

**Unitarian Universalist Church of Nashua, NH (UUCN)**  
**Meeting of the Board of Trustees**  
September 5, 2019

**Final Minutes** by Lindsey Hedrick as of October 1, 2019

**Reviewed by:** Carol Houde, Lindsey Sylvester, Burns Fisher, Victoria Agnew, John Burkitt

**Meeting Attendees:**

John Burkitt, Burns Fisher, Lindsey Hedrick (Treasurer), Rev. Allison Palm, Carol Houde (President), Victoria Agnew, Rick Spitz, Lindsey Sylvester

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

Full Agenda: see APPENDIX A

**1. Consent Agenda**

1. **MOTION** to accept June's minutes as amended via email reviews  
**MOVED** by John Burkitt, **SECONDED** by Lindsey Sylvester, **MOTION CARRIED** with two abstentions

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

1. Note that the format is different this year
  - i. First section is Allison's highlights of the month. It does not encompass everything
  - ii. Each month Allison will highlight one Ends statement, interpret it, and more thoroughly delve into it. Meanwhile, we'll get more generic updates on the other Ends statements.
  - iii. Each month Allison will also interpret a different policy.
    1. (Note: Policy F (relating to financials) is included in her report and reviewed 4 times a year)
  - iv. End of the year we might get a full monitoring report on all of the Ends statements.
  - v. There is a document called Allison's Interpretations in the Policies folder on the Board of Trustees shared drive. This folder contains:
    1. Allison's most recent policy interpretations - She adds to that document as she creates the interpretations
    2. Our old Ends with interpretations – These will be updated to reflect our new Ends once the Board discusses Allison's interpretations of the new Ends

2. The rest of the report follows the old format
  - i. Info on Preschool, Allison's schedule, and her new interpretation on another policy
  - ii. Policy K has a brand new interpretation
    1. Allison intentionally used the description "living document" to describe our Strategic Plan. It will be guide us, but not rule over us because we cannot predict the future.
    2. We are currently in year 4 of our 5 year plan
    3. But we have new Ends statements, so our existing plan is not super useful
    4. What should our Strategic Plan look like? Why do we need it?
      - a. It makes sense to wait until after our Next Steps weekend in December to develop a new one
  - iii. Policy F has the same interpretation it previously had. No updates to the interpretation, only updated data information as it relates to the budget
    1. Per the budget, our income is behind, but not as far behind as it normally is for this time of year
    2. Even with last year's deficit (as approved by the Board in order to purchase a new boiler), we are still maintaining our minimum required balance in our checking account
  - iv. Policy interpretations are formatted as follows:
    1. Policy language in italics
    2. Allison's interpretation underneath it
    3. The data that backs up where we stand that is relevant to the policy
    4. Allison's statement of compliance/non-compliance
3. Ben has started! He is the ministerial intern
  - i. We will officially welcome him in the service on Sunday
  - ii. Burns is the chair of his committee
  - iii. Ben has a class this semester that conflicts with our Board meeting times. Hopefully he will be able to join us for some meetings next semester
  - iv. His focus will be worship, faith formation, outreach (getting our name out in the community), social justice, and a side of administration and governance
4. We are in full church mode preparing for the upcoming year!
  - i. Building our Vision team is meeting in October, hopefully
  - ii. The Social Justice team has been very active this summer. There will be two September services tied to social justice
5. Last year's church books are not closed
  - i. We are waiting on a payment from the Cemetery Trustees before closing the books
  - ii. Once we include that payment, it will bring the deficit down to approx. \$21,000 which is around what the Board approved last year
6. The Preschool is doing great!
  - i. There are 75 students registered
  - ii. They finished last year with a \$21,000 surplus
  - iii. Their Board has not met this year, so it has not been decided if they will be doing anything specific with their surplus

### 3. New Ends Interpretations, Rev. Allison

1. The questions included in the interpretations were meant to show what we are trying to get at, not necessarily to illustrate the exact question that should be asked in the congregational survey
2. When we talk about growing leaders to serve our congregation and our community, what does that look like?
  - i. How does our wish and need to build new leaders balance with valuing the knowledge and skill that comes from longevity in a leadership role?
    1. Term limits have become accepted as the way the church runs now.
    2. As a side note, the Social Justice team has a rotating chair for each month this year. How will this work? We have no idea. It could be amazing. It could be challenging.
  - ii. We have a lot of newer people who do not have the confidence yet to step into leadership roles.
  - iii. We also have some people who are tired, and don't want to step in anymore.
  - iv. We may need to add to this interpretation to define what a leader is, in order to clarify that we mean all leaders, not just committee/team chairs
  - v. We will continue this discussion during the month when this Ends statement is featured
3. When we need to measure our participation in the larger UU community, we will also include events that we are hosting as a metric towards that End
4. A program/ministries audit will be one of the ways that we measure SOME of the Ends
  - i. Why only some? It will not always be helpful.
  - ii. For example, our participation in the larger UU world could not accurately be measured by an audit for solely our own church's activities
5. When we work "in deep partnership" to advance social justice, how do we know it's a deep partnership on both sides?
  - i. We will have "conversations with partners" and ask them!
  - ii. For example, we can ask the GSOP how things are going, and learn whether or not we are being a good partner
6. This is a living document, so let's keep discussing the interpretations as we move forward

### 4. Next Steps Logistics, Carol Houde

1. The dates for this weekend are December 6-8, 2019
2. Carol will be the point person for Mark in organizing this weekend
  - i. Burns has volunteered to be the co-point person, especially in terms of assisting Carol in getting all of the necessary documents saved to a drive for Mark to access
3. What do we need to prepare for this weekend/what do we already have?
  - i. Finances: 2018-19 Budget versus Actual, 2019-20 Budget, newly completed financial review – We have all of these things already prepared
  - ii. History of the church: This was already created from the Congregational Record that was part of the Ministerial Search
  - iii. Welcoming Congregation status – We achieved this in the 1990's, but we may need to look into what is required to re-up our status

1. The Welcoming Congregation designation was given to congregations who completed a series of clearly defined steps by the UUA. The workshops focused on the awareness of gender bias and discrimination. This all had to be well documented and voted on by the congregation at the time
- iv. Green Sanctuary – We are not a Green Sanctuary. It was looked into, but not much progress was made. Why not? Could this be achieved through the results of our capital campaign?
- v. Quartile analysis – This is prepared by the Stewardship team
- vi. List of information services – **Action: Carol** will reach out to Sherri for a list of the information services we use
- vii. Strategic Plan – We will give Mark a copy of our 5 year plan, even though we know it is outdated
  1. We can provide an explanation of where we are still following it, and where we have drifted from following the plan (and why)
  2. This plan is located on the member resources page of the website

#### 5. **Updating Online Board Information**, Carol Houde

1. **Action: Victoria and Burns** need to submit short paragraph bios and pictures to Jodie
  - i. **Action: Jodie** will add them to the website and remove Steve and Pam
2. If our governing policies need to be updated, Jodie would upload the new information
3. Other incorrect data/broken links on the website would be updated by the staff
  - i. Board members who notice that a link or not working correctly, or who discover obsolete information on the UUCN website should let Sherri know
  - ii. There is a staff goal this year to make the website more accurate
  - iii. The staff is having tech lunches once a week to work towards completing this goal
4. Is the rebroadcasting of our services working correctly? We know the 10am broadcast is working, but are the 3pm and 7pm working?

#### 6. **Break** – Cookies and warm apple cider were very delicious. Thanks, Carol!

#### 7. **Financial Review**, Lindsey H

1. Note: this review is for the 12 month period ending June 30, **2018**
2. Why did we have this review?
  - i. It covers our fiduciary responsibility
  - ii. It is in our policies that we have an audit conducted every 3 years, but we had never had one done before
3. **Action: Lindsey H** will contact Peter, the accountant
  - i. Clarify the references to rental income on Page 7, and how that could affect UUCN
  - ii. If we plan to hire Peter again to perform another review for 2021, would he charge us the same amount? \$5400

1. Or perhaps it would be lower, since he's already done a bulk of the work in learning about our operation
  - iii. This review did not answer our questions on how to handle some of our additional policies, but Lindsey H will ask Peter for some additional assistance in that area as well
  4. What benefits does this review provide to us?
    - i. We gain a sense of comfort in knowing that we have opened our books to an external firm and they did not identify any fraud
    - ii. We gain a high level view of what UUCN looks like, financially speaking, when you gather all of its different entities
  5. Does this provide us with data relevant to our insurance coverage? No.
    - i. This shows us the value of our entities, whereas the insurance value is our replacement cost. The two are not related
8. **Monitoring Taskforce**, Burns Fisher, Victoria Agnew, and Carol Houde
1. Goals for this group
    - i. Look at a congregational survey and establish a baseline for how the congregations views what progress we have/have not made towards our Ends
    - ii. Set goals for the board
    - iii. Identify and write board policy where it is currently missing
    - iv. Reviewing the Monitoring Table within the Board's Policy
  2. This group will be meeting independently
9. **Schedule of Teams/Committees to invite during the year**, Carol Houde
1. **Should we be more intentional about inviting chairs to come and share their perceptions of what their committees are accomplishing?**
    - i. **The intent here would be for us to LISTEN. Not to give direction.**
    - ii. This feels a little like being called to the principal's office. It also may start to infringe on Allison's operational side of the house
  2. We could instead ask committees if we could attend their meetings
    - i. We could share what the Board has been doing, as well as ask what information they would like the Board to know
    - ii. This still does not feel quite right
  3. Perhaps Allison, knowing where our knowledge gaps are, could invite people as necessary in order to give us more information
    - i. Last year the board had a lot of faith formation questions at the end of the year, but we ran out of time
    - ii. Maybe in this instance it would be appropriate for Allison to ask Sadie to join us at a meeting
    - iii. This could coincide with when Allison focuses on the Ends statement of knowing our UU identity

**10. Sign Ups, Lindsey H**

1. Words of Offering
  - i. Board members used to read the Words of Welcome at the start of each Sunday service
  - ii. Now we will be reading the words that happen at the offering instead
  - iii. Each board member is asked to sign up for a few Sundays
2. Board chalice lighting
  - i. We take turns bringing a chalice lighting for the start of each monthly board meeting
  - ii. Each board member is asked to sign up for a board meeting

**11. Miscellaneous**

1. Emails went out about getting background checks
  - i. Members of the Board are required to have/renew a background check at the start of each new term

**12. Closing - Meeting adjourned**

***APPENDIX A: Agenda***

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

***APPENDIX C: Financial Review***

# FINAL AGENDA

Board of Trustees, Unitarian Universalist Church of Nashua  
September 5, 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** [10] Admin: Chalice Lighting (Carol)  
Check-in

**6:40** [5] Admin: Consent Agenda  
•June BoT Minutes

**6:45** [15] Monitoring: Minister's Report (Allison)

**7:00** [10] Visioning: New Ends Interpretation (Allison)  
(Note: Allison will interpret one of the new ends and Board will give feedback on the others)

**7:10** [15] Admin: Next Step Logistics (Carol)

**7:25** [10] Linkage: Updating Online Board Information (Carol)

**7:35** [5] Break

**7:45** [15] Monitoring: Financial Review (Lindsey H)

**8:00** [10] Monitoring: Taskforce (Burns, Victoria, & Carol): Clarity on its goals and its responsibilities as outlined during retreat

**8:10** [5] Linkage: Schedule of Teams/Committees to invite during the year (Carol)

**8:15** [?] Breakout organizing sessions

We identified a lot of work for the Board to accomplish this year, but much of it will be happening outside of formal Board meetings. During this time, we can informally group ourselves based on the work that is needed to be done to get started, get organized, get psyched!

Covenantal Check-out

Closing Words

Adjournment

Reminders: Safe Congregation Training (required), Sept 22<sup>nd</sup>, 12-2. Lunch provided.  
IFC members need background checks.

**Minister's Report to the Board of Trustees**  
**Rev. Allison Palm**  
**UU Church of Nashua, NH**  
**September 5, 2019**  
**Covering June 7 – September 5, 2019**

**General Updates**

Our Ministerial Intern, Ben Atherton-Zeman, started on August 10. We are working on his Learning Service Agreement, and know that he will be focusing on Worship, Faith Formation, Outreach and Social Justice. He is not able to attend Board meetings this semester because of his class schedule, but hopes to be with us in the future. I attended a Supervisor Orientation at Boston University on Tuesday and will be going down 5 times this year for their new supervisor class. Ben's Internship Committee will be meeting for the first time on September 15 and will be chaired by Burns Fisher.

The core staff (me, Sherri, Sadie, Jed and Ben) had a retreat on August 10. We identified a work plan for the year, which I talk more about in my Monitoring Report on Policy K.

Summer services were very successful this year, with a crew of great summer worship leaders and slightly higher average attendance than last summer. Sadie and I led a Backpack Blessing service on August 25, which was very well received. I led a training for our two returning and four new Worship Associates on August 25. We will kick off the regular program year with our Ingathering Water Communion service this Sunday.

Sadie is in full swing getting ready for Children's Faith Formation to start on September 15. We will be doing a new mixed age workshop model connected with our core values for grades 1-6. This is an Our Whole Lives year for grades 7-8, which will begin in October. Our senior high youth will be gathering sometime this month to kick off the year. We have several Adult Faith Formation programs planned for the year, which will be starting in October. I will be leading a new monthly program called Wiggle and Wonder for little ones ages 0-2 and their caregivers on the second Tuesday of the month.

It has been an active summer for our Social Justice Team, particularly around immigration. We supported UU Manchester in housing an asylum seeker, hosted a GSOP Rapid Response Training in July, participated in Nashua Immigration vigils in July and August, and participated in the Solidarity Walk for Immigrant Justice at the end of August. Community Dinner happened each month, with 70 guests in June and 98 in July. Our Racial Justice Working Group met last week to make plans for the year. I will be using two Sunday in September to preach on current issues, one of the September 20<sup>th</sup> Climate Strike and one on Affordable Housing in Nashua, as part of a weekend of preaching on that topic in various faith communities in the greater Nashua area.

I have 7, possibly 8 members for the Building Our Vision Team. We will be holding our initial meeting in October, with the goal of having conversations with the congregation about our building this winter.



I will bring a full end of FY19 Financial Report to our October board meeting. We are waiting on a payment from the Cemetery Trustees before we can close the books.

### **Updates on Ends Statements**

Once we have talked about my interpretations of our new Ends, I will be highlighting what we've been up to with one End statement each month.

### **Children's Winter Garden with White Wing School**

- Classes have begun for the fall, with a current enrollment of 75 kids. Both the early drop off and the afternoon programs have strong enrollment as well.
- Most classes are full. There is still room for a few more 4 year olds.
- One teacher did not return this year as she was moving out of the area. Chris hired a new teacher, Stefni Crowell, who is working with the 2 and 3 year olds.
- Last fiscal year ended with a \$21,000 surplus. The Board has not met yet this fall, so has not discussed if there are any plans for that money.
- We are seeking one more church member to join the Preschool Board. The first meeting of the board will be September 18. Currently Tiffany Holmes and Victoria Agnew are the church members on the board. Victoria will be leaving in November and will be replaced by Allison Annand.

### **Minister's Schedule**

- I will be taking three days of Study Leave from Sep. 16-18 to attend a Faith in Action Clergy Training in St. Louis.
- I will be in Maine at the NNE Minister's Retreat Tuesday, October 1 – Thursday, October 3. I will be back in time for our October Board Meeting.

### **Monitoring Report of Policy K: Strategic Operational Plan**

*The Executive Director shall not allow the Church to operate without a 3-5 year operational plan for advancing the Mission and Ends Statements.*

Interpretation: The church staff will work with lay leadership to create and maintain an operational plan for furthering the Ends Statements over the next 3-5 years. This plan will be updated regularly as circumstances change and will be understood to be a living document.

Data: We are currently in year 4 of a strategic plan based on our old Ends Statements. The last three years, our staff has come up with work plans for the year based on that Strategic Plan. This year, since we have new Ends Statements, we created a work plan based on the new Ends instead.

Statement of Compliance: I report partial compliance. We do have a 5 year plan but we are no longer following it because enough has changed since it was created, including having new Ends Statements. It is time to create a new 3-5 year plan. I would love to ask the Board a few questions about what their hopes for such a plan would be.

### **Income and Expense Report as of 9-5-2019**

See attached "September 2019 Financials" for full report. We are 18.36% of the way through this year. Income is behind at 14.11%. Expenses are slightly less behind at 17.69%. This is all very typical for this time of the year. Our income does not usually catch up to expenses until December or January.

### **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 \$98,660. This is enough for slightly more than two months of regular operating expenses. The Income and Expense report attached indicates that no items are on track to exceed 105% of the budget for this year.

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 there are no budget lines on track to exceed 105% of the budget for this year.

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, 2019, the church has not entered into any contracts that exceeded \$10,000.

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: Since July 1, 2019, the church has not entered into any contracts that exceed \$25,000.

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, 2019, 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 FY20 budget is the amount recommended by the Invested Funds Committee. The FY20 budget was approved by the Board in May 2019 and voted on by the congregation in June 2019. We have not withdrawn any funds in excess of what was budgeted.

Statement of Compliance: I report compliance

# Unitarian Universalist Church of Nashua

## BUDGET VS. ACTUALS: FY 2020 - FY20 P&L

July 2019 - June 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Revenue</b>				
100 Questions	-382.55	250.00	-632.55	-153.02 %
Buddhist Meditation	206.90	600.00	-393.10	34.48 %
Coffee Hour	21.20		21.20	
Endowment	<b>23,315.26</b>	<b>151,599.00</b>	<b>-128,283.74</b>	<b>15.38 %</b>
Fundraisers		<b>9,800.00</b>	<b>-9,800.00</b>	
Other Income	641.00		641.00	
Outreach Collections	<b>4,313.45</b>	<b>35,000.00</b>	<b>-30,686.55</b>	<b>12.32 %</b>
Pledges	<b>51,547.56</b>	<b>342,000.00</b>	<b>-290,452.44</b>	<b>15.07 %</b>
Preschool Contribution		30,000.00	-30,000.00	
User Fees	<b>1,511.00</b>	<b>6,000.00</b>	<b>-4,489.00</b>	<b>25.18 %</b>
<b>Total Revenue</b>	<b>\$81,173.82</b>	<b>\$575,249.00</b>	<b>\$ -494,075.18</b>	<b>14.11 %</b>
<b>GROSS PROFIT</b>	<b>\$81,173.82</b>	<b>\$575,249.00</b>	<b>\$ -494,075.18</b>	<b>14.11 %</b>
<b>Expenditures</b>				
<b>EXPENSES</b>				
<b>OPERATIONS</b>				
ADMINISTRATION	<b>4,654.88</b>	<b>28,700.00</b>	<b>-24,045.12</b>	<b>16.22 %</b>
COMMUNICATIONS	<b>128.96</b>	<b>1,000.00</b>	<b>-871.04</b>	<b>12.90 %</b>
DENOMINATION	<b>6,762.00</b>	<b>27,052.00</b>	<b>-20,290.00</b>	<b>25.00 %</b>
PROPERTY	<b>20,829.63</b>	<b>104,300.00</b>	<b>-83,470.37</b>	<b>19.97 %</b>
STEWARDSHIP		<b>2,200.00</b>	<b>-2,200.00</b>	
<b>Total OPERATIONS</b>	<b>32,375.47</b>	<b>163,252.00</b>	<b>-130,876.53</b>	<b>19.83 %</b>
<b>PROGRAMS</b>				
BOARD EXPENSES	<b>80.54</b>	<b>1,300.00</b>	<b>-1,219.46</b>	<b>6.20 %</b>
FAITH FORMATION	<b>413.37</b>	<b>5,550.00</b>	<b>-5,136.63</b>	<b>7.45 %</b>
LEADERSHIP DEVELOPMENT		<b>300.00</b>	<b>-300.00</b>	
MEMBERSHIP	<b>12.68</b>	<b>2,850.00</b>	<b>-2,837.32</b>	<b>0.44 %</b>
MINISTRY FUNDS	<b>200.00</b>	<b>1,000.00</b>	<b>-800.00</b>	<b>20.00 %</b>
MUSIC & WORSHIP	<b>1,386.78</b>	<b>8,900.00</b>	<b>-7,513.22</b>	<b>15.58 %</b>
SOCIAL JUSTICE	<b>880.59</b>	<b>39,850.00</b>	<b>-38,969.41</b>	<b>2.21 %</b>
<b>Total PROGRAMS</b>	<b>2,973.96</b>	<b>59,750.00</b>	<b>-56,776.04</b>	<b>4.98 %</b>
<b>STAFF</b>				
ADMINISTRATIVE STAFF	<b>17,187.06</b>	<b>92,929.13</b>	<b>-75,742.07</b>	<b>18.49 %</b>
MINISTER	<b>27,954.63</b>	<b>139,067.46</b>	<b>-111,112.83</b>	<b>20.10 %</b>
MINISTERIAL INTERN	<b>652.11</b>	<b>12,303.25</b>	<b>-11,651.14</b>	<b>5.30 %</b>
PROGRAM STAFF	<b>20,596.57</b>	<b>107,935.41</b>	<b>-87,338.84</b>	<b>19.08 %</b>
<b>Total STAFF</b>	<b>66,390.37</b>	<b>352,235.25</b>	<b>-285,844.88</b>	<b>18.85 %</b>
<b>Total EXPENSES</b>	<b>101,739.80</b>	<b>575,237.25</b>	<b>-473,497.45</b>	<b>17.69 %</b>
<b>Total Expenditures</b>	<b>\$101,739.80</b>	<b>\$575,237.25</b>	<b>\$ -473,497.45</b>	<b>17.69 %</b>
<b>NET OPERATING REVENUE</b>	<b>\$ -20,565.98</b>	<b>\$11.75</b>	<b>\$ -20,577.73</b>	<b>-175,029.62 %</b>
<b>NET REVENUE</b>	<b>\$ -20,565.98</b>	<b>\$11.75</b>	<b>\$ -20,577.73</b>	<b>-175,029.62 %</b>

