

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

Nov 7, 2019

Final Minutes by Jodie K. Holway as of 30 November 2019

Reviewed by Burns Fisher, Victoria Agnew, Rev. Allison Palm, Carol Houde

Meeting Attendees: Victoria Agnew, John Burkitt, Burns Fisher, Lindsey Hedrick (Treasurer), Jodie K. Holway (Clerk), Carol Houde (President), Rev. Allison Palm, Rick Spitz

Excused: Lindsey Sylvester, Brenna Woods (Vice President)

Full Agenda: APPENDIX A

1. Consent Agenda

1. **MOTION** to accept the [October 2019 minutes](#)
MOVED by Lindsey Hedrick, **SECONDED**
Abstention by Victoria Agnew and Burns Fisher (excused last month), **MOTION CARRIED**

2. Minister's Report, Rev. Allison Palm

1. Interpretation of our new Ends statement about Knowing our UU faith identity
 - i. Discussion of how most Faith Formation teachers cannot name any famous UU ancestors, take any opportunity to educate ourselves
 - ii. Many congregants were impressed by sermon explaining our Sources last week
2. "Starting Point": a four-session small group program for newcomers over four months
 - i. It's a second possible path to membership, besides taking "Intro to UU"
 - ii. Led last year by Rev Allison and Karen Thomas, well-appreciated
 - iii. This year nine people are signed up so far
3. Youth Group has only met once, hard to say how their less-frequent schedule is working out
 - i. Just had a non-official outing to Deerfield Fair, per Victoria
 - ii. Met at church, 4-5 kids drove themselves, this is great!
4. Young Adults group is now called "20's and 30's," which is much clearer who it means
 - i. Last night had a really fun outing to support Sanctuary Boston, a service in Cambridge
 - ii. Last month did trivia night, lots of fun, relaxed atmosphere outside church
5. Interpretation of Monitoring Report on Policy E: Financial Planning and Budgeting
 - i. This is the second year Rev. Allison has provided her interpretation, changes in red
 1. Had planned to figure out some areas with help of Treasurer Lindsey Hedrick
 2. Such as 2a the part "cash flow and subsequent trails"
 - ii. Also in 2c the limit of \$5K for capital expenditures
 1. This limit sounds low today; it's less than 1% of our annual budget
 - a. "Must present a separate plan", to whom? Doesn't mean approval?
 - b. Lindsey can ask Peter the auditor, he used \$20K as the limit for capital

- c. Our boiler expense was over \$20K. Some painting projects have run to \$21K. Roofing project was very big, took approx. \$80K. It's easy to spend \$5K these days even for heating maintenance last winter
 - d. If it's an emergency, Rev. Allison would just have to be uncompliant
 - 2. Does this policy have too much detail; does Board want to monitor all this?
 - a. It might make sense if this were only for emergency repairs, if we'd had a healthy Building Maintenance fund over past 30 years
 - b. Board does approve expenditures from Building Maintenance fund
 - i. For last year's big boiler expense, we did vote, and approved taking some money out of the cushion, overspending budget
 - ii. Rev. Allison presented written plan; that's one possible way to interpret the policy today
 - 3. Where did this detailed policies come from, anyway?
 - a. Borrowed from other churches' resources and pulled into ours
 - b. We can find this exact wording in other church policies online!
 - 4. **MOTION** to change Policy E #2 letter c, amend amount cited from \$5K to \$20K
MOVED by John Burkitt, **SECONDED** Burns Fisher, **PASSED** unanimously
- iii. We need to readjust this whole Policy E
 - 1. Probably too detailed as it stands, more burdensome for all than intended
 - a. What does the Board really want to spend time monitoring? Similarly, what do we really want Rev. Allison to spend time reporting on?
 - i. Perhaps Rev. Allison can suggest which parts to remove
 - ii. Or instead, Board could keep 2-3 items, and toss the rest
 - iii. Plus isn't it odd that Rev. Allison provides the reports by which Board monitors her anyway? Not a great safeguard
 - b. Likely a holdover artifact from getting used to Policy Governance
 - i. Or Board thought we'd want to know what these really mean, but some parts are so explicit they don't need interpretation
 - 2. Should this clarification work be done by Monitoring subgroup?
 - a. Monitoring subgroup is currently working on the Survey
 - i. Rev. Allison will provide an annotated version of Policy E
 - ii. She will note there which sections feel burdensome for providing monitoring reports
 - iii. Carol Houde will invite prior president Dave Hudson to next meeting of Monitoring subgroup, to help fill in the red parts
 - b. By the way the Board is not monitoring itself yet, which we should
 - i. And we are not doing much direct inspection of anything yet
 - ii. As for outside monitors, we've done this once, our Auditor
 - c. Don't want to overburden the Monitoring subgroup members
 - i. The policies' red parts of do need to be filled in, but not only by Monitoring: just need someone as the expert in each area
 - ii. **ACTION: Monitoring** to determine who will fill in each section
 - 3. Side note: right now Board's two new members aren't overburdened with work; rather, just working to get grounded on what each subgroup does

6. One more financial note: a negligible \$500 drama
 - i. August 2019 we received a bill from Amazon for mysterious purchases
 - ii. Everyone was on vacation, seemed like fraud
 - iii. Turns out it was a misunderstanding with Molly, our departed interim Membership Coordinator, spending the rest of her Professional Expenses budget
 - iv. Ideally Molly will return the books or the money to UUCN, stay tuned
3. **Final financials for 2018-2019 Church Year**, Rev. Allison (*see Appendix C*)
 1. These numbers are good, even though they might not look great
 - i. Last year the Board approved a \$21K deficit due to boiler
 - ii. Per these numbers, we do have \$18K deficit – that's \$2.5K higher/smaller!
 2. This discussion serves to explain that deficit, to help people remember in the future if they examine this report, attached in this Appendix C
4. **Next Steps Weekend Update**, Carol Houde
 1. How to fund it: consultant Mark Ewert costs \$2,500 plus travel and food
 - i. The organization Wake Now Our Vision (WNOV) has released funds to us
 1. This is a collaborative campaign started by the UUA for planned giving
 2. Shelter Rock, a rich church on Long Island, gave \$5M to encourage UU giving
 3. Their funds will match the intended donations from UU's who commit to give to their churches from their wills or name church as their beneficiaries
 4. Matching level is 5%, they just gave us the first one-quarter of the money now
 - ii. Two members of UUCN took this opportunity
 1. We agreed to put the funds into our Bicentennial Fund
 - a. Which is an account intended to help UUCN celebrate in 7 years
 - b. We sketched that this fund would help us with new projects
 2. So it makes sense to use this money to understand Capital Campaign issues
 - iii. **MOTION**: Use up to \$4500 of the WNOV funds for this Next Steps Weekend
MOVED by Rick Spitz, **SECONDED** by Victoria Agnew, **MOTION PASSES** unanimously
 2. Schedule of the weekend: Carol will send out the official schedule
 - i. Friday December 6, 2019: dinner at UUCN, 6 pm
 1. Board must attend, bring pot-luck food
 2. This will give everyone a sense of what we want to accomplish
 3. Mark will have read our 19 items
 4. We'll talk about our generosity history and what will motivate giving
 5. We'll need a note-taker
 6. Who will organize dinner food? Self-organizing, it'll be a pot-luck, no worries
 - ii. Saturday December 7, 2019: all day at UUCN
 1. Teams will attend
 2. Tour of the building
 3. Meet with teams and committees all day
 4. Pot-luck lunch, no organizing needed
 5. That night Mark will do all his work into the wee hours

iii. Sunday December 8, 2019:

1. Mark will attend service, be there early to watch everyone come in
2. 2:30 pm Board will meet upstairs to hear and discuss his guidance
3. We'll need two note-takers that day, firehose of recommendations
4. He'll provide his formal report approx. two weeks later

5. **Monitoring Task Force**, Burns Fisher, Victoria Agnew, Carol Houde

1. Already discussed some of their work above, to help Rev. Allison fill in gaps in the Policies
2. Discussion of draft of our upcoming Ends Statements Baseline Survey:

<https://docs.google.com/forms/d/1RZthJV4QkI9V4aNQFIZoIQksAjn5gPtUOoBr9jzDZmg/>

- i. Aim for maximal inclusiveness with minimal overlap: as few questions as possible
- ii. Intended to work well for all five years
- iii. Suggestions to improve
 1. Will refine this draft next week in a 1-hour consultation with Laura Park
 - a. She may say, just write each End Statement to ask How are we doing?
 - b. Questions currently touch each End Statement but they're reworded
 2. What scale to use?
 - a. Does it seem like the 1's and 5's are backwards? Best should be 5's?
 - b. Should we not use numbers, just emojis? No, don't bias the answers
 - c. Could we come up with little phrases, e.g. Strongly agree/disagree...?
 - d. Can add a note saying "Pay attention, # 1 on the scale might be best"
 3. Questions 2 and 3, how do we want people to define "the congregation"?
 - a. Any ambiguity would introduce unwanted random errors
 - b. Does it mean gregarious people respond? Just the people they know?
 - c. Could change to "To what extent do you feel there are members of the congregation who care about you personally?"
 - d. Or perhaps we mean, we don't care if you have friends here, the real point is more about the atmosphere?
 - e. Or change to "members of the church community"
 4. Question 7, "Has UUCN provided you with the opportunities you have wanted to be a leader within the past church year?" Carol will explore/fix with Laura
 5. Opening paragraph could be more dazzling.
ACTION: Jodie Holway to tinker and suggest wording to Carol
 6. Maybe say "Goals" instead of "Ends" in the survey's title, ask Laura what is better lay-language: this is geeky Policy-Governance-speak
- iv. Consider naming the relevant End in each sermon?
 1. As in Sesame Street, "Brought to you by the letter A and the End..."
- v. Timeline of when to send out the survey to the congregation
 1. Combine with the congregation-wide survey from the Pastoral Innovation Network in which Rev. Allison participates? No, this is coming out ASAP, let's separate them

2. Consider sending out our Ends Survey in Feb. 2020 after that one?
3. Or consider sending out in April/May 2020?
 - a. See how we did this year, report back as part of our Annual Meeting
 - b. Helps with participation/enthusiasm: “Stay tuned”, “Results are in!”
 - c. Vision Team can talk with congregation in Jan/Feb 2020 to prepare them to give their thoughts online for this baseline
3. Selection of Board goals (and measurement) for church year 2019-20 (see Appendix D)
 - i. Goal “Complete the gaps in current Board Policy”
 1. Per our above discussion of completing red areas in Board Policy, change this to not all be on the on shoulders of Monitoring subgroup
 2. Revise to: All areas of the Board Policy that require changes or inclusions will have been resolved by the UUCN Board by the end of the 2019-20 church year
 - ii. Goal about “radical hospitality” and proactive welcoming:
 1. Carol Houde will report back on this in President’s report at Annual Meeting, but without making people feel like they’ve been manipulated
 2. Monthly Board agenda will include 5 minutes for what we’ve learned
 3. Even if you are distracted chasing a toddler, a five-second greeting is still a very human and meaningful interaction!
 - iii. **MOTION** to sign up to achieve these Goals, as amended
MOVED by Jodie K. Holway, **SECONDED** by Rick Spitz: **MOTION PASSES** unanimously
 - iv. Congratulations: this is the first time the Board has had goals, in Carol’s six years
6. **Closing**, Carol Houde
 1. No standard Board meeting in December – instead see you at the Next Steps Weekend
 2. Moving the Board meeting in January – meet on Thursday Jan. 9, 2020 instead of Jan. 2, 2020

Appendix A: Full Agenda

Appendix B: Minister’s Report

Appendix C: Financial Report Fiscal Year 2018-19

Appendix D: Board Goals and Measurement for Church Year 2019-20

FINAL AGENDA

Board of Trustees, Unitarian Universalist Church of Nashua
November 7, 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.

Excused: Brenna Woods and Lindsey Sylvester

6:30 [15] Admin: Chalice Lighting (Victoria)
Check-in

6:45 [5] Admin: Consent Agenda
●October BoT Minutes

6:50 [20] Monitoring/Visioning: Minister's Report and New Ends Interpretation (Allison)
(Note: Allison will interpret one of the new ends and Board will give feedback)

7:10 [10] Final Financials for 2018-19 Church Year (Allison)

7:20 [15] Next Step Weekend Update
●Likely change in time of Sunday 12-8 meeting from 12
●Authorization of monies from Bicentennial Fund to be used for NSW

7:35 [5] Break

7:45 [30]: Monitoring Task Force (Carol, Burns, and Victoria)
●Baseline Survey preliminary thoughts prior to Laura Park consultation
●Selection of Board Goals (and measurement) for 2019-20 church year

8:15 [5]: Early distribution of December BoT meeting agenda

Covenantal Check-out

Closing Words

Adjournment

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
November 6, 2019
Covering October 3 - November 5, 2019

General Updates

Worship seems to be going well this year. Because we have 4 new Worship Associates and Ben is new to our worship, we have had a few more hiccups than usual, but each one is a great learning experience for all of us.

We have had two Intro to UU sessions this Fall. One had 18 attenders, the other had 5. Several of these people have expressed interest in either Starting Point or Exploring Membership. Fellowship Hour has been going a bit better. We've had to do a lot of recruiting, but most weeks people have stepped up as needed. We do have 6 Lead Hosts recruited to start in January, and some of them have helped out. We will be doing sign ups for next year this month.

We have done two months of our new Workshop model for Children's Faith Formation. Both months we had one workshop that was not well attended, so this month we are just doing three, rather than 4. Otherwise, the workshops have been well received by kids. Our Whole Lives for grades 7-9 started in October, with 13 youth. Two of these youth are from UU Manchester. We are collaborating with them this year for OWL, and our K-1 and 4th-6th graders will have the chance to take OWL in Manchester later this year.

Two Adult Faith Formation programs: Women of Wisdom and a Men & Masculinities Group began in October. We have 16 people in Women of Wisdom and 5-6 in Men & Masculinities. In November, we will begin two more programs: Building the World We Dream About and Starting Point. We will also have the second in a series of one off programs on UU History, a video evening with Bob Sampson on the history of our congregation.

Sadie and I led a Leadership Summit on Nov. 2, which had 35 people in attendance from all different areas of the church. We explored our new Values more deeply, gave a chance for people to connect with one another and did some training on communications and Breeze.

The CROP Walk was rainy, but there was still good energy. We probably had about 20 walkers, though we didn't get a good count. We raised over \$3600. Community Dinner has had a couple of really big months, with 90+ guests. We had 9 people from our congregation at UU Action NH's "Creating Effective Justice Ministries" workshop on October 5. We've begun using that material to think more deeply about how we do social justice in our congregation.

The Building Our Vision Team met for the first time on October 24. We spent much of the time laying the groundwork for our work together: creating a covenant, deciding how we will share leadership, and becoming clear on the goal of the Team. We began to plan for conversations with the congregation, and will continue that planning at our next meeting.

Updates on Ends Statements

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

Interpretation: I interpret *know our authentic Unitarian Universalist faith identity* to mean that members have some understanding of UU history, theology and practice, and can name the Unitarian Universalist values that guide the way they live their lives. *We teach it to our children* through worship and faith formation programs that lift up the history, theology and practices in age appropriate ways. We approach faith formation for children and youth with the goal of growing lifelong Unitarian Universalists. *We share it with others* by talking openly about our identity as Unitarian Universalists, actively inviting people to join us and putting our message out into the world. *We live it in the world* by embodying our UU theology in the work we do in the world, both as individuals and as a congregation.

Informal assessment: This always feels like a growing edge in the congregation. One of the things that made a strong impression my first year here was a teacher training where everyone was invited to name a favorite UU and almost no one in the room was able to name people from our history. I think we have made some progress since then, and I know this has always been a focus in my mind, even before it was officially one of our Ends Statements.

One thing in the past month that I will particularly highlight was the All Ages Service we did on the Sources. Sadie and I got many comments afterwards about how it helped people actually understand our sources for the first time.

The “share it with others” part of this end is the place we could use the most work. I still hear that people have an aversion to talking about their faith because it feels like proselytizing. Similarly, I think the congregation is pretty good about living out our UU values in the world, but not always good at naming that this is what they are doing.

Children’s Winter Garden with White Wing School

- Chris and I looked into moving some money into a savings account, but the savings rates at Citizen’s Bank were not work it (.2% interest). We began a conversation about possible moving either the preschool’s money or both the preschool and the church’s money to a different bank, with the goal of having all our money in one bank. We have not yet had a chance to follow up with Sherri about this idea. It would take some research.
- Chris has continued to add students (2 this month) and we are now at capacity.
- We used some money that had accumulated from fundraisers to purchase some new wooden outdoor equipment for the play yard. It matches well with the structure around the tree and gives the kids something new to explore.

Minister’s Schedule

- I will not be preaching on Nov. 10, but will be present in the building to hear Ben preach.

Monitoring Report on Policy E: Financial Planning and Budgeting

Additions and changes to the interpretation from last year are indicated in red.

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

Interpretation: All of the items below detail what it means to not jeopardize either the programmatic or fiscal integrity of the Church.

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

Interpretation: There will be an annual operating budget, approved by both the Board and the Congregation to guide spending. The budget will fund programs that advance our Ends. Money spent for worship, faith formation for all ages, music, pastoral care, community building, and social justice will be assumed to be money that advances the ends since they are the key programs of the church. Money spent for the building and grounds to maintain it will also be assumed to be money that advances the ends since our building is the primary physical resource for our program. Money spent for administrative support and fundraising are also essential for the advancement of the ends, because without those investments the rest of our ministries would falter.

In creating this budget, the Executive will take into consideration costs which need to be spread over multiple years and budget accordingly.

Data: We have an operating budget for FY2020, approved by both the Board and Congregation, which funds the programs and resources listed above. Our FY2020 budget includes two line items that are for multi-year costs: Audit Fund and Building Maintenance Fund. The FY2020 budget can be found here:

Statement of Compliance: I report compliance.

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

Interpretation: Lindsey Hedrick and I have been talking about this part of the policy. There was supposed to be follow up with the auditor before I interpreted this (according to last year's notes). We'd like to talk a little more about this with the Board at this month's meeting.

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

Interpretation: Two months operating expenses will be calculated as 1/6 of the annual budgeted expenses.

Data: 1/6 of this year's annual budget is \$96,000. We currently have about \$100,000 in operating reserves in our checking account.

Statement of Compliance: I report compliance.

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

Interpretation: This policy is specific enough to not need interpretation.

Data: When last year's budget was created, we had over \$100,000 in operating reserves, so we did not need to follow a or b.

Statement of Compliance: I report compliance.

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

Interpretation: There will be a plan that details the facilities upgrades/maintenance needed over the next 20 years and the predicted costs. This plan will be updated every 5 years. We will budget money each year to go into a Building Maintenance Fund, which will be used as specified in Policy IV.F.14. Ideally, the money budgeted each year for that fund will be 1/20th of the total projected costs in the 20-year plan.

Data: We do have a 20-year Maintenance Plan, which can be viewed here: <https://drive.google.com/a/uunashua.org/file/d/1zfKgvRuKrrrNpy1AhmYXII6WkOYff0Q4/view?usp=sharing>. It was last updated in the spring of 2019. Because it is brand new and we are far behind in saving for these costs, we are not currently budgeting enough for the Building Maintenance Fund each year to cover the expenses in this plan. We are putting something in the Building Maintenance Fund each year.

Statement of Compliance: I report partial compliance

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

Interpretation: This policy is specific enough to not need interpretation.

Data: The FY2020 budget includes our full Fair Share Contribution, \$27, 052.

Statement of Compliance: I report compliance.

Policy L: Acceptance of Restricted Donations

With respect to proper stewardship of the Church's assets and respect for donor wishes, the Executive Director shall not fail to ensure that funds donated to the church for a specific purpose are expended toward that purpose for maximum impact as soon as practicable. The Executive Director shall not fail to encourage donors who desire to provide capital that will generate income for the church in-perpetuity to donate to the church's unrestricted endowment.

Interpretation: When funds are donated to the church for a particular purpose, they will be placed in appropriate budget line item or temporary restricted fund. The funds will be spent, rather than invested, in a manner that furthers the church's mission and ends while honoring the intent of the donor.

When gifts are made to the church's invested funds, the Executive Director will explain to donors, if given the opportunity, that the most benefit to the church comes when the money goes to the unrestricted endowment.

Data: Other than our weekly Outreach Offerings, we have received no restricted donations this fiscal year.

Statement of compliance: I report compliance

Unitarian Universalist Church of Nashua

BUDGET VS. ACTUALS: FY 2019 - FY19 P&L

July 2018 - June 2019

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
100 Questions	-73.71	500.00	-573.71	-14.74 %
Buddhist Meditation	898.28	600.00	298.28	149.71 %
Coffee Hour	181.52	200.00	-18.48	90.76 %
Endowment				
Blodgett Fund (Minister's Discretionary)	309.85	250.00	59.85	123.94 %
Lyon Fund (Flowers)	908.47	750.00	158.47	121.13 %
Slanetz (Membership Team)	317.80	260.00	57.80	122.23 %
Stevens (Instrument repair/maintenance)	822.64	700.00	122.64	117.52 %
Unrestricted Endowment Income	147,238.54	151,926.00	-4,687.46	96.91 %
Total Endowment	149,597.30	153,886.00	-4,288.70	97.21 %
Fundraisers				
Auction	3,671.16	9,000.00	-5,328.84	40.79 %
Fall Clean Up	2,160.00	1,800.00	360.00	120.00 %
Other Fundraisers	-51.15		-51.15	
Total Fundraisers	5,780.01	10,800.00	-5,019.99	53.52 %
Other Income	15,967.61	10,000.00	5,967.61	159.68 %
Outreach Collections	38,393.92	35,000.00	3,393.92	109.70 %
Pledges				
Early Pledges	34,637.07	32,000.00	2,637.07	108.24 %
FY Pledges	285,005.60	298,000.00	-12,994.40	95.64 %
Late Pledges	645.00		645.00	
Total Pledges	320,287.67	330,000.00	-9,712.33	97.06 %
Preschool Contribution	28,000.00	28,000.00	0.00	100.00 %
User Fees				
		6,000.00	-6,000.00	
Fri Night NA	680.00		680.00	
General use	2,698.00		2,698.00	
Man Up NA (Tue Night)	460.00		460.00	
Monday Night AA	250.00		250.00	
Moving Spirit LLC	895.00		895.00	
OA	470.00		470.00	
SAA (Wed Night)	175.00		175.00	
Women's NA Group	150.00		150.00	
Total User Fees	5,778.00	6,000.00	-222.00	96.30 %
Total Revenue	\$564,810.60	\$574,986.00	\$ -10,175.40	98.23 %
GROSS PROFIT	\$564,810.60	\$574,986.00	\$ -10,175.40	98.23 %
Expenditures				
EXPENSES				
OPERATIONS				
ADMINISTRATION				
Background Checks	312.32	300.00	12.32	104.11 %
Electronic Transactions Fees	155.39	500.00	-344.61	31.08 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Fees	156.00	100.00	56.00	156.00 %
Insurance	12,772.66	15,000.00	-2,227.34	85.15 %
Internet	2,623.55	2,500.00	123.55	104.94 %
Office Machines	2,583.29	5,000.00	-2,416.71	51.67 %
Office Supplies	3,599.23	3,000.00	599.23	119.97 %
Payroll & Accounting Software	3,173.00	2,750.00	423.00	115.38 %
Total ADMINISTRATION	25,375.44	29,150.00	-3,774.56	87.05 %
COMMUNICATIONS				
AV Team	1,376.23	2,000.00	-623.77	68.81 %
Total COMMUNICATIONS	1,376.23	2,000.00	-623.77	68.81 %
DENOMINATION				
UUA Fair Share	24,593.00	24,593.00	0.00	100.00 %
Total DENOMINATION	24,593.00	24,593.00	0.00	100.00 %
PROPERTY				
Alarm Systems	1,423.94	1,500.00	-76.06	94.93 %
Building Inspections	209.93	400.00	-190.07	52.48 %
Elevator	1,995.68	1,500.00	495.68	133.05 %
Furnishings & Fixtures	375.44	700.00	-324.56	53.63 %
Janitorial Supplies	2,884.31	2,500.00	384.31	115.37 %
Maintenance				
Building Maintenance Fund		7,500.00	-7,500.00	
Corrective Maintenance	47,844.61	20,000.00	27,844.61	239.22 %
Preventative Maintenance	9,700.43	7,750.00	1,950.43	125.17 %
Total Maintenance	57,545.04	35,250.00	22,295.04	163.25 %
Services				
Cleaning Services	1,918.90	2,000.00	-81.10	95.95 %
Groundskeeping	6,104.06	10,000.00	-3,895.94	61.04 %
Laundry	808.50	1,000.00	-191.50	80.85 %
Sexton Coverage	783.75	600.00	183.75	130.63 %
Snow Removal	11,148.00	12,000.00	-852.00	92.90 %
Trash Removal	3,589.63	4,000.00	-410.37	89.74 %
Total Services	24,352.84	29,600.00	-5,247.16	82.27 %
Utilities				
Electricity	9,246.62	8,000.00	1,246.62	115.58 %
Gas	13,737.26	14,000.00	-262.74	98.12 %
Water	5,594.81	6,000.00	-405.19	93.25 %
Total Utilities	28,578.69	28,000.00	578.69	102.07 %
Total PROPERTY	117,365.87	99,450.00	17,915.87	118.01 %
STEWARDSHIP				
Auction Expenses	700.49	1,000.00	-299.51	70.05 %
Stewardship Campaign	483.23	1,500.00	-1,016.77	32.22 %
Stewardship Team Training	90.00	225.00	-135.00	40.00 %
Total STEWARDSHIP	1,273.72	2,725.00	-1,451.28	46.74 %
Total OPERATIONS	169,984.26	157,918.00	12,066.26	107.64 %
PROGRAMS				
BOARD EXPENSES				
Annual Meeting Expenses	407.65	300.00	107.65	135.88 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Board Discretionary Fund	865.89	1,000.00	-134.11	86.59 %
District Annual Mtg Delegates		100.00	-100.00	
GA Delegate Subsidies		200.00	-200.00	
Total BOARD EXPENSES	1,273.54	1,600.00	-326.46	79.60 %
FAITH FORMATION				
Adult Faith Formation				
Covenant Groups		100.00	-100.00	
General	575.63	900.00	-324.37	63.96 %
Young Adults	117.79	300.00	-182.21	39.26 %
Total Adult Faith Formation	693.42	1,300.00	-606.58	53.34 %
Children & Youth Faith Formation				
Appreciation	375.29	600.00	-224.71	62.55 %
AREA	148.18	300.00	-151.82	49.39 %
Curriculum/Books	535.83	350.00	185.83	153.09 %
Events	228.81	450.00	-221.19	50.85 %
Milestones	272.00	400.00	-128.00	68.00 %
Refreshments	235.28	200.00	35.28	117.64 %
ROPES	567.54	500.00	67.54	113.51 %
Senior High Youth Expense	293.18	900.00	-606.82	32.58 %
Supplies	1,492.52	900.00	592.52	165.84 %
Training	710.00	1,000.00	-290.00	71.00 %
Total Children & Youth Faith Formation	4,858.63	5,600.00	-741.37	86.76 %
Total FAITH FORMATION	5,552.05	6,900.00	-1,347.95	80.46 %
LEADERSHIP DEVELOPMENT				
Leadership Development Team	200.00	300.00	-100.00	66.67 %
Total LEADERSHIP DEVELOPMENT	200.00	300.00	-100.00	66.67 %
MEMBERSHIP				
Coffee Hour				
Supplies	1,504.32	1,200.00	304.32	125.36 %
Total Coffee Hour	1,504.32	1,200.00	304.32	125.36 %
Fellowship & Fun	571.67	500.00	71.67	114.33 %
Membership Team	787.37	1,000.00	-212.63	78.74 %
Pastoral Care Team		200.00	-200.00	
Total MEMBERSHIP	2,863.36	2,900.00	-36.64	98.74 %
MINISTRY FUNDS				
Minister's Discretionary Fund	994.90	1,000.00	-5.10	99.49 %
Total MINISTRY FUNDS	994.90	1,000.00	-5.10	99.49 %
MUSIC & WORSHIP				
Flowers	939.50	1,000.00	-60.50	93.95 %
Guest Preachers	900.00	1,000.00	-100.00	90.00 %
Music				
Choir Expenses	103.98	100.00	3.98	103.98 %
Christmas Choir Expenses	142.00	150.00	-8.00	94.67 %
CIC Sheet Music	134.99	200.00	-65.01	67.50 %
Guest Musician		450.00	-450.00	
Guest Service/Workshop Leader		250.00	-250.00	
Organ/piano R&M	844.50	1,100.00	-255.50	76.77 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Sheet Music	1,791.59	2,400.00	-608.41	74.65 %
Substitute Music Director	1,375.00	2,700.00	-1,325.00	50.93 %
Total Music	4,392.06	7,350.00	-2,957.94	59.76 %
Worship Supplies	800.99	850.00	-49.01	94.23 %
Total MUSIC & WORSHIP	7,032.55	10,200.00	-3,167.45	68.95 %
SOCIAL JUSTICE				
Budgeted Outreach				
Community Dinners/Soup Kitchen	3,000.00	3,000.00	0.00	100.00 %
GSOP	750.00	750.00	0.00	100.00 %
NAIC	50.00	50.00	0.00	100.00 %
Outreach Offering Disbursement	39,376.67	35,000.00	4,376.67	112.50 %
UU Action NH	544.00	550.00	-6.00	98.91 %
Total Budgeted Outreach	43,720.67	39,350.00	4,370.67	111.11 %
SJ Leadership Team	411.95	500.00	-88.05	82.39 %
Total SOCIAL JUSTICE	44,132.62	39,850.00	4,282.62	110.75 %
Total PROGRAMS	62,049.02	62,750.00	-700.98	98.88 %
STAFF				
ADMINISTRATIVE STAFF				
ADMINISTRATOR				
Health	1,080.81	1,300.00	-219.19	83.14 %
Life	320.50	339.15	-18.65	94.50 %
Professional Expenses	1,295.68	1,500.00	-204.32	86.38 %
Retirement	4,436.64	4,416.00	20.64	100.47 %
Salary	44,365.35	44,160.00	205.35	100.47 %
Taxes	3,393.95	3,378.24	15.71	100.47 %
Total ADMINISTRATOR	54,892.93	55,093.39	-200.46	99.64 %
BOOKEEPER				
Salary	4,475.83	4,480.00	-4.17	99.91 %
Taxes	342.40	342.72	-0.32	99.91 %
Total BOOKEEPER	4,818.23	4,822.72	-4.49	99.91 %
SEXTON				
Health	1,300.00	1,300.00	0.00	100.00 %
Other Miscellaneous Service Cost	-35.00		-35.00	
Retirement	2,398.45	2,598.00	-199.55	92.32 %
Salary	26,698.44	25,980.00	718.44	102.77 %
Taxes	2,042.42	1,987.47	54.95	102.76 %
Total SEXTON	32,404.31	31,865.47	538.84	101.69 %
Total ADMINISTRATIVE STAFF	92,115.47	91,781.58	333.89	100.36 %
MINISTER				
Health & Dental	13,787.98	12,320.00	1,467.98	111.92 %
In Lieu of FICA	7,276.48	7,359.30	-82.82	98.87 %
Life Insurance	1,932.84	1,701.00	231.84	113.63 %
Professional Expenses	9,272.89	9,620.00	-347.11	96.39 %
Retirement	9,419.80	9,620.00	-200.20	97.92 %
Salary & Housing	96,200.00	96,200.00	0.00	100.00 %
Total MINISTER	137,889.99	136,820.30	1,069.69	100.78 %
PROGRAM STAFF				

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
CHILDCARE				
Child Care Lead Salary	2,825.66	2,976.00	-150.34	94.95 %
Child Care Lead Taxes	75.74	227.66	-151.92	33.27 %
Child Care Providers Salary	986.30	1,825.00	-838.70	54.04 %
Child Care Providers Taxes	248.80	140.00	108.80	177.71 %
Total CHILDCARE	4,136.50	5,168.66	-1,032.16	80.03 %
COFFEE CREW				
Coffee Crew Salary	1,486.14	1,800.00	-313.86	82.56 %
Coffee Crew Taxes	78.25	140.00	-61.75	55.89 %
Total COFFEE CREW	1,564.39	1,940.00	-375.61	80.64 %
DIRECTOR OF FAITH FORMATION				
Health		1,500.00	-1,500.00	
Life Insurance	1,253.24	1,066.00	187.24	117.56 %
Professional Expenses	5,904.17	6,032.00	-127.83	97.88 %
Retirement	5,965.18	6,032.00	-66.82	98.89 %
Salary	60,263.46	60,320.00	-56.54	99.91 %
Taxes	4,610.15	4,614.48	-4.33	99.91 %
Total DIRECTOR OF FAITH FORMATION	77,996.20	79,564.48	-1,568.28	98.03 %
MEMBERSHIP COORDINATOR				
Professional Expenses	469.98	1,000.00	-530.02	47.00 %
Salary	15,200.12	15,200.00	0.12	100.00 %
Taxes	1,162.81	1,163.00	-0.19	99.98 %
Total MEMBERSHIP COORDINATOR	16,832.91	17,363.00	-530.09	96.95 %
MUSIC DIRECTOR				
Professional Expenses		1,000.00	-1,000.00	
Salary	19,181.88	19,200.00	-18.12	99.91 %
Taxes	1,467.41	1,468.80	-1.39	99.91 %
Total MUSIC DIRECTOR	20,649.29	21,668.80	-1,019.51	95.30 %
Total PROGRAM STAFF	121,179.29	125,704.94	-4,525.65	96.40 %
Total STAFF	351,184.75	354,306.82	-3,122.07	99.12 %
Total EXPENSES	583,218.03	574,974.82	8,243.21	101.43 %
Total Expenditures	\$583,218.03	\$574,974.82	\$8,243.21	101.43 %
NET OPERATING REVENUE	\$ -18,407.43	\$11.18	\$ -18,418.61	-164,646.06 %
Other Expenditures				
Miscellaneous	0.00		0.00	
Total Other Expenditures	\$0.00	\$0.00	\$0.00	0.00%
NET OTHER REVENUE	\$0.00	\$0.00	\$0.00	0.00%
NET REVENUE	\$ -18,407.43	\$11.18	\$ -18,418.61	-164,646.06 %

For 11-7-19 Board meeting

Here are the slightly edited draft goals for the Board for this year:

1. Obtain baseline measure of current status of End Statements
2. Assess health/readiness of the congregation with respect to a Capital Campaign launch via the Next Step weekend
3. Complete gaps in current Board Policy
4. Become leaders of the congregation in radical hospitality
5. Meet timelines for responding to postings by any Board member requesting a response, including approval of Board minutes

Measures of Achievement/Progress towards Board Goals:

1. Baseline Measure:
 - a. Finalization of survey after review by Board and Unity Consultant
 - b. Distribution of survey to congregation
 - c. Development of a report on baseline data for Ends Statements to be delivered to Board by the end of the 2019-20 church year
2. Readiness of the congregation for a Capital Campaign:
 - a. Successful completion of a Next Steps Weekend (NSW) with Mark Ewert, as measured by:
 - Completion of the historical, financial, and organizational information requested by Mark (Preparation Materials 1-19)
 - Sufficient attendance by members of the congregation for each meeting with Mark on Saturday, 12-7 to allow him to complete needed tasks, based on his report
 - b. The Board will supply the Building Our Vision Team with a report on the insights generated during the NSW relevant to the congregation's readiness for a Capital Campaign by mid-February, 2020.
3. Gaps in current Board Policy
 - a. The Monitoring Task Force will identify gaps in Board Policy, as well as needed updates
 - b. The Monitoring Task Force will draft changes to Board Policy such that all indications of such needed changes or inclusions (currently written in red in the Policy) will have been resolved by the Board by the end of the 2019-20 church year
4. Leaders in Radical Hospitality
 - a. Each member of the Board will develop three conversation starters and two conversation enders with which they feel comfortable in order to initiate conversations with people at church who are unfamiliar to them
 - b. At each Board meeting, at least three Board members will reference a conversation with someone unfamiliar to them, with a special focus on approaches that seemed to work well, and identification of approaches that did not seem to work well
 - c. The Board's progress towards this goal will be part of the President's Report to the congregation at the Annual Meeting
5. Timely responses to requests
 - a. Within one week of the posting of draft Board minutes, at least five members of the Board will have responded with feedback and conditional approval
 - b. On matters needing a prompt response to an email posted by any Board member, that Board member will establish how quickly a response is needed, and at least five members of the Board will respond within that timeframe