

**Unitarian Universalist Church of Nashua, NH (UUCN)**  
**Meeting of the Board of Trustees**  
May 2, 2019

**Final Minutes** by Jodie K. Holway as of 26 June 2019

**Reviewed by** Rev. Allison Palm, Carol Houde, Steve Hedges, Lindsey Hedrick

**Meeting Attendees:**

John Burkitt, Steve Hedges, Lindsey Hedrick (Treasurer), Rev. Allison Palm, Carol Houde (President), Rick Spitz, Lindsey Sylvester, Jodie K. Holway (Clerk), Brenna Woods (Vice President)

**Excused:** Pam Jordan

Full Agenda: see APPENDIX A

**1. Consent Agenda**

1. **MOTION** to accept April'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. She is using the new Ends Statements to organize the activities
  - i. Wondered: Where does UU Hikers belong?
  - ii. Agreed: Spiritual practices that connect us to wonder
2. Preschool Board is currently meeting this evening
  - i. Approving budget for this year, it looks good
  - ii. One teacher moving away, leaving; this is one of the easier slot to fill
3. Full financial report published this month
  - i. Slightly new data: new boiler is one budget line that is higher than 105%
  - ii. Rev. Allison wrote a new interpretation of Treatment of Staff and Volunteers
4. What's her plan to consider the recommendations of Personnel Committee?
  - i. Yes, though not this month: by end of the church year
  - ii. And she will update a few other things in the manual, like new mission
5. Are we keeping a repository of all of Rev. Allison's interpretations?
  - i. Yes, in Google Docs in Board of Trustees Drive, in Policies folder
6. She will lead the ROPEs class trip to UU History in Boston: 5-6 youth, 12 adults
  - i. Considering doing this for whole congregation? As an Auction item? Perhaps
  - ii. Ringing the bells at the Boston church was a cool experience last time!
7. Average worship attendance 145 people; this is down
  - i. First year was a big bump, due to everyone checking out the new minister

- ii. Big OWL class last year, attendance is all ages; this year fewer kids in ROPes and Youth group
- 8. UUCN History group found “treasures” in the vault over vacation: such as what?
  - i. Rev Allison’s favorites:
    - 1. 1885 “Who is the Unitarian Church of Nashua?” of which 80% still sounds valid and current for us, despite antiquated language!
    - 2. Sermon from 1789, before any churches were founded
    - 3. Sunday school records going back forever
  - ii. Is there some way to use this for a sermon?
    - 1. Perhaps, but doing this to prep for the 200<sup>th</sup> birthday of UUCN
- 9. Met with Steve Pugh and property about their 20 year plan, which is super-impressive
  - i. Invite them to summer Board retreat in August
  - ii. That is more commensurate with their massive hard work!
- 10. Budget: Rev. Allison slightly concerned that we’re behind in income
  - i. Some people aren’t correctly transferred over into Breeze
  - ii. The one drawback vs. old system is WE can’t put in people’s monthly payments
    - 1. We’ve done some education on how people can enter it themselves
    - 2. Sherri is reaching out to people who are trying to do this right now
  - iii. Various people think they’ve been paying monthly but haven’t been doing so
  - iv. And didn’t get as many early pledges as usual
    - 1. Probably because now we simply re-enroll people for the same pledge next year, so the communications don’t prompt action in the same way
    - 2. Some people pay the whole thing early; this goes into the budget item called Early Pledges
    - 3. It’s a peculiarity that is hard to break the cycle
  - v. Wonder whether anyone is still paying into the old system?
    - 1. Seems like no: that billing wasn’t automatic, someone physically needed to click to initiate each one, and no one on staff is doing this
    - 2. Overall want that old system to be still active to pull remaining information, but not running for contributions

### 3. Possible New Members for Invested Funds Committee

- 1. Carol Houde called Harry Purkhiser and Chip McGee, they both said yes
- 2. John Burkitt called Kate O’Shea, she said yes
- 3. Steve Hedges confirmed with Steve Hedges, he said yes
- 4. **MOTION** to pass these names to Nominating Committee  
**MOVED** by John Burkitt, **SECONDED** by Lindsey Hedrick, **MOTION CARRIED**

### 4. Approval of Delegates to General Assembly

- 1. Proposed: Grace Morton, Lindsey Sylvester, Brenna Woods, Carol Houde, Harry Purkhiser, Lindsey Hedrick

2. **MOTION** to approve these delegates  
**MOVED** by Steve Hedges, **SECONDED** by Rick Spitz, **MOTION CARRIED**
3. Also Rev. Allison will be a delegate
4. Also Sadie Kahn-Greene will be an offsite delegate, since DFFs now qualify!
5. Anyone can also watch offsite
  - i. All of GA's Plenary Session/hall in Spokane will be live-streamed real-time
  - ii. But timing is wrong to share live in our Sunday service: 3 hour time difference

#### 5. Thoughts on Deepening Faith Formation (See APPENDIX C)

1. Written report provided by DFF Sadie Kahn-Greene: thoughts about changes next year
2. **ACTION: everyone** please read the 6-pager, give direct feedback to Sadie
3. Sadie will hold a 15-minute workshop directly after shorter service this week at 11:00
  - i. Invite anyone interested to stay and learn and ask questions
4. Scheduled to end before parents need to pick up kids from classes at 11:15

#### 6. Presentation of Reduced 2019-2020 Budget, Rev. Allison (see APPENDIX D)

1. This proposed budget is significantly reduced from what we reviewed last month
  - i. Big cuts to remove \$5,000, still has \$4,000 deficit
  - ii. Cut all guest speakers and some guest musicians
  - iii. Greatly reduced Adult Faith Formation, smaller cut for Children FF
  - iv. Reduced Board Discretionary Fund, e.g. no money for delegates to GA, etc.
  - v. No contribution to the staff Sabbatical Fund
  - vi. Smaller Minister's Discretionary Fund, which has been reduced annually
2. Only moderate results from the Board's phone-a-thon
  - i. Some members contacted will put in the rest of last year's pledge
  - ii. Note, some early Breeze users increased but this wasn't counted the same way: technical discrepancies, a small error in our favor, but not a big chunk
3. One anonymous "angel" just learned of shortfall, agreed to help by donating \$6K!
  - i. Animated discussion ensues! Read on...

#### 7. 2019-20 Budget Shortfall Strategizing

1. How did we arrive at this significant shortfall in this year's budget?
  - i. Last year we had a gap of \$10K in what we wanted vs. provided by pledges
  - ii. Last year we decided to take \$10K from prior year's surplus, to fill that gap
  - iii. This means the congregation didn't know we were \$10K off, no painful cuts
  - iv. This committed us to some ongoing expenses, but didn't get us ongoing money
  - v. Some of this year's shortfall is due to the need for new boiler, but not all of it
  - vi. This year's budget request included \$33K from Property Committee to paint the back of our church building, we can't possibly afford this
2. When's the deadline for final budget?
  - i. Must be published by May 19, 2019

- ii. That's 6 weeks before Annual Meeting, and before Budget & Brownies meeting
- iii. May 19<sup>th</sup> is annual Auction, we can ask people to bid to close final budget gap
- 3. What if we decide to stop trying to raise further funds this year?
  - i. Hard to envision cutting another \$4,000 after the reductions in this proposal
  - ii. Could make the congregation "feel it" by cutting e.g. coffee or toilet paper!
  - iii. Could close the church doors for the month of January, save some heating
  - iv. How to educate people on the cost per person to "do church"?
    - 1. Divide down all the costs to tell each person their share
    - 2. This was tried long ago, not recently, no recollection how/if it worked
- 4. What if we decide to try further fundraising this year?
  - i. Must be careful when re-approaching the congregation for more help
    - 1. Do not disrespect the 40 people who did step up to increase
    - 2. Demoralizing to go back and say We failed; better not ask those same people again, at least not in the same ways
    - 3. Some can't increase: e.g. 30 congregants on fixed income may have offered all they could
  - ii. Tell the full congregation, we're short \$5K of bare-bones, we need your help
    - 1. Use the Wonder Box on May 12, Vengerflutta can do this
    - 2. If 100 people raise pledge by \$50 next year, we'll close the gap
  - iii. Discussion of exactly how to collect it:
    - 1. We could put little cards in the collection basket, allow people to commit to increasing their pledge right then by writing on them
    - 2. How much comes in weekly in green envelopes?
      - a. This is credited into people's pledges already
    - 3. We offer the ability to text "GIVE", what if people could choose to give to our church, not only to the Outreach Recipient?
      - a. At start, technical difficulties didn't allow up two recipients
      - b. Now surely this could be surmounted if we try again
    - 4. Maybe we can run this like a Faithify: only if enough pledges arrive to fill the whole gap, else all these additional pledges won't be taken
- 5. One anonymous "angel" just learned of shortfall, agreed to help by donating \$6K!
  - i. Con: should we decide to not accept this gift?
    - 1. It's a one-time gift, not an ongoing source of income, so we'll likely be in the same trouble again next year
    - 2. Often when we ask congregation to step up for tough times, we don't get the response we need – for example installing the elevator, painting the sanctuary, etc.
    - 3. Do not want the congregation to rely on angels to rescue the budget
  - ii. Pro: should we decide to accept this gift?
    - 1. Taking this donation is better than taking from the endowment, which is an old favorite strategy of ours, or doing some accounting swaps

2. Yes it's a "band-aid solution" as a one-off, but still should be celebrated
3. Note some kinds of expenses are less ongoing mandates, thus better-suited to being paid for by one-off money, e.g. building maintenance
6. What if we accept the angel's gift as a Matching Gift only?
  - i. Oh, we love this!
  - ii. This honors the gift, plus it motivates the community to want to "keep" that money – well-known psychological phenomenon – we can get DOUBLE what we need, to put back some of the drastic cuts that Rev. Allison had to propose
  - iii. Tell congregants they can choose to match by either a pledge or a one-off, both ways "count" towards the match, though one likely impacts future too
7. AGREED: Jess Woods will announce this Sunday!
  - i. Explain that the anonymous angel's gift must be matched, for us to keep it
  - ii. Worship Associates will figure out exactly what to say, this weekend
  - iii. Announce it in wonder-box session: Sadie read the story, provided by Brenna
  - iv. Decide what visuals to fill in, e.g. vegetable stickers into a bountiful garden
  - v. Hooray, we are jubilant!

## 8. Planning for Budget & Brownies Meeting

1. Scheduled for May 23, 2019, 6:30 – 8:30 pm, at UUCN in auditorium
2. Rev. Allison will present the budget, Board will present the brownies
  - i. Lindsey Hedrick may help presentation, not Carol Houde
  - ii. Should be a relatively short meeting, we expect around 30 attendees
  - iii. This conversation significantly smooths the way for the Annual Meeting
  - iv. Last year we ran out of brownies!!
3. Announce to the congregation about Budget & Brownies, and also Annual Meeting
  - i. **ACTION: Jodie K. Holway** post on Facebook and email list, and send email to Sherri Woolsey to publish in UUCN newsletter and Sundays' Orders of Service
  - ii. **ACTION: Rev. Allison** to include in weekly video announcements, and from pulpit in the Board announcements on May 19<sup>th</sup> and May 26<sup>th</sup>
  - iii. **ACTION: Jodie K. Holway** work with Sherri Woolsey to post paper notices in the traditional 3 places in the UUCN building

## 9. Planning for Annual Meeting

1. This year's Board president Carol Houde and VP Brenna Woods met with prior president Dave Hudson to get continuity and pointers
  - i. Television on front wall showed pre-meeting photo montage
2. How to ensure that everyone can see the budget numbers, in order to vote on it?
  - i. Last year, Projector with portable screen in front showed slides of the budget
  - ii. This was quite hard to read, too much light in room, contrast was too low
  - iii. Fortunately, many people will see and understand it at Budget & Brownies
  - iv. Clerk/Treasurer will post it online in advance on website

- v. Encourage attendees to bring a device to read it real-time from website
- 3. Budget to be presented has only the summary of line items
  - i. Lowest level of detail is confidential, this includes staff salary breakdowns
- 4. Voting only on Budget and Nominating Committee's slate, no other topics this year
- 5. Sherri Woolsey sent email to Committees and Teams seeking their annual reports
  - i. Invested Funds Committee didn't realize it was due, last year's was quite late
  - ii. Board of Trustees' report is written by President, no board subcommittees
- 6. What is a quorum? It's 20%, 54 people, this should be easy to attain on a Sunday

## 10. New Business

- 1. Lindsey Hedrick provides update on UUCN's Financial Review
  - i. Auditor is Peter Houde, from Houde & Company
  - ii. Aimed to be complete by end of 2018, but UUCN lacked info that he requested
  - iii. We provided that info at start of new year 2019, but that's the start of tax season for the auditor so he didn't use it immediately
  - iv. At beginning of April, Lindsey Hedrick requested to the auditor to finish by this current Board meeting, May 2, 2019
  - v. Yesterday he had provided a draft to Lindsey so it's very close to completion
    - 1. But Lindsey is sick and didn't yet review it
    - 2. He has invited her to visit him during his office hours, or talk by phone
    - 3. Very technical final questions remain, Sherri may be able to answer all
  - vi. We fully expect the review will be done by Annual Meeting
  - vii. Financial Review's recommendations help us define the fiscally prudent policies for Rev Allison's new interpretations, and help her follow the policies
- 2. Board's contribution to the Auction: basket of board games
  - i. **ACTION:** **Everyone** please sign up if you haven't yet, give game to Carol
- 3. Next Board of Trustees meeting, June 6, 2019
  - i. One agenda item of business: Rev. Allison's new contract negotiation
  - ii. Then we plan to adjourn to Margarita's Restaurant 😊

## 11. Closing – Meeting Adjourned

**APPENDIX A:** *Agenda*

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

**APPENDIX C:** *Thoughts on Deepening Faith Formation*

**APPENDIX D:** *Revised Proposed Budget*

# FINAL AGENDA

Board of Trustees, Unitarian Universalist Church of Nashua  
May 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 (Brenna)  
Check-in
- 6:45** [5] Admin: Consent Agenda
  - March BoT Minutes
- 6:50** [10] Monitoring: Minister's Report (Allison)
- 7:00** [5] Admin: Status on phone calls to possible IFC members (Carol)
- 7:05** [5] Policy: Approval of Delegates to General Assembly (Brenna)
- 7:10** [30] Admin: Presentation of Budget (Allison)
- 7:40** [5] Visioning: Thoughts on Deepening Faith Formation (Written musings by Sadie Kahn-Green)
- 7:45** [5] Break
- 7:55** End of break
- 7:55** [30] Admin: 2019-20 Budget Shortfall Strategizing (All of Us)
- 8:25** [15] Linkage: Budget and Brownies (5-23) Planning
- 8:40** [20] Linkage: Annual Meeting (6-2) Planning
- 9:00** [5] Admin: Covenantal check-out
- 9:05** [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**  
**May 1, 2019**  
**Covering April 4 – May 1, 2019**

**Monthly Report on Ends Statements**

*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.*

- We welcomed 12 new members with a reception on April 6 and a ceremony in the service on April 7.
- Sadie will be running a test day for next year's Faith Formation workshops model this Sunday. May 5 and meeting with parents after the service to share info.
- I had 9 people at my Huntington small group this month, including two members of the congregation, one friend, and one brand new person.
- I am leading the ROPEs class and their mentors on a Boston UU History tour this Sunday.
- Our UU history documentary discussion group wrapped up the year on Monday by watching the last hour of "Long Strange Trip" and discussing it together.

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

- Average worship attendance this year: 145
- The Music Team did a "Greater Choir" event on April 28 that invited people from the congregation who do not usually sing with the choir to practice on just Sunday morning sing for one song.
- Guest musician and worship leader Matt Meyer led a dynamic service on March 14. I heard many positive comments.
- Our monthly spiritual practices night continued in April with poetry writing. Next year we plan to add "Singing for your Spirit" workshop to this monthly time.
- I am half way through a Summer Worship Workshop with 6 participants who will all be leading worship this summer. Together we are learning about and working through the whole worship planning and sermon writing process.

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

- We had 11 Candles Cards submitted in April.
- The Pastoral Care Associates and I logged 12 contacts for April. I brought Easter lilies to 4 members/families who aren't able to attend much.
- I did a funeral and burial for Lowell Holway, Jr. (father of member Hal Holway) on April 20.

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

- Recruiting for next year is ongoing.

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

- Thanks to the Board for helping with our Stewardship Phone-a-thon on April 28. We got at least 3 increases, and I am still waiting to hear the results from some folks who were going to follow up.
- We still have a \$5000 gap, even with cutting several more lines in the budget. We are planning a "close-the-gap campaign" that will begin with a Wonder Box on May 12.
- Our Auction Team is working hard getting ready for our May 19 Auction. It is shaping up to be a very fun event!

- I met with Steve Pugh from the Property Team to go over the 20-year maintenance plan that they have been working on for the last year and a half. It is an amazing piece of work and will be very helpful as we think about what we might do with our building going forward.
- A group that is interested in the history of the church went through our vault during school vacation week in an effort to catalogue everything that is in there. They found some amazing treasures!

*Participate actively in our larger Unitarian Universalist community.*

- We had 6 delegates attend the Northern New England District's Spring Assembly on April 6 (and 9 people total from the congregation – 10 if you count babies!).
- Sadie and I led a Worship Renaissance Module at our church April 11-13 for 12 religious educators and lay worship leaders. It was a wonderful opportunity to think deeply about worship together, get ideas from other congregations and get to know people from nearby congregations.
- I attended the Northern New England UUMA Retreat April 3-5 in Vermont. There was an excellent program on collegiality, which I was grateful to be able to be a part of.

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

- Our Racial Justice Discussion Group met on April 16. They talked about why we do this work and how to do it well. Next month they will be watching a webinar on Decentering Whiteness in Worship.

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

- The Social Justice Team nominated Jenn Morton for a Micah Award from GSOP and she will be one of the recipients of an award on June 8. We are excited to be able to honor all the ways she serves our congregation and the larger community in this way.
- I participated in the following community and justice events this past month:
  - led the monthly NAIC Meeting and attended an NAIC Exec Board meeting
  - attended an online Northern New England District Board Meeting
  - attended a New Hampshire Council of Churches Board meeting and an Exec Meeting
- 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.
- We gave space to a Regional Immigration Strategy Session for Faith in Action (GSOP is an affiliate of the national organization Faith in Action) on April 13.

## **CHILDREN'S WINTER GARDEN WITH WHITE WING SCHOOL**

- Enrollment numbers for next year look good for this time of year, with about 65 kids already registered (this year we had 77 total). There are a few families from the neighborhood enrolled or coming in for tours.
- The staff is very grateful for the results of the Outreach Offering for the scholarship fund. We raised \$4200 in March. So far, there are 3 requests for scholarships for next year.
- One teacher will be leaving at the end of the year. Chris plans to put out notices about hiring a replacement soon.
- Camp registration is due at the end of this week. Enrollment is not as high as it has been for camp, but there is enough of a buffer in the budget to pay for it even if there are not as many kids as expected.
- It looks like the school will end the year with a bit of a surplus again. Last year some of the surplus went into the scholarship fund and some went to operating reserves.
- May is a busy month, ending with graduation on the 31<sup>st</sup>.

## Schedule

- I will be leading the ROPEs trip to Boston this Sunday, May 5.

## Income and Expense Report as of 5-1-2019

See attached "May 2019 Financials" for full report. We are 83.3% of the way through this year. Income is behind at 77.79%. Expenses are ahead at 84.66%. We have paid the full amount for the boiler at this point and are still waiting for the rebate so it is not unexpected that expenses are ahead. As of now, we have a \$39,514 deficit. About \$25,000 of that is from the boiler. I am a little concerned about income being behind at this point in the year, though I do expect we will make up most of it.

## 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 (minus reserve funds) is \$119,208. This is enough for more than two months of regular operating expenses. The Income and Expense report attached indicates that the only line item that is on track to exceed 105% of the budget for this year is Property due to the unexpected expense for a new boiler. The Board approved this at their February meeting.

Statement of Compliance: I report compliance

*Accordingly, the Executive Director shall not:*

1. *Shift, adjust or reassign any budget lines or categories to other purposes exceeding 2% of the total budget during the fiscal year without the agreement of the Board.*
2. *Shift, adjust or reassign any budget lines or categories to other purposes exceeding \$2000 for a single purpose without notifying the Board.*

Interpretation: If there is a need to shift more than \$2000 from any one budget line to another, the Executive Director will inform the Board that the shift has occurred. If there is a need to shift more than 2% of the total budget between categories, the Executive Director will get the approval of the Board before making the adjustment.

Data: There have not yet been any adjustments made to the budget this fiscal year.

Statement of Compliance: I report compliance.

3. *Operate without written policies guiding the prudent investment of Church operating reserve funds as described in Policy E-3 & 4 above.*

Interpretation: There should be a written policy about where Church operating reserve funds are held.

Data: Currently, we keep our operating reserves in our checking account. There is no written policy about those funds.

Statement of Compliance: I report non-compliance. This policy is on the list of financial policies to be developed.

*4. Operate without adequate accounting controls and procedures that are maintained and documented;*

Interpretation: There should be written policies for all of our accounting procedures that follow standard accounting practices and ensure that there are adequate checks built into our procedures.

Data: We have very few written accounting policies and procedures.

Statement of Compliance: I report non-compliance. We are looking forward to guidance from our external financial review as to which procedures we should have written down. Once we have that guidance, we will come up with a plan to create those policies in a timely manner.

*5. Allow annual operating expenses to exceed 105% of the budget without the agreement of the Board;*

Interpretation: Total annual operating expenses should not be more than 105% of the total operating expenses budgeted unless the Board of Trustees agrees to the additional expenditure.

Data: The Income and Expense report attached indicates that the only line item that is on track to exceed 105% of the budget for this year is Property due to the unexpected expense for a new boiler. The Board approved this at their February meeting.

Statement of Compliance: I report compliance

*6. Have signature authority for checks greater than \$4,999.99 and at no time shall they sign checks to themselves, relatives closer than first cousins, or parties with a conflict of interest.*

*7. Delegate signature authority to anyone other than a permanently hired Church Administrator who shall not have signature authority for checks greater than \$1,999.99 and at no time shall they sign checks to themselves, relatives closer than first cousins, or parties with a conflict of interest;*

Interpretation: The Executive should not sign any checks for greater than \$4,999.99. The Executive may delegate signature authority to the Church Administrator as long as they are in a permanent position and do not sign checks greater than \$1,999.99. Neither the Executive or the Church Administrator should sign checks of any amount that are written out to themselves, a member of their immediate family or someone with whom they have an identifies conflict of interest.

Data: All checks \$5,000 and over are signed by the president or treasurer. All checks between \$2000 and \$4999.99 are signed by me. In this fiscal year, Sherri and I have not signed any checks to ourselves, family members, or people with whom we have a conflict of interest.

Statement of Compliance: I report compliance.

*8. Assume any long-term indebtedness without Board approval;*

Interpretation: The church should not take on any loans or other debts that last longer than six months unless the debt is approved by the Board.

Data: We have no current debts that qualify as “long-term.”

Statement of Compliance: I report compliance

9. *Undertake transactions exceeding \$10,000 without seeking multiple bids or cost comparisons;*

Interpretation: Any team or staff member of the church who is making a purchase or entering into a contract on behalf of the church that exceeds \$10,000 should obtain at least 2 bids or compare prices from at least 2 suppliers before making the purchase or entering in to the contract.

Data: Since July 1, 2018, the church has entered into two contracts that exceeded \$10,000. One for painting, for which the required 2 bids were obtained before entering into that contract. The other was for a new boiler for the Faith Formation Wing. Because we had done thorough research on what type of boiler to buy and we were without heat in the middle of winter, we only got one bid for this project. This exception to the policy was approved by the Board of Trustees.

Statement of Compliance: I report compliance

10. *Enter into any purchase or service contract exceeding \$25,000 without prior Board approval;*

Interpretation: Any purchase or service contract that exceeds \$25,000 must be approved by the Board of Trustees.

Data: In February, we entered into a \$58,600 contract for a new boiler for the Faith Formation Wing. This contract was approved by the Board of Trustees by email vote.

Statement of Compliance: I report compliance

11. *Acquire, encumber, or dispose of real property without prior Board approval;*

Interpretation: Any purchase or sale of land or buildings must be approved by the Board of Trustees.

Data: Since July 1, 2018, the church has not purchased or sold any land or buildings.

Statement of Compliance: I report compliance

12. *Spend or borrow Endowment funds without prior Board approval; or*

13. *Plan for annual Endowment outlays of more than the “prudent withdrawal amount” percentage, as determined by the Board, of the Endowment fund balance.*

Interpretation: The Board must approve the withdrawal of any Endowment funds. The annual budget approved by the Board and voted on by the congregation serves as blanket Board approval to withdraw any Endowment funds indicated in that budget. The proposed budget each year should not include income from the Endowment funds that exceeds the prudent withdrawal amount recommended by the Invested Funds Committee, unless approved by the Board.

Data: The Endowment withdrawal included in the FY19 budget is the amount recommended by the Invested Funds Committee. The FY19 budget was approved by the Board in May 2018 and voted on by the congregation in June 2018. We have not withdrawn any funds in excess of what was budgeted.

Statement of Compliance: I report compliance

## **Monitoring Report on Policy C: Treatment of Church Staff and Volunteers**

*With respect to treatment of staff and volunteers, the Executive Director may not cause or allow conditions that are unsafe, inhumane, unfair, or unprofessional. Accordingly, the Executive Director may not:*

- 1. Discriminate (as defined by city, state, and federal laws) among existing or potential staff or volunteers on other than clearly job-related criteria, individual performance, or individual qualifications.*

Interpretation: The Executive Director will make decisions about recruiting, training, promotions, compensation, benefits, and all similar employment decisions in compliance with all federal, state, and local laws and without regard to race, color, sex, national origin, age, disability, or any other classification protected by law.

Data: This statement is in our Personnel Manual, along with a statement inviting any staff who believe discrimination has happened to report that concern. No reports have been made.

Statement of Compliance: I report compliance.

- 2. Operate without written personnel policies that clarify procedures for staff.*

Interpretation: There will be a Personnel Manual that is easily found and kept up to date on the website that spells out employment policies and practices, wage and hour administration and benefits. All staff will be provided with a copy of the Personnel Manual at the time they are hired and a signed acknowledgement of receipt will be kept in their file in the church office. All staff will be notified promptly of any changes to the Personnel Manual.

Data: A link to the most up to date Personnel Manual can be found here: <https://uunashua.org/front-page/member-resources/staff-job-descriptions-2/>. All current staff have a signed acknowledgement of receipt on file. The Manual has not been changed since January 2018.

Statement of Compliance: I report compliance.

- 3. Withhold from staff a due-process internal grievance procedure.*

Interpretation: A clear grievance procedure will be included in the Personnel Manual.

Data: There is a grievance procedure in the Personnel Manual linked above.

Statement of Compliance: I report compliance.

- 4. Prevent staff from grieving to the Church President when internal grievance procedures have been exhausted and the employee alleges either that*
  - a. Board policy has been violated to the employee's detriment, or*
  - b. Board policy does not adequately protect the employee's human rights.*

Interpretation: The grievance procedure in the Personnel Manual will include the option to bring the grievance to the church president when Board policy has been violated to the employee's detriment, or Board policy does not adequately protect the employee's human rights.

Data: The grievance procedure in the Personnel Manual linked above spells out the option to bring a grievance to the church president.

Statement of Compliance: I report compliance.

5. *Allow the Church's at-will employment policies to be jeopardized (see Policy D-3-ii).*

Interpretation: The Personnel Manual will include language that clarifies that the relationship between employer and employee is legally defined as “employment at will, ” which means that such employment may be terminated without penalty by either party for any reason, with or without notice.

Data: This language is included in Section 1.1 of the Personnel Manual linked above.

Statement of Compliance: I report compliance

## Faith Formation Program Status Report for the Board May 2019

Director of Faith Formation, Sadie Kahn-Greene

Around March I realized I have consistently been putting in long hours and the challenges that I outline below were beginning to catch up with me. I was feeling worn down. My work felt like I was just keeping up with week-to-week commitments without establishing or maintaining systems in place for shared leadership that would help me, my volunteers and our programs.

It was also around this time that Rev. Allison shared her review with me that highlighted that you and the congregation were also noticing some of these or additional challenges that there is a desire for improvement to many areas of faith formation at UU Nashua.

I agree with you and am working to adapt what I can for the rest of this year and putting systems and recommendations in place for next year.

### Challenges with this year's program

- One challenge this year has been that I never fully recruited or established working task teams for 2018-2019. While I appreciate all the hard work that volunteers have done in many aspects of the program, and some have taken their projects the run with them, for the most part I have been solely coordinating and being the contact person for most faith formation programs in order for them to happen. I have just too many things on my plate much of which can and should be shared.

### Children's Faith Formation Challenges

- **Connecting classes to Soul Matters** - I shifted the faith formation 1st-5th grade curriculum to the Soul Matters program which we received by email each month. My goal was to match programs to the monthly theme as well as offer follow up activities that relate to the wonder box stories each Sunday. The soul matter's curriculum is not as strong of a curriculum as I hoped it would be with many of the suggested lesson plans did not present an appealing choice for our 1st-5th graders. As a result, for each Sunday I would be working to make suggestions for teachers by creating a lesson plan for 1st-5th graders that connect with the wonder box story. This worked better some weeks than other.
- **Crafting Lesson Plans for teachers** - I thought it would be helpful if I created lesson plans for each class based on my wonder box story, but I misjudged how much time that would take for me. I found that some teachers felt it took away how much autonomy and ownership that had in from their roles as faith formation volunteers. I fear my attempt at helping support teachers, I ended up giving them lesson plans that they didn't connect with or think would work for their class. I do know that this is not the experience of every teacher, for some this worked and for others it didn't. But it is a challenge to know that some teachers don't like the curriculum or don't use the lesson plans that I craft or the materials that I prepare.
- **Crossing paths** - The program for our current 6th-7th grade class was one of our best classes last year when they were in 5th&6th grade and I was thrilled that 2nd year of this curriculum was being published by Soul Matters. My teacher who enjoyed the curriculum wanted to teach it again. Unfortunately one of our teachers who loved this curriculum last and requested that we teach it again for a 2nd year was unable to teach this year and his loss was felt in this class and the curriculum may have felt repetitive from the year before and attendance has been very low.



## Youth Ministry Challenges

- **Coffee Crew** - Coffee Crew was a safety concern of mine and a recurring concern that came up at staff meetings. When coffee crew ended and we shifted to the new model (and this new shared hosting, from my perspective seems to be working well), it did however negatively effected our youth (two of whom I know) who felt "Fired". I fear that may be a reason why we lost a few youth. I didn't think that would happen based on conversations I had had with youth leading up to the end of the coffee crew program, but our youth who were on coffee crew and attended sporadically at the beginning of the year never came back to youth group. I have been reaching out to their families to check in and have been told by parents that their teens are very busy with homework, other jobs and extra curricular activities. Some say that they have just grown apart from other youth at the church and youth group no longer appeals to them.
- **Youth Advisor Availability** - There have been challenges of limited availability of adult advisors among those I had planned to work with this year for a variety of reasons. I needed to recruit a new advisors mid year. I'm excited to bring Marissa Volpe on board, but the way timing as worked out and our shift in programs and low attendance she hasn't been present for many program yet.
- **Youth Group Attendance** - We also had sporadic and limited attendance by our youth at youth group sessions. When youth group was so small, it was almost too small for youth group as it has been offered in the past to work well. Based on who we had in the room, our group didn't quite gel this year and we never grew beyond 4 youth at a time. I believed it was time to try something new, and take a break from planning weekly session when we were down to one or two attendees. We have two remaining youth group events a mine falls walk - that one youth really wants to do and I am very hopefully others will join on May 5th. And we will end with and Ice Cream outing on June 2nd for youth and families and advisors to try to reconnect before summer and share ideas for next year.

*Before I move on I want to lift up that we are not alone in having these challenges - especially the challenge of youth group attendance. Many of my colleagues are struggling with this as well. We see a need to shift towards finding additional ways to engage and connect with youth and fill the needs that they are seeking today. Many of whom are under so much stress and anxiety that they face daily. I want our church to be a place that can support them. I'm not saying there will be no youth group moving forward, but that that it might look different that it has in the past.*

## Adult Faith Formation Challenges

- **Adult Programs** - I recruited several adult faith formation leaders to lead several adult faith formation programs that I helped to advertise through some classes had very few participants. Yoga only had one participant for several weeks so we canceled the last class.
- **Programs that didn't happen** - Not all of the programs that I hoped to offer this year were able to run for various reason - one being there is so much happening on the church calendar that it can be hard to find the time to put in a new program. Others that schedules didn't work out and some were very low attended.

## Successes with this years Program

While it's important to notice and reflect on challenges, it's also important to lift what has worked well.

- **Family Corner** - According to families I received lots of gratitude for this space. Staffing it with our incredible Faith Formation Assistant Ericka LaValley and a teen assistant to support families with small children has been a seen as a welcoming and inclusive environment for young families.
- **All Ages Worship & Children's Chapel** - Our children are learning tools for what it means to be in worship together. They are learning our rituals, they are learning our songs and they are participating. It feels so good when we are all together in the sanctuary! I am grateful that the wonder box moment still seems to engage and connect with young and old. it has been fun to explore many variations of the wonder box this year. We have tried more worship skits this year which have been a lot of fun.
- **Chalice Children (pre K-Kindergarten)** - This a program is strong and working well. In this class the volunteers are working together and adapting the soul matters curriculum suggestion with the theme of the day to meet the needs of their young participants. The rituals in this class are established and age appropriate. It's a lovely program that is welcoming most of our newest members. Many of our visitors are aged 3-5 and this is a great way to welcome them to faith formation. These volunteers have ownership of what they are doing and ask for support with resources or books when needed, but mostly gather what they need on their own. I hope to continue this for next year as well.
- **Teen Assistants** - I have invited two High School teens, who no longer attend youth group to connect with the children's faith formation program as assistants. I think bringing in teens who like working with younger kids brings in helpful energy into the classroom. It's good for the teens to connect with UUCN in another way and good for the children who look up to the "big kids". They are being paid with the left over \$ from coffee crew, I understand it will not be in the budget for next year and hope to continue this as a volunteering option for teens. I know some will choose to volunteer even if we can't pay them. I also know that this is not the answer for every teen, but it is working for a few!
- **Switch-it-Up Sunday** - This was a collaboration between Rev. Allison and I and the Racial Justice Working Group as a way to bring Adult Faith Formation to the congregation. I worked with Rev. Allison to determine workshop lessons and leaders for the adult programs as well as planning and leading the children's worship in the sanctuary while adults attended classes. ***One highlight was having nine high school youth helping with the children's service in various ways - they haven't been at youth group but they are engaged in other ways!*** We think this day worked out well and look forward to adding two more Switch-it-Up Sundays next year!
- **Caroling & Community Dinner Bags Donations Potluck** - This was our second year, it worked well to add filling community dinner gift bags as an all ages service project. We had over 45 adults and 10 children for this festive event. There was no heat in the sanctuary, so we relocated to the Auditorium which I think worked well.
- **Youth Worship Associates** - I work actively with our two youth worship associates when they are helping with All ages worship or with me during children's chapel service. I'm thrilled that a youth who is graduating from ROPES this year is interested in joining as youth workshop associate next year as well! This isn't the answer for every teen, but it's a solid youth ministry that supports our youth who wish to be workshop leaders!

I'm sure there are other Challenges and Success, but this is what I can think of at the moment!

## What are my next steps for Faith Formation at UU Nashua?

I'm actively recruiting for a team faith formation associates to meet with monthly starting in August to better support our Faith Formation Programs.

Since March I have talked with volunteers about a new faith formation model that I'd like try for next year and my conversations have been encouraging with most being very positive and excited about this new idea, while some are cautiously curious about what it might be, but all have shared with me that they are willing to try it out. Based on these conversations and others with parents, and colleagues who run similar programs at their congregations, I have pulled together ideas for what faith formation will look like starting in September. I have a detailed bulletin board in the dining room which is my first step among many for sharing this with the congregation.

I'm excited to start this new model in September because I believe it will better meet the needs of our children, our families and our volunteers while exploring our new clarified core values. This coming Sunday, May 5th, we will offer a try-it-out Sunday to preview what next year might look like. I will also host a brief info session in the sanctuary immediately after the service this coming Sunday from 11ish-11:15.

### **Here is a preview of some of the unique aspects of this new model:**

**“CHOOSE YOUR OWN ADVENTURE” MODEL FOR FAITH FORMATION** (I'm opening to calling it by another name, this is the one I have for now).

I'll work with a team of volunteers to co-create a set of monthly workshops that Elementary age children can choose from on Sunday mornings. Each workshop will align with our UU Nashua core values and explore the theme of that month through activities.

These workshops will be offered for the first three Sundays of the month, while the fourth Sunday will most often be an All ages Worship Service or an AREA day.

#### **What might Workshop Choices Look Like?**

Here is a sample for a month that explores Belonging

**Wonder Space** - Creating a circle weavings with yarn, ribbon and beads. Drawing on the concept of circles. We draw a circle wide and we know we belong.

**Love in Action Space** - Create paper flower arrangements and decorated placemats to be delivered to meals on wheels recipients. To share compassion, spread love and lift up how we help help people feel that they belong as part of our greater community.

**Courageous Community Space** - Play group bingo and getting to know you games for all to feel that they belong in our community.

**Authentic Connection Space** - Write and share poems about where we feel safe and where we belong. Poems can then be shared during the All Ages worship service on the 4th Sunday of the Month.

## What Will This New Program Offer?

- Mission and values - driven, with authentic connection to larger work of the full church community
- Focus on being UU today, and what it means to live out our values now
- Multiple learning styles supported
- Ministers to needs of families for individual space and/or congregational engagement together
- We can trust people of all ages to choose the space that fits best for them each day
- This model with planning in place can be supported with shared leadership

## Sunday Logistics:

- Workshops Choices will be publicized widely ahead of Sunday
- **Parents will sign children in to the workshop spaces they choose for the morning when they arrive**, and kids receive a sticker to wear with the color/symbol of their space
- All will begin together in the sanctuary through the wonder box moment which invites all to engage with the theme of the day.
- Common opening and closing rituals, covenant, and suggested questions for reflection in all workshop spaces will provide common framing and engagement with the theme as appropriate for each space

## Volunteering Opportunities for Shared Leadership in Faith Formation

- **Faith Formation Associates:** (like our worship associates...but for faith formation!) This team of associates will meet once a month with Sadie to prepare for the next round of monthly workshop, recruit and confirm workshop leaders, and craft engaging workshop and review the status of adult faith formation programs. Faith Formation Associates may choose to lead workshops as well as part of their role.
- **Workshop Guides:** work with Faith Formation Associates and the Director of Faith Formation to craft ONE 45-minute workshop that they will co-lead for three Sundays in a row with a fellow volunteer.
- **Floater and Substitutes:** volunteers serve as assistants and go where the participation is highest on a particular morning or help as a substitute co-leader if needed.
- **Rovers:** provide supervision in the hallways by the entrances when faith formation is in session, greets latecomers as needed, supports teachers in need assistance and contacts Sadie and church leaders if there is an emergency.

## Workshop Guides : What can they expect?

- To be trained in leading the same opening and closing rituals for workshop that lift our up values and principles.
- To be invited to attend the monthly planning session that occurs two months prior for their month's workshop to co-create their workshop with suggestions and ideas from Faith Formation Associates
- To be asked to offer co-lead a 45 minute workshop that explores the theme of the month through one of our values.
- To be asked to co-lead their workshop three Sundays in a row (mostly the 1st, 2nd and 3rd Sundays)
- Can choose to co-lead as few or as many workshop months as meeting everyone's varied schedules!

## Youth Ministry : Moving Forward

**Our program next year will offer a variety of choices for youth - what this looks like is still in the planning stages...**

- Workshops and Classes on specific topics requested by youth and families. *I have been asked to offer a class for our youth to have a space to learn more and talk about Consent.*
- Love in action service projects
- Gatherings for youth to connect and have fun
- Helping in children's faith formation classes and with all ages worship
- Supporting youth as worship associates and in other volunteering and leadership roles as they are available
- Explore the possibility of going to GA and participating in Youth Caucus program in Providence.

**Next Year's Youth Ministry Advisors as of now will be:** Lindsey Sylvester, Marissa Volpe, myself and incoming Ministerial Intern, Ben Atherton-Zeman, will have an active Role with our youth which is still TBD what that will look like.

## Youth Ministry: Our Whole Lives Comprehensive Sexuality Education for 7th-9th graders

Dates and times are still TBD This program might take place 3 Sunday Mornings or Sunday afternoons a month, or double sessions twice a month. A survey will go out to leaders and families to assess the best schedule for 2019-2020. Our OWL leaders next year will be Andy Straussberg, Joanne lovino and Michelle Morrison.

Thank you for reading and supporting faith formation at UU Nashua with your service to the Board and to many other part of our congregation's community. I'm grateful for loving guidance and community support in making this faith formation better service our congregation.

Warmly,  
Sadie Kahn-Greene  
Director of Faith Formation

	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	\$ -
Worship Supplies	\$ 850.00		\$ 850.00	\$ 800.00
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	\$ 250.00
Sheet Music	\$ 2,400.00		\$ 2,400.00	\$ 2,400.00
Organ/Piano R&M	\$ 1,100.00		\$ 1,100.00	\$ 1,100.00
Substitute Music Director	\$ 2,700.00		\$ 2,700.00	\$ 2,700.00
Guest Service/Workshop Leader	\$ 250.00		\$ 250.00	\$ -
CIC Sheet Music	\$ 200.00		\$ 200.00	\$ 200.00
<i>Total Music</i>	<b>\$ 7,350.00</b>		<b>\$ 7,400.00</b>	<b>\$ 6,950.00</b>
<b>Total Music &amp; Worship</b>	<b>\$ 10,200.00</b>		<b>\$ 10,000.00</b>	<b>\$ 8,500.00</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

		FY19 Approved Budget	FY19 Actuals	FY20 Requests	FY20 proposed budget
	Total Children & Youth FF	\$ 5,600.00	\$ -	\$ 4,750.00	\$ 4,550.00
	Adult Faith Formation				
	General	\$ 900.00		\$ 5,050.00	\$ 500.00
	Covenant Groups	\$ 100.00		\$ -	\$ -
	Young Adults	\$ 300.00		\$ 300.00	\$ -
	Total Adult Faith Formation	\$ 1,300.00	\$ -	\$ 5,350.00	\$ 500.00
	<b>Total Faith Formation</b>	<b>\$ 6,900.00</b>	<b>\$ -</b>	<b>\$ 10,100.00</b>	<b>\$ 5,050.00</b>
	MEMBERSHIP				
	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	\$ 800.00
	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>\$ 2,550.00</b>
	SOCIAL JUSTICE				
	SJ Leadership Team	\$ 500.00		\$ 500.00	\$ 300.00
	Budgeted Outreach				
	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
	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>\$ 39,650.00</b>
	LEADERSHIP DEVELOPMENT				
	Leadership Development	\$ 300.00		\$ 300.00	\$ 250.00
	<b>Total Leadership Development</b>	<b>\$ 300.00</b>	<b>\$ -</b>	<b>\$ 300.00</b>	<b>\$ 250.00</b>
	BOARD EXPENSES				
	Board of Trustees Discretionary Fund	\$ 1,000.00		\$ 1,000.00	\$ 750.00
	Annual Meeting Expenses	\$ 300.00		\$ 300.00	\$ 300.00
	District Annual Meeting Delegates	\$ 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>\$ 1,050.00</b>
	MINISTRY FUNDS				
	Minister's Discretionary Fund	\$ 1,000.00		\$ 1,200.00	\$ 800.00
	Sabbatical Fund	\$ -		\$ 2,000.00	\$ -
	<b>Total Ministry Funds</b>	<b>\$ 1,000.00</b>	<b>\$ -</b>	<b>\$ 3,200.00</b>	<b>\$ 800.00</b>
	<b>TOTAL PROGRAM EXPENSES</b>	<b>\$ 62,750.00</b>	<b>\$ -</b>	<b>\$ 70,200.00</b>	<b>\$ 57,850.00</b>
	OPERATIONS				
	ADMINISTRATION				
	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>
	COMMUNICATIONS				
	Communications Team	\$ 2,000.00		\$ 1,500.00	\$ 750.00
	<b>Total Communications</b>	<b>\$ 2,000.00</b>	<b>\$ -</b>	<b>\$ 1,500.00</b>	<b>\$ 750.00</b>
	STEWARDSHIP				
	Stewardship Team Training	\$ 225.00		\$ 300.00	\$ 200.00
	Stewardship Campaign	\$ 1,500.00		\$ 1,450.00	\$ 1,000.00
	Auction Expenses	\$ 1,000.00		\$ -	\$ -
	Fundraising Expenses	\$ -		\$ 1,000.00	\$ 1,000.00

		FY19 Approved Budget	FY19 Actuals	FY20 Requests	FY20 proposed budget
	<b>Total Stewardship</b>	\$ 2,725.00	\$ -	\$ 2,750.00	\$ 2,200.00
	<i>DENOMINATION</i>				
	UUA Fair Share	\$ 24,593.00		\$ 27,052.00	\$ 27,052.00
	<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
	<i>Total Utilities</i>	\$ 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
	<i>Total Services</i>	\$ 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
	<i>Total Maintenance</i>	\$ 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	\$ 162,502.00
	<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
	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>	\$ 79,564.48	\$ -	\$ 82,295.95	\$ 79,564.48
	<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>	\$ 21,668.80	\$ -	\$ 21,978.83	\$ 21,668.80
	<i>MEMBERSHIP COORDINATOR</i>	per contract			
	Professional Expenses	\$ 1,000.00		\$ -	\$ -
	Salary	\$ 15,200.00		\$ -	\$ -
	Taxes	\$ 1,163.00		\$ -	\$ -



		FY19 Approved Budget	FY19 Actuals	FY20 Requests	FY20 proposed budget
	<b>Total Membership Coordinator</b>	\$ 17,363.00	\$ -	\$ -	\$ -
	<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>	\$ -	\$ -	\$ 12,303.25	\$ 12,303.25
	<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 Assttants Salary	\$ 1,825.00		\$ 1,620.00	\$ 1,620.00
	Child Care Assistants Taxes	\$ 140.00		\$ 124.00	\$ 124.00
	<b>Total Childcare</b>	\$ 5,168.66		\$ 5,312.60	\$ 5,312.60
	<i>TEEN FF ASSISTANTS</i>				
	Salary	\$ -		\$ 2,025.00	\$ -
	Taxes	\$ -		\$ 155.00	\$ -
	<b>Total Teen FF Assistants</b>	\$ -		\$ 2,180.00	\$ -
	<i>COFFEE CREW</i>				
	Salary	\$ 1,800.00		\$ -	\$ -
	Taxes	\$ 140.00		\$ -	\$ -
	<b>Total Coffee Crew</b>	\$ 1,940.00		\$ -	\$ -
	<b>Total Program Staff</b>	\$ 125,704.94		\$ 124,070.63	\$ 118,849.13
	<b>Administrative Staff</b>				
	<i>ADMINISTRATOR</i>	35 hours, 2% raise			
	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
	Taxes	\$ 3,378.24		\$ 3,511.35	\$ 3,378.24
	<b>Total Administrator</b>	\$ 55,093.39		\$ 57,181.35	\$ 55,094.24
	<i>BOOKKEEPER</i>	4 hours, 2.5% raise			
	Salary	\$ 4,480.00		\$ 4,550.00	\$ 4,480.00
	Taxes	\$ 342.72		\$ 348.08	\$ 342.72
	<b>Total Bookkeeper</b>	\$ 4,822.72		\$ 4,898.08	\$ 4,822.72
	<i>SEXTON</i>	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
	Taxes	\$ 1,987.47		\$ 2,017.31	\$ 1,987.47
	<b>Total Sexton</b>	\$ 31,865.47		\$ 32,324.31	\$ 31,865.47
	<b>Total Administrative Staff</b>	\$ 91,781.58		\$ 94,403.73	\$ 91,782.43
	<b>TOTAL STAFF</b>	\$ 354,306.82		\$ 359,940.81	\$ 347,830.86
	<b>TOTAL EXPENSES</b>	\$ 574,974.82		\$ 648,347.81	\$ 568,182.86
	Difference	\$ 11.18		\$ (85,098.81)	\$ (4,933.86)