

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

May 7, 2020

Final Minutes by Jodie K. Holway, Clerk of the Board of Trustees

Reviewed by Rick Spitz, Lindsey Sylvester, Victoria Agnew, Burns Fisher, Brenna Woods

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

Full Agenda: Appendix A

1. Consent Agenda

1. **MOTION** to accept [April's minutes](#), based on revisions to draft version emailed to Jodie K. Holway
2. **MOVED** by Brenna Woods, **SECONDED** by John Burkitt, **PASSES**

2. Brief Updates, Carol Houde

1. Congregational Survey is coming out shortly, thanks to all Board members who tested it out
2. U.S. government's Payroll Protection Program (PPP) loan that UUCN applied for was provisionally approved – we will now hope there'll be money left when we go to use it
3. UUA's General Assembly 2020 will be happening online
 - i. After re-checking with all UUCN's delegates, they all still intend to serve online

3. Concord UU Church grant for boosting online capacity, Rev. Allison Palm

1. Concord UU Church has offered and awarded a grant to UUCN
 - i. Sherri confirms that UUCN is getting \$400 from the Downing Trust
 - ii. Rev. Allison will use this to pay for our increased Zoom subscription in these times

4. Minister's Report, Rev. Allison Palm (Appendix B)

1. Covenant Groups and Poetry Group as well as others are now online
 - i. Groups for Men and masculinities, Women of Wisdom
 - ii. Rev Allison will try to connect with the Huntington community
 1. Especially after recent news about the COVID-19 outbreak there
 2. As of March they weren't technologically/personally ready for video call; now as of May they're feeling ready
2. Why are we seeing drop-off from leadership of Caring Circles, who are phoning everyone?
 - i. People in our congregation all mainly appreciated that first call
 - ii. We New Englanders often like to project that we "don't need any help," so maybe a second round of calls might not be as welcomed – thus less satisfying for callers
 - iii. But we still want some way to be connected to everyone – even if this isn't it
 - iv. Maybe give the callers more judgement to not call everyone as they see fit, could be more satisfying.

- v. People who are tuning in for other church activities during the week are the ones who want to be contacted more, not less – they are seeking connection
- 3. Preschool provided helpful information about their tuition and strategy to collect some of it
 - i. Do we expect anyone to pay the full tuition nowadays?
 - 1. Letter sent to families asked them to pay 25-50% of tuition, or more if able, or it's OK if cannot even pay this – all options were presented as acceptable
 - 2. One family did pay full, so the preschool did get enough to cover one of the month's two pay periods
 - ii. What is tuition?
 - 1. Many levels are available, from \$2100/year to \$4500/year, depending on child's age, number of days per week, etc.
 - 2. Plus we offer before/after programs to extend the day if parents need this
 - iii. Metrics look relatively good for their operations and budget going forward
- 5. **Financials and Final Budget(s)**, Rev. Allison Palm (Appendix C and D)
 - 1. Next year's budget is a unique challenge: we don't know how the org will run next year!
 - i. Could be online all next year, which has implications for savings and reduced pledges
 - ii. Could be in person most of the year, though all year is unlikely, we have vulnerable population, there could be a second wave of this virus, etc. – so many unknowns
 - iii. Probably will be a mix of both, and things can change in either direction so quickly
 - iv. Rev. Allison would like congregation at Annual Meeting to approve TWO VERSIONS, and the reality will fall somewhere between them
 - 2. Differences in income to consider
 - i. This year's actual budget has a small surplus, if the government's PPP loan comes in
 - ii. Next year's pledge income may fall short of the expected if we're online, guess \$10K
 - 1. And due to job losses and hardships, that could go even lower
 - 2. We hope for the best, for people to be able to honor the pledges we made
 - iii. Not expecting income from in-person building use fees, like Buddhist meditation
 - iv. Removed Preschool's contribution: even if they run partially, we won't ask for this
 - v. Took out the income we usually get from the Restricted fund to pay for flowers
 - vi. Cut fundraiser income in half: we'll do some online auction but likely less profitable
 - 3. Differences in expenses to consider
 - i. Operations, admin, and property will likely costs us \$11K less if we're online all year
 - ii. Spend a bit less on programs: \$8K less for online
 - iii. What about snow removal, see yellow-shaded cell in spreadsheet
 - 1. If all closed, only plow public sidewalks and occasional parking lot
 - 2. If partially open, need all little walkways and emergency exit plowed etc.
 - 4. Should we move forward with TWO versions of next year's budget?
 - i. Board finds this solution to be very clever and clean
 - ii. Question: what if we flip from online to in-person during the year, is there some mechanism to officially switch from one to the other? Might really be unbalanced?
 - iii. Rev Allison hopes we can approve both now, and move back and forth as needed
 - iv. That means as of now we'll fall between a \$29K deficit and the \$4.69 surplus

- v. Worst case is to have the in-person high expenses and the online low income. This means \$50K deficit, the worst of both worlds from the budget perspective.
 - vi. Budgets always have guesswork anyway, e.g. the surprise broken boiler last year
 - vii. Functionally we'll start with the online version of budget, see how year plays out
 - viii. Congregation can approve both budgets at Annual Meeting, secure in the knowledge that the Board will track it and approve any changes
 - 1. No need to seek full congregation re-approval mid-year if we have both budgets approved in advance
 - 2. Suggest next year Rev. Allison provides monthly financial reports to the Board
 - a. Rev. Allison herself will surely be looking at the financials monthly
 - b. Originally we agreed the Board would review the financials quarterly
 - c. But now it's touchy so we can review it monthly too
 - 3. Adding this wording into the resolution: "with proper board oversight"
 - ix. Do we want to plan to call another congregational meeting, if we get really off-track?
 - 1. For instance if we get worst-case pledge fulfilment AND worst-case expenses?
 - 2. No, these two budgets are our guardrails, probably congregation would be sufficiently reassured by Board oversight that they will not want to call another meeting to approve another third different budget
 - 3. Congregation understands it's a pandemic, doing as well as we can for budget
5. Discussion about using additional funds from UUCN's endowment?
- i. This might be a source to make up any serious shortfall in pledge fulfilment
 - ii. Invested Funds Committee in their last meeting did spontaneously say we're taking out 4.5% and this year is unprecedented, they understand this year's pressures and might consider when and how to tap the endowment
 - iii. Note that whenever the market falls, our endowment is worth correspondingly less
 - iv. We could consider taking out some money from our positions now while market is relatively rebounded, putting it in cash still in the endowment now, enough for us to run this year's operations – might be foresightful?
 - 1. Agreed to discuss with IFC in their monthly meeting next week
 - 2. This strategy wouldn't require any approval, just if IFC agrees
 - 3. This could be an insurance policy either way, if we need it or not
 - 4. We can also mention this during Annual Meeting to congregation, if we do it
 - v. Does using money from the endowment require congregational approval?
 - 1. No, according to the policy it requires Board approval
6. Impact of receiving the PPP loan
- i. We'll know by Annual Meeting whether or not we did receive that money
 - 1. Note this is a loan with the intention of being forgiven, thus plain income
 - 2. Preliminary approval is done, but unclear if that means It'll definitely come
 - 3. It's a loan of \$90K: intended \$30K for Preschool, \$60K for the church itself
 - ii. If this church year ends with a \$30K surplus from that loan, this will offset next year even if pledge fulfilment falls badly next year due to pandemic
 - 1. Right now this year is running a surplus of \$19K
 - 2. Of that, \$10K is slated for Building Maintenance
 - 3. At least some of the remaining expected pledge income will come in this year

4. Think of this PPP loan as the way to make next year possible
5. We could end this year with a \$40K-\$50K surplus, which would help us next year even if we do experience worst-case expenses and worst-case pledges
- iii. But we surely don't want people to think that the PPP loan will replace the need for their pledges in the budget – we are still counting on all pledges too!
- iv. Should the Board now vote on these budgets, even before we find out about PPP?
 1. Yes, that won't change the budgets; only could change our comfort with them
7. **MOTION** to accept both budgets as presented by Rev. Allison
MOVED by Rick Spitz; **SECONDED** by Lindsey Hedrick; **PASSES** unanimously

6. Minister's Self-Evaluation for 2020-2021 church year, Rev. Allison Palm (Appendix D)

1. Rev. Allison has set one singular goal for herself this upcoming year
 - i. Last month was still too chaotic for her to bring any goals to Board meeting
 - ii. This month she's realized one goal is sufficient, and it's COVID-19 related:
"To successfully lead the congregation through this time of global pandemic, while practicing adequate self-care, including taking 10-12 weeks of parental leave in the fall."
2. Board feels it's a great goal
 - i. She/we cannot possibly go into too much detail about this goal; it's unknown.
 - ii. Strikes a good balance between self-care and congregation care
 1. Note that self-care and delegation are the two things our Board review told her were important!
 2. Delegation is partly "shared leadership," per her comments in last year's review – for instance, does she allow people to fail?
 - iii. For example, last week the Social Justice leadership was slated to meet
 1. There's a rotating chair every month that is responsible for leading the meetings, but no reminder was sent for the upcoming meeting
 2. Rev. Allison believes it's not her place to end up running the meeting
 3. After some silence, Rev. Allison sent out a reminder
 4. Eventually the only response was that someone in the team membership decided it was cancelled, as of 5:30 that evening
 5. Still need to seek a "right way" to organize Social Justice at UUCN
 - a. This often happens in congregations – the people who are out DOING Social Justice aren't strongly organizing OTHERS across the congregation to start participating in Social Justice
 - b. Some people doing their own independent work simply fall within this umbrella, unrelated to the congregation
 - c. And some people have been doing SJ for a long time, don't want to hear that it's not so well-received in the congregation
 - d. Perhaps there are some new joiners who could be trained to get the congregation involved, we'll have to see
 - iv. Question: are we struggling to find leadership everywhere this year?
 1. Yes, in Stewardship for one thing
 2. No, Rev. Allison having fewer issues this year, e.g. worship committee

3. Yes, Nominating Committee is having a bit more trouble this year
4. Seems a bit antiquated to have a group chair; not sure a better model
5. The team for Building our Vision is working well
 - a. People are stepping up and taking on things, no problem
 - b. Coming in with a shared vision allows rotating chair/leadership easier than an ongoing and broad umbrella such as Social Justice
3. Emotionally risky sermons: as described in Rev. Allison’s self-evaluation
 - i. Mother’s Day sermon: Carol Houde felt this one was so deeply human, impossible to not feel validated – it did exactly what Rev. Allison hoped to do
 - ii. Topic of Raising UUs was vulnerable and risky and powerful too, and topical with the expanded children’s area – Jodie Holway appreciated this one in person

7. Statement on “Building our Vision” final version, Rick Spitz

1. Rick Spitz presented the final version as revised by the BOV team (see Appendix A)
2. Here’s how it changed:

Final Building Vision Statement

We are a welcoming community of faith that works to dismantle oppression and privilege within our congregation by removing obstacles to entering and using our campus. To this end, our campus is accessible to all by including the elements needed for our programs and services to meet various accessibility needs. Our campus provides a clear welcome, offering a sense of warmth, belonging, acceptance, and safety to all who pass by or enter our spaces.

~~In our worship spaces we balance honoring our past with the flexibility needed for the diverse use and changing needs of our modern church, while inspiring wonder, authentic connection, courageous community, and love in action.~~

~~We are good stewards of the Earth, helping to combat climate change by working to limit our use of energy, using sustainable materials, and striving to attain carbon neutrality.~~

We effectively use technology to provide better access, enable many forms of communication throughout and beyond ~~our buildings~~, and allow for greater flexibility for all. We have appropriate physical systems to efficiently do the work of our mission.

In order to know our authentic UU Nashua identity, we honor those who helped create our story while embracing change in ourselves as we serve as stewards for our future. We honor the heritage of our campus, which serves as a visible connection to our past and our future.

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Deleted: Climate change is one of the most pressing justice issues of our time. We demonstrate respect for the interdependent web of all existence of which we are a part by being good stewards of the earth,

Deleted: within ten years

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Deleted: while being mindful of our heritage

3. Doesn’t need to be voted on specifically in the Annual Meeting
 - i. Instead we’ll publish this to congregation within a report for annual meeting
 - ii. We’ll describe how we got here and what we’ll eventually vote on
4. **MOTION** to approve this final vision statement
MOVED by John Burkett; **SECONDED** by Lindsey Sylvester; **PASSES** unanimously

8. Annual Meeting Details, Carol Houde and Rev. Allison

1. How to handle a big important meeting that’s now online?
 - i. Sherri Woolsey just sent out an enormous document from UUA
 - ii. It’s too much for our needs, aimed more for e.g. GA, but still very helpful
2. We’ll need a team of people to help make it happen smoothly
 - i. Frank Grossman and Harry Purkhiser have agreed to serve on this Tech Team
 - ii. Brenna Woods, and Jodie K. Holway from Board are on team too
 - iii. Rev. Allison will ask Sherri Woolsey if it would make sense for her to contribute
3. Agreeing to hold an online training for the congregation before the online Annual Meeting
 - i. Many are getting familiar from Sunday services, but no practice on e.g. voting

- ii. This will ease people's minds, even if they don't entirely need it
- iii. We could have a 6-7 pm session "Zoom and Ziti," akin to "Budget and Brownies" ☺
- 4. Discussion of a few key topics, before the Tech Team delves in
 - i. How should voting be conducted while online?
 - 1. For households, we must have more than one vote
 - 2. Don't want to disenfranchise people who have only one device
 - 3. Can do a roll-call for phone participants, if needed, for every single vote
 - ii. In-person discussions have the visual of three distinct microphones, where congregants can stand to indicate their comments will be pro, con, or a question
 - 1. Not sure there's a way to reproduce this online with our tools
 - 2. Fortunately this year's meeting won't have very controversial topics
- 5. Is there any need for this Board to vote on the specifics of planning our annual meeting?
 - i. No, policy says we can vote to empower the tech team to work with our president
 - ii. This team must decide on how to best enfranchise as many people as possible
- 6. **MOTION** to empower the Tech Team to plan the UUCN Annual Meeting with a goal of enfranchising all members of the congregation
MOVED by Burns Fisher; **SECONDED** by Brenna Woods; **PASSES** unanimously

9. **Covenantal Checkout and Closing**

- 1. Next Board meeting: June 4th, 2020

Appendix A: Full Agenda

Appendix B: Minister's Report

Appendix C and D: Financials and Final Budget Proposals 2020-2021

Appendix E: Minister's Self-Evaluation for 2020-2021 church year

FINAL AGENDA

Board of Trustees, Unitarian Universalist Church of Nashua
May 7, 2020 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.

Note: The Board meeting will be conducted via Zoom due to Covid-19.

6:30 [10] Admin: Chalice Lighting (Lindsey S)
Check-in

6:40 [5] Admin: Consent Agenda
●April BoT Minutes

6:45 [10] Some Brief Updates (Carol)
●Baseline Survey—ready to be distributed using Survey Monkey (discounted subscription)
●Paycheck Protection Plan approved pending verification of information
●GA now to be online, no change in delegate slate

6:55 [5] Concord UU Church grant for boosting online capacity (Allison)

7:00 [60] Minister's Report, Financials, and Final Budgets (Allison)

8:00 [10] Building Our Vision Statement (Rick)
●Appended to agenda

8:10 [15] Annual Meeting details (Carol and Allison)

8:25 Covenantal Check-out

Closing Words

Adjournment

Final Building Vision Statement

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We effectively use technology to provide better access, enable many forms of communication throughout and beyond our buildings, and allow for greater flexibility for all. We have appropriate physical systems to efficiently do the work of our mission.

In order to know our authentic UU Nashua identity, we honor those who helped create our story while embracing change in ourselves as we serve as stewards for our future. We honor the heritage of our campus, which serves as a visible connection to our past and our future.

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
May 6, 2020
Covering April 2-May 6, 2020

We are now in the midst of week 8 of operating church online. Each week, we are learning more and improving in the ways we are able to build community in this time. I have received a lot of positive feedback about our worship services. Our Music Team has really stepped up to help provide recorded music for each service. I am especially grateful to Kathy Grossman, who has been coordinating a bunch of the music recordings, and Frank Grossman, who has been running tech for us every Sunday. Attendance on Sunday mornings continues to be between 160 and 180 between Zoom connections and livestreaming.

We continue to hold regular opportunities to connect online throughout the week, and have been modifying the offerings as we get feedback from congregants. One group that has shifted is Sadie's group for parents, which is now happening after church on Sundays, with a breakout group for kids at the same time lead by Ericka. Covenant Groups, our Poetry Group, and continue to run online. This week, Sadie has put together packets of Sunday morning activities for kids, including activities for the next four weeks. She is planning to create another set in early June.

Our Caring Circles worked well at first, but we are now having leaders drop off for various reasons. We did get two rounds of calls in, and plan to continue doing our best with the Caring Circles until we come up with another way of staying connected with everyone.

With the Board's blessing and lots of work by Sherri and Carol, we applied for a PPP loan for just over \$90,000. We have been preliminarily approved for the loan pending final review of documentation.

Our preschool teachers continue to create extensive videos and packets for their students. They are also making plans for an online graduation ceremony. The preschool received at least a portion of tuition from more than half of their students in April, and are planning on once again requesting families to pay a sliding scale of 25-50% of their normal tuition in May, if they are able. The preschool board is very grateful for the possibility of a PPP loan, as it will help guarantee that they can pay their teachers through the end of the year. The Board put off approving a budget for next year until there is more information about what the fall will look like.

As you have hopefully read in my note to the congregation on Tuesday, we are planning to be online for the rest of the church year and training our summer worship leaders to lead worship online this summer. We are also beginning to plan for what it would look like next year if we are not able to gather in person for all or most of the next church year. It is becoming clear that Sunday mornings will likely be one of the last things to be able to go back to gathering in person. Sadie is holding a brainstorming session focused on Faith Formation on May 17 after church. I am holding a more general brainstorming session on May 31 after church.

Income and Expense Report as of 5-6-2020

See attached "May 2020 Financials" for full report. We are 85.2% of the way through this year. Income is right on track at 85.3%. Expenses are a little behind at 82.1%.

Monitoring Report on Policy F: Financial Condition and Management

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 \$149,626. This is enough for more than three months of regular operating expenses. The Income and Expense report attached indicates that there is one budget lines on track to exceed 105% of the budget for this year, which is Communications. That is a small budget line (only \$1000), and so the excess of \$150 there should not affect the overall bottom line.

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 did not receive the guidance we were hoping for in this area from our external audit.

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 is one budget lines on track to exceed 105% of the budget for this year, which is Communications. That is a small budget line (only \$1000), and so the excess of \$150 there should not affect the overall bottom line.

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: Currently, Sherri is signing all checks to maintain social distancing. Carol and I have both approved this and the Board is aware. Each time Sherri signs a check over her normal amount, she sends an email to both me and Carol. I am saving all these emails so we have a record.

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 entered into one contracts that exceeded \$10,000, which was for snow plowing. This is a yearly contract that was renewed. When we initially went with this provider, we did receive at least 2 bids.

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: Sind 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
Revenue				
100 Questions	-37.60	250.00	-287.60	-15.04 %
Buddhist Meditation	742.75	600.00	142.75	123.79 %
Coffee Hour	93.20		93.20	
Endowment	153,463.22	151,599.00	1,864.22	101.23 %
Fundraisers				
Fall Clean Up		1,800.00	-1,800.00	
Other Fundraisers	1,554.24	8,000.00	-6,445.76	19.43 %
Total Fundraisers	1,554.24	9,800.00	-8,245.76	15.86 %
Other Income	20.00		20.00	
Outreach Collections	31,453.82	35,000.00	-3,546.18	89.87 %
Pledges	278,403.55	342,000.00	-63,596.45	81.40 %
Preschool Contribution	18,000.00	30,000.00	-12,000.00	60.00 %
User Fees	7,148.00	6,000.00	1,148.00	119.13 %
Total Revenue	\$490,841.18	\$575,249.00	\$ -84,407.82	85.33 %
GROSS PROFIT	\$490,841.18	\$575,249.00	\$ -84,407.82	85.33 %
Expenditures				
EXPENSES				
OPERATIONS				
ADMINISTRATION				
Audit Fund		1,000.00	-1,000.00	
Background Checks	155.27	500.00	-344.73	31.05 %
Electronic Transactions Fees	49.28	500.00	-450.72	9.86 %
Fees	131.00	200.00	-69.00	65.50 %
Insurance	11,700.39	15,000.00	-3,299.61	78.00 %
Internet	3,897.09	2,500.00	1,397.09	155.88 %
Office Machines	2,546.78	3,000.00	-453.22	84.89 %
Office Supplies	2,969.66	3,000.00	-30.34	98.99 %
Payroll & Accounting Software	2,658.99	3,000.00	-341.01	88.63 %
Total ADMINISTRATION	24,108.46	28,700.00	-4,591.54	84.00 %
COMMUNICATIONS				
AV Team	1,251.99	1,000.00	251.99	125.20 %
Total COMMUNICATIONS	1,251.99	1,000.00	251.99	125.20 %
DENOMINATION				
UUA Fair Share	27,048.00	27,052.00	-4.00	99.99 %
Total DENOMINATION	27,048.00	27,052.00	-4.00	99.99 %
PROPERTY				
Alarm Systems		1,500.00	-1,500.00	
Building Inspections	304.81	200.00	104.81	152.41 %
Elevator	1,746.39	1,800.00	-53.61	97.02 %
False Alarms	150.00		150.00	
Furnishings & Fixtures	696.72	700.00	-3.28	99.53 %

Unitarian Universalist Church of Nashua

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

July 2019 - June 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Janitorial Supplies	2,012.35	3,000.00	-987.65	67.08 %
Maintenance				
Building Maintenance Fund		10,000.00	-10,000.00	
Corrective Maintenance	26,542.33	25,000.00	1,542.33	106.17 %
Preventative Maintenance	7,967.82	10,500.00	-2,532.18	75.88 %
Total Maintenance	34,510.15	45,500.00	-10,989.85	75.85 %
Services				
Cleaning Services	950.00	2,000.00	-1,050.00	47.50 %
Groundskeeping	5,181.49	4,000.00	1,181.49	129.54 %
Laundry	1,066.96	1,000.00	66.96	106.70 %
Sexton Coverage	210.00	600.00	-390.00	35.00 %
Snow Removal	14,430.00	12,000.00	2,430.00	120.25 %
Trash Removal	3,719.35	4,000.00	-280.65	92.98 %
Total Services	25,557.80	23,600.00	1,957.80	108.30 %
Utilities				
Electricity	7,321.59	8,000.00	-678.41	91.52 %
Gas	9,557.79	14,000.00	-4,442.21	68.27 %
Water	5,318.80	6,000.00	-681.20	88.65 %
Total Utilities	22,198.18	28,000.00	-5,801.82	79.28 %
Total PROPERTY	87,176.40	104,300.00	-17,123.60	83.58 %
STEWARDSHIP				
Fundraising Expenses	141.48	1,000.00	-858.52	14.15 %
Stewardship Campaign	616.19	1,000.00	-383.81	61.62 %
Stewardship Team Training		200.00	-200.00	
Total STEWARDSHIP	757.67	2,200.00	-1,442.33	34.44 %
Total OPERATIONS	140,342.52	163,252.00	-22,909.48	85.97 %
PROGRAMS				
BOARD EXPENSES				
Annual Meeting Expenses		300.00	-300.00	
Board Discretionary Fund	199.94	1,000.00	-800.06	19.99 %
Total BOARD EXPENSES	199.94	1,300.00	-1,100.06	15.38 %
FAITH FORMATION				
Adult Faith Formation				
General	534.70	1,000.00	-465.30	53.47 %
Total Adult Faith Formation	534.70	1,000.00	-465.30	53.47 %
Children & Youth Faith Formation				
Appreciation		600.00	-600.00	
AREA		200.00	-200.00	
Curriculum/Books	152.65	250.00	-97.35	61.06 %
Jr High Owl	285.63	400.00	-114.37	71.41 %
Milestones		200.00	-200.00	

Unitarian Universalist Church of Nashua

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

July 2019 - June 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Refreshments	198.47	300.00	-101.53	66.16 %
Senior High Youth Expense	383.69	900.00	-516.31	42.63 %
Supplies	1,174.42	900.00	274.42	130.49 %
Training	168.00	800.00	-632.00	21.00 %
Total Children & Youth Faith Formation	2,362.86	4,550.00	-2,187.14	51.93 %
Total FAITH FORMATION	2,897.56	5,550.00	-2,652.44	52.21 %
LEADERSHIP DEVELOPMENT				
Leadership Development Team	168.84	300.00	-131.16	56.28 %
Total LEADERSHIP DEVELOPMENT	168.84	300.00	-131.16	56.28 %
MEMBERSHIP				
Coffee Hour	469.29	1,200.00	-730.71	39.11 %
Fellowship & Fun	536.69	1,000.00	-463.31	53.67 %
Membership Team	263.73	600.00	-336.27	43.96 %
Pastoral Care Team		50.00	-50.00	
Total MEMBERSHIP	1,269.71	2,850.00	-1,580.29	44.55 %
MINISTRY FUNDS				
Minister's Discretionary Fund	700.00	1,000.00	-300.00	70.00 %
Total MINISTRY FUNDS	700.00	1,000.00	-300.00	70.00 %
MUSIC & WORSHIP				
Flowers	518.98	750.00	-231.02	69.20 %
Guest Preachers	375.00	350.00	25.00	107.14 %
Music				
Choir Expenses	10.98	150.00	-139.02	7.32 %
Christmas Choir Expenses	161.32	150.00	11.32	107.55 %
CIC Sheet Music	20.00	200.00	-180.00	10.00 %
Guest Musician	350.00	250.00	100.00	140.00 %
Organ/piano R&M	2,085.18	1,100.00	985.18	189.56 %
Sheet Music	1,132.91	2,400.00	-1,267.09	47.20 %
Substitute Music Director	250.00	2,700.00	-2,450.00	9.26 %
Total Music	4,010.39	6,950.00	-2,939.61	57.70 %
Worship Supplies	782.96	850.00	-67.04	92.11 %
Total MUSIC & WORSHIP	5,687.33	8,900.00	-3,212.67	63.90 %
SOCIAL JUSTICE				
Budgeted Outreach				
Community Dinners/Soup Kitchen	-964.12	3,000.00	-3,964.12	-32.14 %
GSOP		750.00	-750.00	
NAIC	50.00	50.00	0.00	100.00 %
Outreach Offering Disbursement	31,505.71	35,000.00	-3,494.29	90.02 %
UU Action NH	550.10	550.00	0.10	100.02 %
Total Budgeted Outreach	31,141.69	39,350.00	-8,208.31	79.14 %
SJ Leadership Team		500.00	-500.00	

Unitarian Universalist Church of Nashua

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

July 2019 - June 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total SOCIAL JUSTICE	31,141.69	39,850.00	-8,708.31	78.15 %
Total PROGRAMS	42,065.07	59,750.00	-17,684.93	70.40 %
STAFF				
ADMINISTRATIVE STAFF				
ADMINISTRATOR				
Health	621.50	1,300.00	-678.50	47.81 %
Life	136.40	350.00	-213.60	38.97 %
Professional Expenses	643.00	1,500.00	-857.00	42.87 %
Retirement	3,792.80	4,482.50	-689.70	84.61 %
Salary	37,928.88	44,825.00	-6,896.12	84.62 %
Taxes	2,901.56	3,429.11	-527.55	84.62 %
Total ADMINISTRATOR	46,024.14	55,886.61	-9,862.47	82.35 %
BOOKEEPER				
Salary	3,862.63	4,525.00	-662.37	85.36 %
Taxes	295.49	346.16	-50.67	85.36 %
Total BOOKEEPER	4,158.12	4,871.16	-713.04	85.36 %
SEXTON				
Health	1,120.96	1,300.00	-179.04	86.23 %
Retirement	1,948.32	2,624.00	-675.68	74.25 %
Salary	22,988.06	26,240.00	-3,251.94	87.61 %
Taxes	1,758.59	2,007.36	-248.77	87.61 %
Total SEXTON	27,815.93	32,171.36	-4,355.43	86.46 %
Total ADMINISTRATIVE STAFF	77,998.19	92,929.13	-14,930.94	83.93 %
MINISTER				
Health & Dental	12,299.68	12,700.00	-400.32	96.85 %
In Lieu of FICA		7,469.46	-7,469.46	
Life Insurance	966.42	1,730.00	-763.58	55.86 %
Professional Expenses	4,860.61	9,764.00	-4,903.39	49.78 %
Retirement	7,970.60	9,764.00	-1,793.40	81.63 %
Salary & Housing	87,627.10	97,640.00	-10,012.90	89.75 %
Total MINISTER	113,724.41	139,067.46	-25,343.05	81.78 %
MINISTERIAL INTERN				
Professional Expenses	1,000.00	1,000.00	0.00	100.00 %
Salary	8,538.34	10,500.00	-1,961.66	81.32 %
Taxes	653.19	803.25	-150.06	81.32 %
Total MINISTERIAL INTERN	10,191.53	12,303.25	-2,111.72	82.84 %
PROGRAM STAFF				
CHILDCARE				
Child Care Lead Salary	2,998.36	3,315.00	-316.64	90.45 %
Child Care Lead Taxes	182.67	253.60	-70.93	72.03 %
Child Care Providers Salary	1,387.16	1,620.00	-232.84	85.63 %

Unitarian Universalist Church of Nashua

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

July 2019 - June 2020

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Child Care Providers Taxes	132.14	124.00	8.14	106.56 %
Total CHILDCARE	4,700.33	5,312.60	-612.27	88.48 %
DIRECTOR OF FAITH FORMATION				
Health	150.00	1,500.00	-1,350.00	10.00 %
Life Insurance	930.25	1,085.00	-154.75	85.74 %
Professional Expenses	2,352.07	6,122.50	-3,770.43	38.42 %
Retirement	5,047.28	6,122.50	-1,075.22	82.44 %
Salary	51,805.82	61,225.00	-9,419.18	84.62 %
Taxes	3,963.14	4,683.71	-720.57	84.62 %
Total DIRECTOR OF FAITH FORMATION	64,248.56	80,738.71	-16,490.15	79.58 %
MEMBERSHIP COORDINATOR				
Salary	116.92		116.92	
Taxes	8.95		8.95	
Total MEMBERSHIP COORDINATOR	125.87		125.87	
MUSIC DIRECTOR				
Professional Expenses	1,131.00	1,000.00	131.00	113.10 %
Salary	16,415.30	19,400.00	-2,984.70	84.61 %
Taxes	1,255.77	1,484.10	-228.33	84.61 %
Total MUSIC DIRECTOR	18,802.07	21,884.10	-3,082.03	85.92 %
Total PROGRAM STAFF	87,876.83	107,935.41	-20,058.58	81.42 %
Total STAFF	289,790.96	352,235.25	-62,444.29	82.27 %
Total EXPENSES	472,198.55	575,237.25	-103,038.70	82.09 %
Total Expenditures	\$472,198.55	\$575,237.25	\$ -103,038.70	82.09 %
NET OPERATING REVENUE	\$18,642.63	\$11.75	\$18,630.88	158,660.68 %
NET REVENUE	\$18,642.63	\$11.75	\$18,630.88	158,660.68 %

	FY20 Approved Budget	FY20 Actuals as of 4/6	FY21 Budget Requests	FY21 In person Budget Draft	FY21 Online Budget Draft
INCOME					
100 Questions	\$ 250.00	\$ (37.60)	\$ 250.00	\$ 150.00	\$ 150.00
Buddhist Meditation	\$ 600.00	\$ 742.75	\$ 600.00	\$ 600.00	\$ -
Coffee Hour	\$ -	\$ 93.20	\$ -	\$ -	\$ -
<i>Endowment</i>					
Restricted					
Restricted: Blodgett (MD Fund)	\$ 250.00	\$ 310.68	\$ 250.00	\$ 275.00	\$ 275.00
Restricted: Lyon (Flowers)	\$ 750.00	\$ 910.93	\$ 750.00	\$ 850.00	\$ -
Restricted: Slanetz (Membership)	\$ 260.00	\$ 318.66	\$ 260.00	\$ 300.00	\$ 300.00
Restricted: Stevens (Instruments)	\$ 700.00	\$ 824.86	\$ 700.00	\$ 750.00	\$ 750.00
Unrestricted	\$ 149,639.00	\$ 151,098.09	\$ 149,639.00	\$ 156,578.00	\$ 156,578.00
Total Endowment	\$ 151,599.00	\$ 153,463.22	\$ 151,599.00	\$ 158,753.00	\$ 157,903.00
<i>Fundraisers</i>					
Fall Clean Up	\$ 1,800.00	\$ -	\$ 1,800.00	\$ -	\$ -
Other Fundraisers	\$ 8,000.00	\$ 1,554.24	\$ 8,000.00	\$ 8,000.00	\$ 4,000.00
Total Fund Raisers	\$ 9,800.00	\$ 1,554.24	\$ 9,800.00	\$ 8,000.00	\$ 4,000.00
Outreach Collections	\$ 35,000.00	\$ 31,453.82	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
<i>Pledges</i>					
Early Pledges	\$ 32,000.00	\$ 22,840.00	\$ 32,000.00	\$ 32,000.00	\$ 32,000.00
FY Pledges	\$ 310,000.00	\$ 255,563.55	\$ 310,000.00	\$ 310,000.00	\$ 300,000.00
Total Pledges	\$ 342,000.00	\$ 278,403.55	\$ 342,000.00	\$ 342,000.00	\$ 332,000.00
User Fees	\$ 6,000.00	\$ 7,148.00	\$ 6,000.00	\$ 6,000.00	\$ -
Preschool Contribution	\$ 30,000.00	\$ 18,000.00	\$ 30,000.00	\$ 30,000.00	\$ -
Other Income	\$ -	\$ 20.00	\$ -	\$ -	\$ -
TOTAL INCOME	\$ 575,249.00	\$ 490,841.18	\$ 575,249.00	\$ 580,503.00	\$ 529,053.00
EXPENSES					
PROGRAMS					
<i>MUSIC & WORSHIP</i>					
Guest Preachers	\$ 350.00	\$ 375.00	\$ 1,540.00	\$ 1,540.00	\$ 1,540.00
Worship Supplies	\$ 850.00	\$ 782.96	\$ 1,000.00	\$ 900.00	\$ 500.00
Flowers	\$ 750.00	\$ 518.98	\$ 1,000.00	\$ 850.00	\$ -
<i>Music</i>					
Choir Expenses	\$ 150.00	\$ 10.98	\$ 200.00	\$ 200.00	\$ 200.00
Christmas Choir Expenses	\$ 150.00	\$ 161.32	\$ 200.00	\$ 200.00	\$ -
Guest Musician	\$ 250.00	\$ 350.00	\$ 250.00	\$ 250.00	\$ 250.00
Sheet Music	\$ 2,400.00	\$ 1,132.91	\$ 2,000.00	\$ 2,000.00	\$ 500.00
Organ/Piano R&M	\$ 1,100.00	\$ 2,085.18	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00
Substitute Music Director	\$ 2,700.00	\$ 250.00	\$ 2,400.00	\$ 2,400.00	\$ 1,000.00

			FY20 Approved Budget	FY20 Actuals as of 4/6	FY21 Budget Requests
		Guest Service/Workshop Leader	\$ -	\$ -	\$ -
		CIC Sheet Music	\$ 200.00	\$ 20.00	\$ 100.00
		<i>Total Music</i>	\$ 6,950.00	\$ 4,010.39	\$ 6,250.00
		Total Music & Worship	\$ 8,900.00	\$ 5,687.33	\$ 9,790.00
		<i>FAITH FORMATION</i>			
		<i>Children & Youth Faith Formation</i>			
		Appreciation	\$ 600.00	\$ -	\$ 400.00
		Curriculum/Books	\$ 250.00	\$ 152.65	\$ 250.00
		Events	\$ -	\$ -	\$ -
		Jr High OWL	\$ 400.00	\$ 285.63	\$ -
		ROPES	\$ -	\$ -	\$ 500.00
		Milestones	\$ 200.00	\$ -	\$ 200.00
		Refreshments	\$ 300.00	\$ 198.47	\$ 250.00
		Senior High	\$ 900.00	\$ 383.69	\$ 900.00
		Supplies	\$ 900.00	\$ 1,174.42	\$ 900.00
		Training	\$ 800.00	\$ 168.00	\$ 800.00
		AREA	\$ 200.00	\$ -	\$ -
		<i>Total Children & Youth FF</i>	\$ 4,550.00	\$ 2,362.86	\$ 4,200.00
		<i>Adult Faith Formation</i>			
		General	\$ 1,000.00	\$ 534.70	\$ 1,000.00
		Covenant Groups	\$ -	\$ -	\$ -
		Young Adults	\$ -	\$ -	\$ -
		<i>Total Adult Faith Formation</i>	\$ 1,000.00	\$ 534.70	\$ 1,000.00
		Total Faith Formation	\$ 5,550.00	\$ 2,897.56	\$ 5,200.00
		<i>MEMBERSHIP</i>			
		Membership Team	\$ 600.00	\$ 263.73	\$ 600.00
		Pastoral Care Team	\$ 50.00	\$ -	\$ 50.00
		Fellowship & Fun	\$ 1,000.00	\$ 536.69	\$ 1,000.00
		Coffee Hour Supplies	\$ 1,200.00	\$ 469.29	\$ 1,000.00
		Total Membership	\$ 2,850.00	\$ 1,269.71	\$ 2,650.00
		<i>SOCIAL JUSTICE</i>			
		SJ Leadership Team	\$ 500.00	\$ -	\$ 500.00
		<i>Budgeted Outreach</i>			
		Community Dinners/Soup Kitchen	\$ 3,000.00	\$ (964.12)	\$ 3,000.00
		GSOP	\$ 750.00	\$ -	\$ 750.00
		NAIC	\$ 50.00	\$ 50.00	\$ 50.00
		UU Action NH	\$ 550.00	\$ 550.10	\$ 550.00
		Outreach Offering Disbursement	\$ 35,000.00	\$ 31,505.71	\$ 35,000.00
		Total Budgeted Outreach	\$ 39,350.00	\$ 31,141.69	\$ 39,350.00

FY21 In person Budget Draft
\$ -
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FY21 Online Budget Draft
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\$ 37,850.00

	FY20 Approved Budget	FY20 Actuals as of 4/6	FY21 Budget Requests	FY21 In person Budget Draft	FY21 Online Budget Draft
Total Social Justice	\$ 39,850.00	\$ 31,141.69	\$ 39,850.00	\$ 39,850.00	\$ 38,350.00
<i>LEADERSHIP DEVELOPMENT</i>					
Leadership Development	\$ 300.00	\$ 168.84	\$ 300.00	\$ 300.00	\$ 300.00
Total Leadership Development	\$ 300.00	\$ 168.84	\$ 300.00	\$ 300.00	\$ 300.00
<i>BOARD EXPENSES</i>					
Board of Trustees Discretionary Fund	\$ 1,000.00	\$ 199.94	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Annual Meeting Expenses	\$ 300.00	\$ -	\$ 300.00	\$ 300.00	\$ 300.00
District Annual Meeting Delgates	\$ -	\$ -	\$ -	\$ -	\$ -
GA Delegate Subsidies	\$ -	\$ -	\$ -	\$ -	\$ -
Total Board Expenses	\$ 1,300.00	\$ 199.94	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00
<i>MINISTRY FUNDS</i>					
Minister's Discretionary Fund	\$ 1,000.00	\$ 700.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Sabbatical Fund	\$ -	\$ -	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00
Total Ministry Funds	\$ 1,000.00	\$ 700.00	\$ 3,000.00	\$ 2,000.00	\$ 2,000.00
TOTAL PROGRAM EXPENSES	\$ 59,750.00	\$ 42,065.07	\$ 62,090.00	\$ 60,340.00	\$ 52,690.00
<i>OPERATIONS</i>					
<i>ADMINISTRATION</i>					
Background Checks	\$ 500.00	\$ 155.27	\$ 300.00	\$ 300.00	\$ 300.00
Electronic Transaction Fees	\$ 500.00	\$ 49.28	\$ 300.00	\$ 200.00	\$ 200.00
Insurance	\$ 15,000.00	\$ 11,700.39	\$ 15,000.00	\$ 15,750.00	\$ 15,750.00
Internet	\$ 2,500.00	\$ 3,897.09	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
Office Machines	\$ 3,000.00	\$ 2,546.78	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Office Supplies	\$ 3,000.00	\$ 2,969.66	\$ 3,000.00	\$ 3,000.00	\$ 1,000.00
Software Subscriptions	\$ 3,000.00	\$ 2,658.99	\$ 3,000.00	\$ 3,000.00	\$ 5,000.00
Fees	\$ 200.00	\$ 131.00	\$ 100.00	\$ 100.00	\$ 100.00
Audit Fund	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -
Total Administration	\$ 28,700.00	\$ 24,108.46	\$ 28,200.00	\$ 28,850.00	\$ 28,850.00
<i>COMMUNICATIONS</i>					
Communications Team	\$ 1,000.00	\$ 1,251.99	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Total Communications	\$ 1,000.00	\$ 1,251.99	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
<i>STEWARDSHIP</i>					
Stewardship Team Training	\$ 200.00	\$ -	\$ 200.00	\$ 200.00	\$ 200.00
Stewardship Campaign	\$ 1,000.00	\$ 616.19	\$ 1,000.00	\$ 900.00	\$ 900.00
Auction Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Fundraising Expenses	\$ 1,000.00	\$ 141.48	\$ 1,000.00	\$ 600.00	\$ 600.00
Total Stewardship	\$ 2,200.00	\$ 757.67	\$ 2,200.00	\$ 1,700.00	\$ 1,700.00
<i>DENOMINATION</i>					
UUA Fair Share	\$ 27,052.00	\$ 27,048.00	\$ 28,712.00	\$ 28,712.00	\$ 28,712.00
Total Denomination	\$ 27,052.00	\$ 27,048.00	\$ 28,712.00	\$ 28,712.00	\$ 28,712.00

		FY20 Approved Budget	FY20 Actuals as of 4/6	FY21 Budget Requests		FY21 In person Budget Draft	FY21 Online Budget Draft
	PROPERTY						
	Sexton Coverage	\$ 600.00	\$ 210.00	\$ 600.00		\$ 600.00	\$ 600.00
	<i>Utilities</i>						
	Electricity	\$ 8,000.00	\$ 7,321.59	\$ 9,000.00		\$ 9,000.00	\$ 7,000.00
	Gas	\$ 14,000.00	\$ 9,557.79	\$ 14,000.00		\$ 12,000.00	\$ 10,000.00
	Water	\$ 6,000.00	\$ 5,318.80	\$ 6,000.00		\$ 6,000.00	\$ 4,000.00
	Total Utilities	\$ 28,000.00	\$ 22,198.18	\$ 29,000.00		\$ 27,000.00	\$ 21,000.00
	<i>Services</i>						
	Trash Removal	\$ 4,000.00	\$ 3,719.35	\$ 4,000.00		\$ 4,000.00	\$ 2,000.00
	Cleaning Services	\$ 2,000.00	\$ 950.00	\$ 2,000.00		\$ 2,000.00	\$ 2,000.00
	Laundry	\$ 1,000.00	\$ 1,066.96	\$ 1,000.00		\$ 1,000.00	\$ -
	Groundskeeping	\$ 4,000.00	\$ 5,181.49	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00
	Snow Removal	\$ 12,000.00	\$ 14,430.00	\$ 14,400.00		\$ 14,400.00	\$ 14,400.00
	Total Services	\$ 23,000.00	\$ 25,347.80	\$ 26,400.00		\$ 26,400.00	\$ 23,400.00
	Alarm Systems	\$ 1,500.00	\$ 150.00	\$ 1,500.00		\$ 1,000.00	\$ 1,000.00
	Furnishings & Fixtures	\$ 700.00	\$ 696.72	\$ 700.00		\$ 700.00	\$ -
	Building Inspections	\$ 200.00	\$ 304.81	\$ 200.00		\$ 200.00	\$ 200.00
	Elevator	\$ 1,800.00	\$ 1,746.39	\$ 1,800.00		\$ 1,800.00	\$ 1,800.00
	Janitorial Supplies	\$ 3,000.00	\$ 2,012.35	\$ 3,000.00		\$ 2,500.00	\$ 1,800.00
	<i>Maintenance</i>						
	Corrective Maintenance	\$ 25,000.00	\$ 26,542.33	\$ 35,000.00		\$ 21,000.00	\$ 20,000.00
	Preventative Maintenance	\$ 10,500.00	\$ 7,967.82	\$ 10,500.00		\$ 10,000.00	\$ 10,000.00
	Building Maintenance Fund	\$ 10,000.00	\$ -	\$ 10,000.00		\$ 8,000.00	\$ 8,000.00
	Total Maintenance	\$ 45,500.00	\$ 34,510.15	\$ 55,500.00		\$ 39,000.00	\$ 38,000.00
	Total Property	\$ 104,300.00	\$ 87,176.40	\$ 118,700.00		\$ 99,200.00	\$ 87,800.00
	TOTAL OPERATIONS EXPENSES	\$ 163,252.00	\$ 140,342.52	\$ 178,812.00		\$ 159,462.00	\$ 148,062.00
	STAFF						
	<i>MINISTER</i>						
	Health & Dental	\$ 12,700.00	\$ 12,299.68	\$ 13,500.00		\$ 13,500.00	\$ 13,500.00
	Life & LTD Insurance	\$ 1,730.00	\$ 966.42	\$ 2,162.00		\$ 2,100.00	\$ 2,100.00
	Professional Expenses	\$ 9,764.00	\$ 4,860.61	\$ 10,165.00		\$ 9,860.00	\$ 9,860.00
	Retirement	\$ 9,764.00	\$ 7,970.60	\$ 10,165.00		\$ 9,860.00	\$ 9,860.00
	Salary & Housing	\$ 97,640.00	\$ 87,627.10	\$ 101,650.00	per BoT	\$ 98,600.00	\$ 98,600.00
	In Lieu of FICA	\$ 7,469.46	\$ -	\$ 7,776.23		\$ 7,542.90	\$ 7,542.90
	Total Minister	\$ 139,067.46	\$ 113,724.41	\$ 145,418.23		\$ 141,462.90	\$ 141,462.90
	<i>DIRECTOR OF FAITH FORMATION</i>						
	Health	\$ 1,500.00	\$ 150.00	\$ 1,500.00		\$ 1,500.00	\$ 1,500.00
	Life & LTD Insurance	\$ 1,085.00	\$ 930.25	\$ 1,375.00		\$ 1,350.00	\$ 1,350.00
	Professional Expenses	\$ 6,122.50	\$ 2,352.07	\$ 6,420.00		\$ 6,245.00	\$ 6,245.00

1%

		FY20 Approved Budget	FY20 Actuals as of 4/6	FY21 Budget Requests		FY21 In person Budget Draft		FY21 Online Budget Draft
	Retirement	\$ 6,122.50	\$ 5,047.28	\$ 6,420.00		\$ 6,245.00		\$ 6,245.00
	Salary	\$ 61,225.00	\$ 51,805.82	\$ 64,200.00	4.8% increase	\$ 62,450.00	2.00%	\$ 62,450.00
	Taxes	\$ 4,683.71	\$ 3,963.14	\$ 4,911.30		\$ 4,777.43		\$ 4,777.43
	Total Director of Faith Formation	\$ 80,738.71	\$ 64,248.56	\$ 84,826.30		\$ 82,567.43		\$ 82,567.43
	<i>MUSIC DIRECTOR</i>							
	Musician Fee							
	Professional Expenses	\$ 1,000.00	\$ 1,131.00	\$ 1,000.00		\$ 1,000.00		\$ 1,000.00
	Salary	\$ 19,400.00	\$ 16,415.30	\$ 19,788.00	2% increase	\$ 19,594.00	1%	\$ 19,594.00
	Taxes	\$ 1,484.10	\$ 1,255.77	\$ 1,513.78		\$ 1,498.94		\$ 1,498.94
	Total Music Director	\$ 21,884.10	\$ 18,802.07	\$ 22,301.78		\$ 22,092.94		\$ 22,092.94
	<i>MEMBERSHIP COORDINATOR</i>							
	Professional Expenses	\$ -	\$ -	\$ -		\$ -		\$ -
	Salary	\$ -	\$ 116.92	\$ -		\$ -		\$ -
	Taxes	\$ -	\$ 8.95	\$ -		\$ -		\$ -
	Total Membership Coordinator	\$ -	\$ 125.87	\$ -		\$ -		\$ -
	<i>MINISTERIAL INTERN</i>							
	Professional Expenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00		\$ 1,000.00		\$ 1,000.00
	Salary	\$ 10,500.00	\$ 8,538.34	\$ 12,000.00		\$ 12,000.00		\$ 12,000.00
	Taxes	\$ 803.25	\$ 653.19	\$ 918.00		\$ 918.00		\$ 918.00
	Total Ministerial Intern	\$ 12,303.25	\$ 10,191.53	\$ 13,918.00		\$ 13,918.00		\$ 13,918.00
	<i>CHILD CARE</i>							
	Child Care Lead Salary	\$ 3,315.00	\$ 2,998.36	\$ 3,315.00		\$ 3,315.00		\$ 3,315.00
	Child Care Lead Taxes	\$ 253.60	\$ 182.67	\$ 253.60		\$ 253.60		\$ 253.60
	Child Care Asstants Salary	\$ 1,620.00	\$ 1,387.16	\$ 2,560.00		\$ 2,325.00	(make this a	\$ -
	Child Care Assistants Taxes	\$ 124.00	\$ 132.14	\$ 195.84		\$ 177.86		\$ -
	Total Childcare	\$ 5,312.60	\$ 4,700.33	\$ 6,324.44		\$ 6,071.46		\$ 3,568.60
	Total Program Staff	\$ 120,238.66	\$ 98,068.36	\$ 127,370.52		\$ 124,649.83		\$ 122,146.96
	Administrative Staff							
	ADMINISTRATOR							
	Health	\$ 1,300.00	\$ 621.50	\$ 1,300.00		\$ 1,300.00		\$ 1,300.00
	Life Insurance	\$ 350.00	\$ 136.40	\$ 401.00		\$ 395.00		\$ 395.00
	Professional Expenses	\$ 1,500.00	\$ 643.00	\$ 1,500.00		\$ 1,500.00		\$ 1,500.00
	Retirement	\$ 4,482.50	\$ 3,792.80	\$ 4,769.00		\$ 4,572.10		\$ 4,572.10
	Salary	\$ 44,825.00	\$ 37,928.88	\$ 47,690.00	6.4% increase	\$ 45,721.00	2.00%	\$ 45,721.00
	Taxes	\$ 3,429.11	\$ 2,901.56	\$ 3,648.29		\$ 3,497.66		\$ 3,497.66
	Total Administrator	\$ 55,886.61	\$ 46,024.14	\$ 59,308.29		\$ 56,985.76		\$ 56,985.76
	BOOKKEEPER							
	Salary	\$ 4,525.00	\$ 3,862.63	\$ 4,625.00	2% increase	\$ 4,525.00	0%	\$ 4,525.00

		FY20 Approved Budget	FY20 Actuals as of 4/6	FY21 Budget Requests		FY21 In person Budget Draft		FY21 Online Budget Draft
	Taxes	\$ 346.16	\$ 295.49	\$ 353.81		\$ 346.16		\$ 346.16
	Total Bookkeeper	\$ 4,871.16	\$ 4,158.12	\$ 4,978.81		\$ 4,871.16		\$ 4,871.16
	SEXTON							
	Sexton Fee	\$ -	\$ -	\$ -		\$ -		\$ -
	Health	\$ 1,300.00	\$ 1,120.96	\$ 1,300.00		\$ 1,300.00		\$ 1,300.00
	Retirement	\$ 2,624.00	\$ 1,948.32	\$ 2,700.00		\$ 2,671.20		\$ 2,671.20
	Salary	\$ 26,240.00	\$ 22,988.06	\$ 27,000.00	3% increase	\$ 26,712.00	1.80%	\$ 26,712.00
	Taxes	\$ 2,007.36	\$ 1,758.59	\$ 2,065.50		\$ 2,043.47		\$ 2,043.47
	Total Sexton	\$ 32,171.36	\$ 27,815.93	\$ 33,065.50		\$ 32,726.67		\$ 32,726.67
	Total Administrative Staff	\$ 92,929.14	\$ 77,998.19	\$ 97,352.60		\$ 94,583.59		\$ 94,583.59
	TOTAL STAFF	\$ 352,235.26	\$ 289,790.96	\$ 370,141.34		\$ 360,696.31		\$ 358,193.45
	TOTAL EXPENSES	\$ 575,237.26	\$ 472,198.55	\$ 611,043.34		\$ 580,498.31		\$ 558,945.45
	Difference	\$ 11.74	\$ 18,642.63	\$ (35,794.34)		\$ 4.69		\$ (29,892.45)

Self-Evaluation
Rev. Allison Palm
March 2020

1) What has felt like a highlight/success of ministry this year?

Over the past year, I feel like we have been consistently offering quality worship services, including throughout the summer months. One new thing I did this year was offer a summer worship workshop for all the lay preachers who led services over the summer. People really appreciated the workshop, and I felt like it provided more consistency in the quality of our services over the summer. This fall we brought in four new Worship Associates, which meant there were some logistical hiccups in worship in the first few months of the church year. However, I felt like we were able to keep the quality of the services high and work through the logistical mistakes. Bringing in an intern has allowed for more diversity of voices each week and each month, which has also added to the worship experience.

Another success has been the launch of the second year of our Fellowship Hour/Greeting volunteer rotation. In comparison to the first year, sign ups were significantly easier, there was much less crankiness, and we were easily able to fill all the slots. I credit this to two things. One is the addition of Lead Fellowship Hour Hosts, a group of 8 people who rotate through being the lead. This has been a huge asset to making Sunday mornings run more smoothly. The second is just the fact that people have done it once before. The experience of doing it once has lessened people's anxiety and made it easier to say yes again. I feel particularly pleased with recent feedback from newcomers that participating in these volunteer roles have helped them connect with people and feel more a part of the community. This was a part of our hope, so that feels like a real win!

2) What areas felt like a challenge?

The beginnings of talking about our building have felt challenging in a couple of ways. The first is that it is so new for both me and the congregation. We are learning as we go, which is always a challenge. The second is that it can be a really loaded topic for people. As we knew going into this, people have some strong feelings about the building and the idea of changing it has triggered those feelings for some. I do think that the Building Our Vision conversations helped relieve some people's anxiety as they saw that they were going to have a chance to be a part of the conversation. Our continuing challenge going forward will be making space for those feelings, while not letting a few people's anxiety take over the process.

A related challenge was the creation of our new family area in the sanctuary. While most of the reaction was very positive, either immediately or eventually, the small number of people who were upset were very vocal about it and gave the impression that there were more of them than was actually the case. It feels like this has begun to resolve, and I feel like we did our best to help people feel heard even if they weren't going to get their way. We are committed to keeping the space through the end of the church year and then re-evaluating.

In a more global way, I continue to struggle with the unwillingness of many congregants to come to me directly when they have a problem with me or with the church. I end up having to hear

about things “through the grapevine,” which neither builds relationships nor helps to address people’s concerns.

3) What help do I need?

I really appreciated being able to share with the Board about the nervousness I and the staff felt prior to introducing our new family area. It felt like the Board had our backs, which was huge in that moment. I hope that the Board will continue to offer their support in that way as we continue to tackle issues that have the potential for controversy.

4) Where/when have I been able to take risks?

In my discussion of my goals below, I talk a little about taking risks in worship, particularly in addressing topics that feel more controversial/risky.

Our conversations about the building have definitely felt like a risk. The strength and diversity of the Building Our Vision Team has helped me feel like we can take that risk. The Team is thoughtful and committed and represents a diversity of views.

Creating our new family area also felt like a risk – much more of a risk than when we had originally created it in the back corner. It also felt exciting to need to take that risk. The presence of so many little ones in our congregation is evidence of the vitality of our congregation and something to be celebrated.

5) What are my goals for next year and how will know I’m successful?

To successfully lead the congregation through this time of global pandemic, while practicing adequate self-care, including taking 10-12 weeks of parental leave in the fall.

I will know I am successful if

- The congregation feels connected and supported during this time
- Our finances remain stable enough to pay our bills and continue our operations
- I am able to consistently take my day off each week and limit evening meetings to no more than 3 per week
- I am able to delegate to staff and lay leaders such that I can step away from regular congregational work for both vacation/study leave time this summer and parental leave next fall

6) Progress on Last Year’s Goals:

- *To increase my knowledge about Capital Campaigns and undertaking major capital improvement projects*
 - *How to measure: pursuing educational opportunities on these topics, conversations with colleagues who have recent experiences, beginning to lay the groundwork for these projects in the congregation*

I have done a lot of learning about this, both reading and talking to colleagues. Our Next Steps Weekend and subsequent conversation with Mark Ewert were both very informative as well. The

Building Our Vision Team has begun the work of creating a vision for our building and has a clear path forward (at least for the next few months!). We are learning as we go.

- *To learn more about innovative approaches to growing leaders in the church and identify some strategies to try at UU Nashua*
 - *How to measure: 2 strategies identified by January 2020, with ideas for how to implement*

There are two new strategies we are trying this year:

- The addition of Lead Hosts to our Greeting/Fellowship Hour program: We are only two months into this, but as I mentioned above it feels like it is making a huge difference for those who are making Fellowship Hour happen each week. Since beginning to have Lead Hosts, the staff is spending much less time on this area of ministry.
- Shared leadership on Teams, instead of a designated chair: Both the Social Justice Team and the Building Our Vision Team are operating with a rotating chair role this year. Each month, someone volunteers to be the chair for the next month's meeting. They are in charge of setting the agenda and facilitating the meeting. I am not ready to say if this is a success or not. It feels like it is working better on the Building Our Vision Team, perhaps because we had an explicit conversation about shared leadership at the beginning of the year. The Social Justice Team is not falling apart, but I also wonder if it is not as high functioning as it could be.
- *To take more risks in worship, especially in preaching to the heart, and in speaking on justice issues*
 - *How to measure: lead at least 4 services in the next year that feel risky, identify these services to the Board and ask for feedback*

I feel like I have done this to some extent. I am curious about the Board's feedback on this goal. I did not explicitly identify the services to the Board over the course of the year. However, here are four services that felt risky to me:

- Mother's Day sermon (May 12, 2019): service on the many different experiences of Mother's Day
- Being True to UU (January 12, 2020): service on raising lifelong Unitarian Universalists
- The Tide is Rising and So Are We (September 15, 2019): service on climate change and the climate strike
- To Be Seen as We Are (October 6, 2019): honoring Coming Out Day and talking about Trans issues and experiences, introducing pronoun nametags