like
  - vii. **MOTION** to defer the decision of painting the back of the sanctuary and parish house until the board approves a full budget that will be presented to the congregation  
MOVED by Steve Hedges, SECONDED by Rick Spitz, MOTION CARRIED
12. Is the Capital Campaign next year?
- i. No. It needs more time to ramp up
  - ii. Rev. Allison will be creating two new teams for next year
    - 1. Capital Improvements Team: talk with architectures, find out what's possible, what we need, and put together 2-3 ideas for the congregation to vote on
      - a. The earliest this vote would happen is annual meeting in 2020

- b. Realistically, we will need to call a special meeting during the 2020-2021 church year
  2. Capital Campaign Team: talk with a consultant, perform a feasibility study, figure out how much capital we could actually raise
13. IFC recommended a 4.5% withdrawal rate from the endowment for 2019-20
  - i. IFC looked at trends predicting how our endowment will perform in the future
  - ii. There is concern how that withdrawal rate will affect endowment long term
  - iii. They may look at decreasing the recommended withdrawal over the years

#### 8. Schedule Board Retreat, Carol

1. Suggested date: Saturday August 17th
  - i. Appears to work for most people
  - ii. That is Rick's birthday weekend!

#### 9. Upcoming Subcommittee Topics

1. May – Visioning: Beyond the Nested Bowls retreat/Capital Campaign
2. June – Linkage

#### 10. Potential Invested Funds Committee (IFC) Recruits

1. Policy says that the IFC abides by 3 term limits of 3 years each to get people rotating in and out of the committee
2. At their last meeting they created a table showing where they each are in their terms (APPENDIX G)
3. **MOTION** to approve this table  
**MOVED** by Steve Hedges, **SECONDED** by Pam Jordan, **MOTION CARRIED**
4. Would they be willing to change their meeting times?
  - i. Yes! They've started to discuss this
  - ii. Then younger (non-retired) people would be able to participate
5. IFC has presented the Board with a list of suggestions for new recruits to join the IFC
  - i. The Board will reach out to these members prior to the May meeting to see if they are interested
  - ii. Parenthesis indicate which board member will do the asking
    1. Ellen McCahon (Lindsey H)
    2. Kate O'Shea (John)
    3. Chip McGee (Carol)
    4. Harry Purkhiser (Carol)
    5. Steve Hedges (Steve)
    6. Pam Jordan (Pam)

#### 11. Closing – Meeting Adjourned



**APPENDIX A:** *Agenda*

**APPENDIX B:** *Minister's Report*

**APPENDIX C:** *Minister's Goals*

**APPENDIX D:** *Order of Service for April 7<sup>th</sup>, 2019*

**APPENDIX E:** *Personnel Committee PowerPoint*

**APPENDIX F:** *2019-20 Budget (Unapproved)*

**APPENDIX G:** *Table of Terms for Current IFC meetings*

# FINAL AGENDA

Board of Trustees, Unitarian Universalist Church of Nashua  
April 2, 2019 at 6:30 pm

*Our Mission: We are a welcoming community of faith, inspiring lives of wonder, generosity, and courage, serving the world through love in action.*

- 6:30** [15] Admin: Chalice Lighting (Lindsey H)  
Check-in
- 6:45** [5] Admin: Consent Agenda  
•March BoT Minutes
- 6:50** [10] Monitoring: Minister's Report (Allison)
- 7:00** [15] Monitoring: Minister's Goals (Allison)
- 7:15** [20] Visioning and Linkage: April 7<sup>th</sup> Service and Deeper than Coffee Planning (Allison and Lindsey S)
- 7:35** [20] Policy: New Personnel Committee/Team (Steve, Pam, and John)
- 7:55** [5] Break
- 8:05** End of break
- 8:35** [30] Admin: 2019-20 Budget
- 9:05** [5] Executive Session: Safe Congregation Response Team (Carol)
- 9:10** [10] Admin: Schedule Board Retreat (Carol)
- 9:20** [5] Admin: Upcoming Subcommittee topics and rotation schedule  
May: Visioning (Beyond the Nested Bowls Retreat)  
June: Linkage
- 9:25** [5] Admin: Covenantal check-out
- 9:30** [5] Admin: Closing words (Allison)

Visioning: Brenna Woods, Carol Houde, Lindsey Sylvester  
Monitoring: Lindsey Hedrick, Pam Jordan, Rick Spitz  
Linkage: Steve Hedges, John Burkitt, Jodie Holway  
Personnel: Pam Jordan, John Burkitt, Steve Hedges

Parking lot:

- Articles of Agreement Changes--required 501(c)3 revisions, approved but not submitted
- Knowledge management
- Examine oversight of committees of the congregation--Nashua Cemetery Assoc., et. al.
- Policy updates and tidying

**Minister's Report to the Board of Trustees**  
**Rev. Allison Palm**  
**UU Church of Nashua, NH**  
**April 4, 2019**  
**Covering March 7 – April 3, 2019**

*We create brave space for all ages where we:*

*Know our authentic Unitarian Universalist faith identity, teach it to our children, share it with others, and live it in the world.*

- Our youth led worship on March 17, inspired by their trip to a UU Youth Revival in Maryland at the beginning of the month.
- Sadie has been talking with teachers and parents about possibilities for restructuring children's Faith Formation next year. The plan that is emerging is a mixed age workshop style program that will directly reflect the congregation's new values.
- We dedicated 7 children in our service on March 24!

*Develop meaningful spiritual practices that connect us to wonder.*

- Average worship attendance this year: 148
- Our monthly spiritual practices night was attended by 5-6 people in March

*Ask for and receive care, support, and connection in times of struggle, joy, and transition.*

- We held a "Death Café" on March 23. 15 people gathered to explore questions around death and dying in facilitated small group conversations.
- I just completed a three month series on End of Life Planning for the monthly group I lead at the Huntington.

*Grow leaders who serve the needs of our congregation and our community with faith, resilience, and courage.*

- Sadie is working to engage volunteers around faith formation planning and has two ideas she is pursuing:
  - Empowering teachers with more collaborative planning similar to worship associates
  - Working with a team of 4-5 volunteers to support and review the whole program
- We are beginning to recruit folks for various roles for next year. On March 10, the staff met with Karen Murray from Nominating to share ideas and coordinate.

*Steward our congregational community with our time, talent, and money.*

- Our Stewardship Campaign has wrapped up for the year. We had a number of people raise their pledges, but only netted about \$2500 more than last year's pledge total. I believe we will have to go back to the congregation with a second ask.
- Our Auction chair had to step down for personal reasons at the beginning of March. We have recruited a new chair (Kim Steele) and are starting to ramp up planning for the Auction.
- I am starting to recruit people for two teams who will begin work next year towards our Capital Campaign: a Capital Improvements Team, and a Capital Campaign Team.

*Participate actively in our larger Unitarian Universalist community.*

- We have 6 delegates heading to the Northern New England District's Spring Assembly this weekend.
- Sadie and I are leading a Worship Renaissance Module at our church April 11-13.
- I will be attending the Northern New England UUMA Retreat April 3-5 in Vermont. There will be a program on collegiality.

*Understand systems of oppression and privilege and work to dismantle them within ourselves, our congregation, our community, and the larger world.*

- On March 31 we held a special “switch-it-up” Sunday where our adults participated in Faith Formation opportunities around the topic of racial justice and our children had worship in the sanctuary.

*Work in deep partnership to advance justice and heal our community and our world.*

- Four people from the congregation attended this month’s Immigrant Solidarity vigil and meeting.
- I participated in the following community and justice events this past month:
  - attended an NAIC Exec Board meeting
  - led an Immigrant Solidarity Vigil and attended an Immigrant Solidarity Network meeting
  - attended an online Northern New England District Board Meeting
  - attended a New Hampshire Council of Churches Board meeting and an Exec Meeting
  - attended a GSOP meeting on clergy strategy for the primary season
- We had 8 regular weekly outside groups use our building in November: Overeaters Anonymous, 4 Narcotics Anonymous Groups, Alcoholics Anonymous, a yoga class and a Spiral Scouts troop.

## **1. CHILDREN’S WINTER GARDEN WITH WHITE WING SCHOOL**

- Enrollment numbers for next year look good for this time of year. We are ahead of where we were at this time last year.
- In the last month the school has had both a Margaritas fundraiser and an Open House/Book Fair. Both events were a success!
- We will be increasing the preschool contribution to the church next year, from \$28,000 to \$30,000. The calculated cost to the church to run the preschool is \$33,000 (as calculated three years ago).

## **2. Schedule**

- a. I will be at the NNE Ministers Retreat in Vermont April 3-5.
- b. I am taking the morning of April 14 off. We have a guest worship leader scheduled.

Rev. Allison Palm  
2019 Goals

- To increase my knowledge about Capital Campaigns and undertaking major capital improvement projects
  - How to measure: pursuing educational opportunities on these topics, conversations with colleagues who have recent experiences, beginning to lay the groundwork for these projects in the congregation
- To learn more about innovative approaches to growing leaders in the church and identify some strategies to try at UU Nashua
  - How to measure: 2 strategies identified by January 2019, with ideas for how to implement
- To take more risks in worship, especially in preaching to the heart, and in speaking on justice issues
  - How to measure: lead at least 4 services in the next year that feel risky, identify these services to the Board and ask for feedback

**April 7, 2019**

Insert for OOS - Values/Mission/Ends on half sheet/ Life Calls Us On

## **GATHERING THE COMMUNITY**

**Prelude**

**Jed Holland**

**Ringing the Bell**

**Welcome and Greeting**

**Rev. Allison Palm**

## **CENTERING**

**Opening Words (multivocal?)**

**Board of Trustees**

By Gretchen Haley

- 1: There is a quiet courage
- 2: In the choice to let go of the past,
- 3: in the choice to be present in this new day
- 4: to live for this hour, this moment
- 5: and to believe in its possibility -
- 6: to release the regrets,
- 7: to stop the spinning stories of what was and is no longer,
- 8: to accept this gift
- 9: to believe that we are worthy still of happiness
- 1: of ease
- 2: of delight, and hope
- 3: to believe we have all we need to heal already,
- 4: and to receive this wholeness
- 5: with ready hearts
- 6: and open hands,
- 7: saying only thank you.
- 8: Come, let us practice this surrender
- 9: together
- 1: gathering up all the brave boldness
- 2: we know can be found in our bones and blood
- 3: if we will breathe together
- 4: knowing ourselves a part of this one life
- 5: filled with mystery, creativity

6: and power,  
7: Changing us, growing us,  
8: and calling us into partnership  
9: with all that is.  
ALL: Come, let us worship together

**Lighting the Chalice**

**Rev. Allison Palm**

**Opening Hymn: Circle Round for Freedom**

**Hymn #**

### **SHARING IN COMMUNITY**

**New Member Welcome** (should Board be involved? Give out flowers & certificates?)

**Creating our Vision**

**Carol Houde**

Intro to what we did to get here (2 minutes)

**Wonder Box** (quick!)

**Sadie Kahn-Greene**

**Singing our children and volunteers out: As You Go**

**Anthem: I Seek a Journey**

**Choir**

**Outreach Offering: ??**

**Response: "From You I Receive"**

**Hymn # 402**

**Candles of Joy and Sorrow**

**Rev. Allison, Lindsey Sylvester &  
Karen Campbell**

**Silent Reflection**

**"Spirit of Life"**

**Hymn # 123**

### **GOING DEEPER**

**Values**

**Rev. Allison**

Unison reading

Reflection

**Mission**

**Carol**

Unison reading



Reflection

**Special Music: Bridges**

**Steve Hedges**

**Ends (200 words each!)**

**Everyone else**

*Go up in 3s*

Unison reading of entire Ends (Brenna introduces)

Reflections - have line on screen as each person talks

Preamble - Brenna

UU identity - Lindsey S

Wonder - Pam

Care - Lindsey H

Grow Leaders - John

Stewardship - Rick

UU Community - Brenna

Oppression - Jodie

Partnership - Steve

## **RETURNING TO SERVICE IN LIFE**

**Closing Hymn: Life Calls Us On**

**see insert**

**Benediction**

**Rev. Allison**

Invite people to the Fellowship Room talk

**Song for Parting: "Peace and Joy"**

**Hymnal: Inside Back Cover**

**Postlude**

**Jed Holland**



***Personnel Subcommittee's Recommendation  
Report to the Board of Trustees***

***April 4, 2019***



## *Issue Investigated*



- Our current personnel policy (and our Personnel Manual) applies to the Minister, and yet the Minister is the owner of the personnel policy and manual.
- This creates potential conflicts, as in cases where one or more members of the Staff have issues or concerns with the Minister.
  - Note: there is a Grievance Section in the current Personnel Manual, but there could be a conflict of interest in implementing it when the Minister is associated with the grievance.
- Another level of accountability is needed.



## Summary of Principal Recommendations



- Change the name of the existing Personnel Manual to the **General Staff Personnel Manual (GSPM)** (title page)
- Stipulate that the GSPM applies to all church employees **except the Minister/Executive Director** or where otherwise stated (para 1.2)
- Clarify that the Minister/Executive Director holds **all** administrative responsibilities associated with the GSPM (para 1.3)
  - Since the Minister owns the GSPM, this subcommittee's recommendations, submitted as a red-line mark-up, are only recommendations
- Add a new paragraph **2.4.1 Conflicts and Disciplinary Issues that Warrant Intercession by the Board of Trustees**
  - Details on separate slide
- Change paragraph **2.17.2.3 Appeal from Involuntary Termination** so that the existing appeal process through the Board is replaced by the new process outlined in the new **paragraph 2.4.1**
- The Board adopts a policy that specifies, by reference, portions of the GSPM that are to be applied to the Minister/Executive Director under its monitoring function
  - See separate slide



## **2.4.1 Conflicts and Disciplinary Issues that Warrant Intercession by the Board of Trustees**

### **Major Points**



- Applied in special cases where employee grievances cannot be satisfactorily resolved through discussions with the Minister/Executive Director. Cases include:
  - An employee who has been terminated
  - An employee being suspended, placed on probation, or placed on a corrective action plan
  - An employee filing a formal (written) grievance against the Minister/Executive Director
  - A conflict arising between an employee and the Minister/Executive Director that has the potential of escalating to a termination, probation, corrective action plan, or formal grievance.
- The process may be initiated at the discretion of either the Minister/Executive Director or the Board of Trustees, except in the case of employee termination.
  - In the event of an employee appealing his/her own termination in accordance with paragraph 2.17.2.3, this process is mandatory, not discretionary



## **2.4.1 Conflicts and Disciplinary Issues that Warrant Intercession by the Board of Trustees**

### **Process Steps**



The steps of this process include the following:

1. Each party involved in the issue presents their cases separately to the Board of Trustees or a sub-committee of the Board that has been approved by the Board for this purpose. If documentation pertaining to the case is requested by the Board (or its sub-committee), the requested party shall provide such documentation to the best of its ability.
2. Step 1 may be iterated as many times as the Board (or its sub-committee) deems necessary to resolve the issue. The Board (or its sub-committee) may also request joint discussions with both parties involved.
3. The Board (or its sub-committee) may, at its discretion, investigate claims made by either party, exercising appropriate discretion about issues that they deem to be personal or confidential.
4. The full Board makes a determination on the binding resolution of the issue.



# *Personnel Requirements Applicable to the Minister/Executive Director*



- The Personnel Subcommittee recommends that the Board of Trustees create a new policy, or amend an existing one, that states that all portions of the GSPM are applicable to the Minister/Executive Director, except for the following:
  1. Paragraph 2.4 Resolution of Complaints
  2. Paragraph 2.17 Termination of Employment
- The Board would interpret and administer the policy as part of its normal Monitoring function



## *Miscellaneous Editorial Recommendations*



- Change all occurrences of “Minster” to “***Minister/Executive Director***”
- Swap out the old UUCN Mission with the ***new one*** (para 1.4)
- All references to “Personnel Team” should be followed by the phrase “***if one is in place***”



	FY19 Approved Budget	FY19 Actuals	FY20 Requests	FY20 proposed budget
<b>INCOME</b>				
100 Questions	\$ 500.00		\$ 250.00	\$ 250.00
Buddhist Meditation	\$ 600.00		\$ 600.00	\$ 600.00
Coffee Hour	\$ 200.00		\$ -	\$ -
<i>Endowment</i>				
Restricted				
Restricted: Blodgett (MD Fund)	\$ 250.00		\$ 250.00	\$ 250.00
Restricted: Lyon (Flowers)	\$ 750.00		\$ 750.00	\$ 750.00
Restricted: Slanetz (Membership)	\$ 260.00		\$ 260.00	\$ 260.00
Restricted: Stevens (Instruments)	\$ 700.00		\$ 700.00	\$ 700.00
Unrestricted	\$ 151,926.00		\$ 149,639.00	\$ 149,639.00
<b>Total Endowment</b>	<b>\$ 153,886.00</b>	<b>\$ -</b>	<b>\$ 151,599.00</b>	<b>\$ 151,599.00</b>
<i>Fundraisers</i>				
Auction	\$ 9,000.00			
Fall Clean Up	\$ 1,800.00		\$ 1,800.00	\$ 1,800.00
Other Fundraisers			\$ 8,000.00	\$ 8,000.00
<b>Total Fund Raisers</b>	<b>\$ 10,800.00</b>	<b>\$ -</b>	<b>\$ 9,800.00</b>	<b>\$ 9,800.00</b>
<b>Outreach Collections</b>	<b>\$ 35,000.00</b>		<b>\$ 35,000.00</b>	<b>\$ 35,000.00</b>
<i>Pledges</i>				
Early Pledges	\$ 32,000.00		\$ 32,000.00	\$ 32,000.00
FY Pledges	\$ 298,000.00		\$ 298,000.00	\$ 298,000.00
<b>Total Pledges</b>	<b>\$ 330,000.00</b>	<b>\$ -</b>	<b>\$ 330,000.00</b>	<b>\$ 330,000.00</b>
<b>User Fees</b>	<b>\$ 6,000.00</b>		<b>\$ 6,000.00</b>	<b>\$ 6,000.00</b>
<b>WW Contribution</b>	<b>\$ 28,000.00</b>		<b>\$ 30,000.00</b>	<b>\$ 30,000.00</b>
<b>Other Income</b>	<b>\$ 10,000.00</b>		<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL INCOME</b>	<b>\$ 574,986.00</b>	<b>\$ -</b>	<b>\$ 563,249.00</b>	<b>\$ 563,249.00</b>
<b>EXPENSES</b>				
<b>PROGRAMS</b>				
<i>MUSIC &amp; WORSHIP</i>				
Guest Preachers	\$ 1,000.00		\$ 1,000.00	\$ 750.00
Worship Supplies	\$ 850.00		\$ 850.00	\$ 850.00
Flowers	\$ 1,000.00		\$ 750.00	\$ 750.00
<i>Music</i>				
Choir Expenses	\$ 100.00		\$ 150.00	\$ 150.00
Christmas Choir Expenses	\$ 150.00		\$ 150.00	\$ 150.00
Guest Musician	\$ 450.00		\$ 450.00	\$ 450.00
Sheet Music	\$ 2,400.00		\$ 2,400.00	\$ 2,400.00
Organ/Piano R&M	\$ 1,100.00		\$ 1,100.00	\$ 1,100.00

from IFC

			FY19 Approved Budget	FY19 Actuals	FY20 Requests	FY20 proposed budget
		Substitute Music Director	\$ 2,700.00		\$ 2,700.00	\$ 2,700.00
		Guest Service/Workshop Leader	\$ 250.00		\$ 250.00	\$ 250.00
		CIC Sheet Music	\$ 200.00		\$ 200.00	\$ 200.00
		<i>Total Music</i>	\$ 7,350.00		\$ 7,400.00	\$ 7,400.00
		<b>Total Music &amp; Worship</b>	<b>\$ 10,200.00</b>		<b>\$ 10,000.00</b>	<b>\$ 9,750.00</b>
		<i>FAITH FORMATION</i>				
		<i>Children &amp; Youth Faith Formation</i>				
		Appreciation	\$ 600.00		\$ 600.00	\$ 600.00
		Curriculum/Books	\$ 350.00		\$ 250.00	\$ 250.00
		Events	\$ 450.00		\$ -	\$ -
		Jr High OWL	\$ -		\$ 400.00	\$ 400.00
		ROPES	\$ 500.00		\$ -	\$ -
		Milestones	\$ 400.00		\$ 400.00	\$ 200.00
		Refreshments	\$ 200.00		\$ 300.00	\$ 300.00
		Senior High	\$ 900.00		\$ 900.00	\$ 900.00
		Supplies	\$ 900.00		\$ 900.00	\$ 900.00
		Training	\$ 1,000.00		\$ 800.00	\$ 800.00
		AREA	\$ 300.00		\$ 200.00	\$ 200.00
		<i>Total Children &amp; Youth FF</i>	\$ 5,600.00	\$ -	\$ 4,750.00	\$ 4,550.00
		<i>Adult Faith Formation</i>				
		General	\$ 900.00		\$ 5,050.00	\$ 900.00
		Covenant Groups	\$ 100.00		\$ -	\$ -
		Young Adults	\$ 300.00		\$ 300.00	\$ 300.00
		<i>Total Adult Faith Formation</i>	\$ 1,300.00	\$ -	\$ 5,350.00	\$ 1,200.00
		<b>Total Faith Formation</b>	<b>\$ 6,900.00</b>	<b>\$ -</b>	<b>\$ 10,100.00</b>	<b>\$ 5,750.00</b>
		<i>MEMBERSHIP</i>				
		Membership Team	\$ 1,000.00		\$ 1,000.00	\$ 500.00
		Pastoral Care Team	\$ 200.00		\$ 50.00	\$ 50.00
		Fellowship & Fun	\$ 500.00		\$ 1,000.00	\$ 1,000.00
		Coffee Hour Supplies	\$ 1,200.00		\$ 1,200.00	\$ 1,200.00
		<b>Total Membership</b>	<b>\$ 2,900.00</b>	<b>\$ -</b>	<b>\$ 3,250.00</b>	<b>\$ 2,750.00</b>
		<i>SOCIAL JUSTICE</i>				
		SJ Leadership Team	\$ 500.00		\$ 500.00	\$ 500.00
		<i>Budgeted Outreach</i>				
		Community Dinners/Soup Kitchen	\$ 3,000.00		\$ 4,500.00	\$ 3,000.00
		GSOP	\$ 750.00		\$ 750.00	\$ 750.00
		NAIC	\$ 50.00		\$ 50.00	\$ 50.00
		UU Action NH	\$ 550.00		\$ 550.00	\$ 550.00
		Outreach Offering Disbursement	\$ 35,000.00		\$ 35,000.00	\$ 35,000.00

move to FUL

could also be

\$300 bare m

		FY19 Approved Budget	FY19 Actuals	FY20 Requests	FY20 proposed budget
	Total Budgeted Outreach	\$ 39,350.00		\$ 40,850.00	\$ 39,350.00
	<b>Total Social Justice</b>	<b>\$ 39,850.00</b>	<b>\$ -</b>	<b>\$ 41,350.00</b>	<b>\$ 39,850.00</b>
	<i>LEADERSHIP DEVELOPMENT</i>				
	Leadership Development	\$ 300.00		\$ 300.00	\$ 300.00
	<b>Total Leadership Development</b>	<b>\$ 300.00</b>	<b>\$ -</b>	<b>\$ 300.00</b>	<b>\$ 300.00</b>
	<i>BOARD EXPENSES</i>				
	Board of Trustees Discretionary Fund	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00
	Annual Meeting Expenses	\$ 300.00		\$ 300.00	\$ 300.00
	District Annual Meeting Delgates	\$ 100.00		\$ 200.00	\$ -
	GA Delegate Subsidies	\$ 200.00		\$ 500.00	\$ -
	<b>Total Board Expenses</b>	<b>\$ 1,600.00</b>	<b>\$ -</b>	<b>\$ 2,000.00</b>	<b>\$ 1,300.00</b>
	<i>MINISTRY FUNDS</i>				
	Minister's Discretionary Fund	\$ 1,000.00		\$ 1,200.00	\$ 1,000.00
	Sabbatical Fund	\$ -		\$ 2,000.00	\$ 1,000.00
	<b>Total Ministry Funds</b>	<b>\$ 1,000.00</b>	<b>\$ -</b>	<b>\$ 3,200.00</b>	<b>\$ 2,000.00</b>
	<b>TOTAL PROGRAM EXPENSES</b>	<b>\$ 62,750.00</b>	<b>\$ -</b>	<b>\$ 70,200.00</b>	<b>\$ 61,700.00</b>
	<b>OPERATIONS</b>				
	<i>ADMINISTRATION</i>				
	Background Checks	\$ 300.00		\$ 500.00	\$ 500.00
	Electronic Transaction Fees	\$ 500.00		\$ 500.00	\$ 500.00
	Insurance	\$ 15,000.00		\$ 15,000.00	\$ 15,000.00
	Internet	\$ 2,500.00		\$ 2,500.00	\$ 2,500.00
	Office Machines	\$ 5,000.00		\$ 3,000.00	\$ 3,000.00
	Office Supplies	\$ 3,000.00		\$ 3,000.00	\$ 3,000.00
	Software Subscriptions	\$ 2,750.00		\$ 3,000.00	\$ 3,000.00
	Fees	\$ 100.00		\$ 200.00	\$ 200.00
	Audit Fund	\$ -		\$ 1,000.00	\$ 1,000.00
	<b>Total Administration</b>	<b>\$ 29,150.00</b>	<b>\$ -</b>	<b>\$ 28,700.00</b>	<b>\$ 28,700.00</b>
	<i>COMMUNICATIONS</i>				
	Communications Team	\$ 2,000.00		\$ 1,500.00	\$ 1,000.00
	<b>Total Communications</b>	<b>\$ 2,000.00</b>	<b>\$ -</b>	<b>\$ 1,500.00</b>	<b>\$ 1,000.00</b>
	<i>STEWARDSHIP</i>				
	Stewardship Team Training	\$ 225.00		\$ 300.00	\$ 200.00
	Stewardship Campaign	\$ 1,500.00		\$ 1,450.00	\$ 1,200.00
	Auction Expenses	\$ 1,000.00		\$ -	\$ -
	Fundraising Expenses	\$ -		\$ 1,000.00	\$ 1,000.00
	<b>Total Stewardship</b>	<b>\$ 2,725.00</b>	<b>\$ -</b>	<b>\$ 2,750.00</b>	<b>\$ 2,400.00</b>
	<i>DENOMINATION</i>				
	UUA Fair Share	\$ 24,593.00		\$ 27,052.00	\$ 27,052.00

To be put aw

APF ask for

		FY19 Approved Budget	FY19 Actuals	FY20 Requests	FY20 proposed budget
	<b>Total Denomination</b>	\$ 24,593.00	\$ -	\$ 27,052.00	\$ 27,052.00
	<i>PROPERTY</i>				
	Sexton Coverage	\$ 600.00		\$ 600.00	\$ 600.00
	<i>Utilities</i>				
	Electricity	\$ 8,000.00		\$ 8,000.00	\$ 8,000.00
	Gas	\$ 14,000.00		\$ 14,000.00	\$ 14,000.00
	Water	\$ 6,000.00		\$ 6,000.00	\$ 6,000.00
	<b>Total Utilities</b>	\$ 28,000.00	\$ -	\$ 28,000.00	\$ 28,000.00
	<i>Services</i>				
	Trash Removal	\$ 4,000.00		\$ 4,000.00	\$ 4,000.00
	Cleaning Services	\$ 2,000.00		\$ 2,000.00	\$ 2,000.00
	Laundry	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00
	Groundskeeping	\$ 10,000.00		\$ 4,000.00	\$ 4,000.00
	Snow Removal	\$ 12,000.00		\$ 12,000.00	\$ 12,000.00
	<b>Total Services</b>	\$ 29,000.00	\$ -	\$ 23,000.00	\$ 23,000.00
	Alarm Systems	\$ 1,500.00		\$ 7,000.00	\$ 1,500.00
	Furnishings & Fixtures	\$ 700.00		\$ 700.00	\$ 700.00
	Building Inspections	\$ 400.00		\$ 200.00	\$ 200.00
	Elevator	\$ 1,500.00		\$ 1,800.00	\$ 1,800.00
	Janitorial Supplies	\$ 2,500.00		\$ 3,300.00	\$ 3,000.00
	<i>Maintenance</i>				
	Corrective Maintenance	\$ 20,000.00		\$ 58,605.00	\$ 25,000.00
	Preventative Maintenance	\$ 7,750.00		\$ 10,000.00	\$ 10,000.00
	Building Maintenance Fund	\$ 7,500.00		\$ 25,000.00	\$ 10,000.00
	<b>Total Maintenance</b>	\$ 35,250.00	\$ -	\$ 93,605.00	\$ 45,000.00
	<b>Total Property</b>	\$ 99,450.00	\$ -	\$ 158,205.00	\$ 103,800.00
	<b>TOTAL OPERATIONS EXPENSES</b>	\$ 157,918.00	\$ -	\$ 218,207.00	\$ 162,952.00
	<b>STAFF</b>				
	<i>MINISTER</i>	2.1% raise			
	Health & Dental	\$ 12,320.00		\$ 12,700.00	\$ 12,700.00
	Life & LTD Insurance	\$ 1,701.00		\$ 2,010.00	\$ 1,700.00
	Professional Expenses	\$ 9,620.00		\$ 9,930.00	\$ 9,620.00
	Retirement	\$ 9,620.00		\$ 9,930.00	\$ 9,620.00
	Salary & Housing	\$ 96,200.00		\$ 99,300.00	\$ 96,200.00
	In Lieu of FICA	\$ 7,359.30		\$ 7,596.45	\$ 7,359.30
	<b>Total Minister</b>	\$ 136,820.30	\$ -	\$ 141,466.45	\$ 137,199.30
	<i>DIRECTOR OF FAITH FORMATION</i>	2.5% raise			
	Health	\$ 1,500.00		\$ 1,500.00	\$ 1,500.00
	Life & LTD Insurance	\$ 1,066.00		\$ 1,270.00	\$ 1,066.00

includes pair

3.22% increa

		FY19 Approved Budget	FY19 Actuals	FY20 Requests	FY20 proposed budget
	Professional Expenses	\$ 6,032.00		\$ 6,230.00	\$ 6,032.00
	Retirement	\$ 6,032.00		\$ 6,230.00	\$ 6,032.00
	Salary	\$ 60,320.00		\$ 62,300.00	\$ 60,320.00
	Taxes	\$ 4,614.48		\$ 4,765.95	\$ 4,614.48
	<b>Total Director of Faith Formation</b>	<b>\$ 79,564.48</b>	<b>\$ -</b>	<b>\$ 82,295.95</b>	<b>\$ 79,564.48</b>
	<i>MUSIC DIRECTOR</i>				
	Musician Fee	2.5% raise			
	Professional Expenses	\$ 1,000.00		\$ 1,000.00	\$ 1,000.00
	Salary	\$ 19,200.00		\$ 19,488.00	\$ 19,200.00
	Taxes	\$ 1,468.80		\$ 1,490.83	\$ 1,468.80
	<b>Total Music Director</b>	<b>\$ 21,668.80</b>	<b>\$ -</b>	<b>\$ 21,978.83</b>	<b>\$ 21,668.80</b>
	<i>MEMBERSHIP COORDINATOR</i>	per contract			
	Professional Expenses	\$ 1,000.00		\$ -	\$ -
	Salary	\$ 15,200.00		\$ -	\$ -
	Taxes	\$ 1,163.00		\$ -	\$ -
	<b>Total Membership Coordinator</b>	<b>\$ 17,363.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<i>MINISTERIAL INTERN</i>				
	Professional Expenses			\$ 1,000.00	\$ 1,000.00
	Salary			\$ 10,500.00	\$ 10,500.00
	Taxes			\$ 803.25	\$ 803.25
	<b>Total Ministerial Intern</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,303.25</b>	<b>\$ 12,303.25</b>
	<i>CHILDCARE</i>	4 hours/43 weeks			
	Child Care Lead Salary	\$ 2,976.00		\$ 3,315.00	\$ 3,315.00
	Child Care Lead Taxes	\$ 227.66		\$ 253.60	\$ 253.60
	Child Care Assstants Salary	\$ 1,825.00		\$ 1,620.00	\$ 1,620.00
	Child Care Assistants Taxes	\$ 140.00		\$ 124.00	\$ 124.00
	<b>Total Childcare</b>	<b>\$ 5,168.66</b>		<b>\$ 5,312.60</b>	<b>\$ 5,312.60</b>
	<i>TEEN FF ASSISTANTS</i>				
	Salary	\$ -		\$ 2,025.00	\$ -
	Taxes	\$ -		\$ 155.00	\$ -
	<b>Total Teen FF Assistants</b>	<b>\$ -</b>		<b>\$ 2,180.00</b>	<b>\$ -</b>
	<i>COFFEE CREW</i>				
	Salary	\$ 1,800.00		\$ -	\$ -
	Taxes	\$ 140.00		\$ -	\$ -
	<b>Total Coffee Crew</b>	<b>\$ 1,940.00</b>		<b>\$ -</b>	<b>\$ -</b>
	<b>Total Program Staff</b>	<b>\$ 125,704.94</b>		<b>\$ 124,070.63</b>	<b>\$ 118,849.13</b>
	<i>Administrative Staff</i>				
	<i>ADMINISTRATOR</i>	35 hours, 2% raise			

keep at midp

1.5%, ahead

10.5 months

195 hours @

120 hours @

NEW, up to !

			<b>FY19 Approved Budget</b>	<b>FY19 Actuals</b>	<b>FY20 Requests</b>	<b>FY20 proposed budget</b>	
		Health	\$ 1,300.00		\$ 1,300.00	\$ 1,300.00	
		Life Insurance	\$ 339.15		\$ 380.00	\$ 340.00	
		Professional Expenses	\$ 1,500.00		\$ 1,500.00	\$ 1,500.00	
		Retirement	\$ 4,416.00		\$ 4,590.00	\$ 4,416.00	
		Salary	\$ 44,160.00		\$ 45,900.00	\$ 44,160.00	keep at mid
		Taxes	\$ 3,378.24		\$ 3,511.35	\$ 3,378.24	
		<b>Total Administrator</b>	<b>\$ 55,093.39</b>		<b>\$ 57,181.35</b>	<b>\$ 55,094.24</b>	
		BOOKKEEPER	4 hours, 2.5% raise				
		Salary	\$ 4,480.00		\$ 4,550.00	\$ 4,480.00	1.5% increas
		Taxes	\$ 342.72		\$ 348.08	\$ 342.72	
		<b>Total Bookkeeper</b>	<b>\$ 4,822.72</b>		<b>\$ 4,898.08</b>	<b>\$ 4,822.72</b>	
		SEXTON	27 hours, 2.5% raise				
		Sexton Fee	\$ -		\$ -	\$ -	
		Health	\$ 1,300.00		\$ 1,300.00	\$ 1,300.00	
		Retirement	\$ 2,598.00		\$ 2,637.00	\$ 2,598.00	
		Salary	\$ 25,980.00		\$ 26,370.00	\$ 25,980.00	1.5% increas
		Taxes	\$ 1,987.47		\$ 2,017.31	\$ 1,987.47	
		<b>Total Sexton</b>	<b>\$ 31,865.47</b>		<b>\$ 32,324.31</b>	<b>\$ 31,865.47</b>	
		<b>Total Administrative Staff</b>	<b>\$ 91,781.58</b>		<b>\$ 94,403.73</b>	<b>\$ 91,782.43</b>	
		<b>TOTAL STAFF</b>	<b>\$ 354,306.82</b>		<b>\$ 359,940.81</b>	<b>\$ 347,830.86</b>	
		<b>TOTAL EXPENSES</b>	<b>\$ 574,974.82</b>		<b>\$ 648,347.81</b>	<b>\$ 572,482.86</b>	
		Difference	\$ 11.18		\$ (85,098.81)	\$ (9,233.86)	

**Table of Terms for Invested Funds Committee**  
 As of March 28, 2019  
 Excerpt from minutes from Joan Connacher, Chair

**Bylaw changed adopted in January 2017** specified that IFC members should have term limits of 3-three year terms for a total of 9 years. We decided members would be in their first term staggering the years of the term. The bylaws also specified background checks on all members. Allison will email a consent form to the members who have not had this already done.

The first term with staggered years is as follows:

<b>Member</b>	<b>Present year of term</b>	<b>Year ending</b>	<b>Terms remaining Year ending</b>
Joan Connacher	3	2020	2 - 2026
Kathy Grossman	1	2022	2 - 2028
June Haskell	2	2020	2 - 2027
Steve Ladew	1	2022	2 - 2028
Jon Lassalle	2	2021	2 - 2027
Bob Sampson	3	2020	2 - 2026

Kevin Murray has no term limit for IFC; he remains a member as long as he is Cemetery Treasurer.