

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

Sept 16, 2021

Meeting held via videoconference due to COVID-19

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

Reviewed by: Andy Capen, Cecile Bonvouloir, Lindsey Hedrick, Roy Goodman, Victoria Agnew

Meeting Attendees: Victoria Agnew, Caro Barschow, Cecile Bonvouloir, Andy Capen, Burns Fisher, Roy Goodman, Lindsey Hedrick (Vice President), Jodie K. Holway (Clerk), Lindsey Sylvester (Treasurer), Brenna Woods, and Rev. Allison Palm

Full Agenda: Appendix A

1. Chalice Lighting and Check-In

1. Storytelling by Rev. Allison
 - i. Last year we began each Board meeting by telling a story about a congregant
 - ii. This year each meeting will begin with a story about the whole congregation
2. After the 2016 election of Donald Trump, we came together for several chances to process
 - i. That Wednesday night ~50 people showed up at church – unheard of!
 1. Shared their hearts in a public way, a rare time when we shared deeply
 2. A good reminder of the way we can hold each other, and how the congregation can be a container for those hard feelings
 - ii. Rev. Allison didn't have an idea of what she could present at that Sunday's service
 1. She invited the congregation outside to write chalk messages of love on the sidewalk for the community to see
 2. She had no idea whether the congregation would follow her – we did
 3. Illustrated that we can spread love in the world, in a tangible way



- iii. That was one way she saw how we all care about each other and our world
 1. We are willing to go out and do what needs to be done
 2. This is still one of Rev. Allison's very favorite moments of this congregation

3. Brenna recalls that Tuesday night of election day was our Board meeting
 - i. Everyone was a bit distracted, Rev. Allison was texting feverishly – not shaping up well
 - ii. Brenna felt, I'm glad I'm here at church, it's the only form of safety we can picture at that precarious moment
 1. At the time we said "Oh we're all panicking here together"
 2. But really it was "Oh we're all seeking comfort here together"
 4. Jodie remembers attending that Weds service
 - i. Not what occurred during it but went out to dinner with congregants
 - ii. Where else would you come at a time like this, after an election like that?
 5. Lindsey S was in the middle of a large life transition at this time, moving up to Nashua
 - i. Sought out our church shortly after, citing this election as a big part of the reason
2. **Minister's Report**, Rev. Allison Palm (see Appendix B)
1. Discussion with Jordan Thompson of Nashua's Black Lives Matter (BLM)
 - i. Our monthly outreach team can reach out to them, offer them to be our recipient?
 1. Yes I'm sure this would be welcome
 2. But they're all volunteers so they may not respond right away
 2. Attendance for water service, our annual ingathering, was quite low
 - i. Lots of congregations observed this too, not solely Rev. Allison who was disappointed
 - ii. This pandemic is really dragging out, people may be over-Zoomed or have new habits
 - iii. Around the country most congregations continue to do services virtually
 1. But some did hold a few in-person and now they have to go back to virtual due to Covid numbers – which is extra hard to take
 3. Rev. Allison plans to not create a 5-year plan for the church – again – is this OK?
 - i. Rev. Allison hates this, but what else can we do? Can't even plan for Christmas eve!
 - ii. But the good thing: we have these solid Ends Statements to guide us
 1. These are secure statements of who the congregation is and what we want
 2. These are still guiding the staff's plans for this year
 - iii. Maybe when Allison is back from sabbatical Jan 2023 it MUST be OK to plan!
 1. And if not, then we can still make a hybrid plan, etc.
 - iv. But we conclude: let's not go for an entire 5 years without a 5-year plan!
 4. Congratulations on ending last fiscal year with a \$65,000 surplus
 - i. \$30K of this is thanks to preschool having a good year
 1. Despite having 20 fewer kids enrolled than usual, plus pandemic costs
 5. Is it an issue that no parents from our church are on Preschool's board?
 - i. Well, no parents are allowed in the building, hard to forge any connections with them
 - ii. The normal methods aren't available this year to recruit them
 1. Usually we get parents on the board via church members
 2. Or teachers give recommendations about who to approach
 - iii. The director Chris Clanin is pretty motivated to get parents on the board
 1. Chris plans to bring the kids to their cars sometimes, starting now
 - a. This is an attempt to make one connection with each careful of parents
 - b. Instead of always having the kids' teacher build the relationship
 2. Chris has one parent in mind as a board member, and wants more

- iv. Recommendation for this board to check out a podcast “Nice White Parents”
 - 1. 5-part series – captivating! About Education and social justice issues.
- 6. Widening the Circle of Concern study group: what is its mission?
 - i. Sunday evening study group, just among our congregation
 - ii. Reading the UU Commission on Institutional Change
 - 1. This was a recent 3-year study
 - 2. Focus on how our congregations are doing in anti-racism and Diversity, Equity, and Inclusion work, and how we can do better
 - 3. Chapters are e.g. Theology, Governance, Hospitality, Living our Values in the World, Education, Reparations
 - 4. Also there’s an audio file at top of each section: and can be downloaded <https://www.uua.org/uuagovernance/committees/cic/widening>
 - iii. We’re using the UUA’s “Study/Action Guide”
 - 1. Read it together and then come up with ideas for action in our congregation
 - 2. Rev. Allison invites this Board’s members to join, you’re our leaders
 - 3. And some ideas might come out of the group that will go to the board
- 3. **Budget**, Rev. Allison Palm (see Appendix C)
 - 1. Last year’s final numbers, the Outreach looks odd
 - i. Always a mismatch, because outreach for summer June/July spans 2 fiscal years
 - 2. Breeze Fees is part of the income area
 - i. We get charged when people use credit or debit to pay for things online
 - ii. Could put a negative in the income line, but our bookkeeper suggested to separate out all these fees
 - iii. In past years maybe these lines were collapsed so we didn’t see the detail
 - 1. Rev. Allison didn’t do so this year
 - 3. Proposal for using the surplus of \$65,000, to be discussed and approved by Board tonight:
 - i. Divide it into four places, and what’s left can stay in our general reserves
 - ii. \$26K to Bicentennial fund
 - 1. This fund is earmarked for projects that move our church into the future
 - 2. \$6K for Multiplatform equipment, in sanctuary and a couple of rooms
 - 3. \$20K into Building Our Vision costs, like architect and financial/stewardship consulting fees – which must be done before we can start raising money
 - 4. Note this Board needs to approve any expenditures out of that fund anyway
 - iii. \$10K to Sabbatical fund, which will cover staff leaves:
 - 1. Abigail Lewis, Tech and Communications person while Ericka LaValley is away
 - 2. Caro Barschow will do some Faith Formation work, while Sadie is away
 - 3. Anything needed while Rev. Allison is away on her sabbatical next year
 - 4. Then any leftovers will build up to the next Sabbatical
 - iv. \$20K to Building Maintenance Fund
 - 1. This is a long-term fund that we attempt to put money into each year
 - 2. Basically where money should go every year when everything else is covered
 - v. Remaining \$10K to stay in our general reserves, smooths our normal cash flow

4. Discussion and questions about this proposal
 - i. Where do these estimates come from?
 1. \$6k for multiplatform
 - a. Already put in \$5,500 – some is spent, some is still to come
 - b. We know now that we need more: \$1500 each for 2 more rooms
 2. \$20K is a more approximate estimate
 - a. Ballpark of how much might an architect charge
 - b. Some money already in this fund for the financial consultant
 - ii. Maybe put more into the Minister's Discretionary Fund, to help the community?
 1. For COVID we could help out people who need it in this hard time
 2. Normally what we have in this fund feels a bit inadequate
 - a. No, as of now we do have a pretty sizeable amount: it was our Outreach recipient over this past summer, we collected \$6K
 3. But lots of COVID benefits have expired... Is that really enough for e.g. rent?
 - a. Yes, we probably do have enough to help for a month or two
 - b. Plus Nashua has some decent programs to also help (though there is less in other neighboring towns)
 5. **MOTION** to accept Rev. Allison's proposal on where to disperse the surplus funds
MOVED by Victoria Agnew, **SECOND** by Cecile, **PASSES**
 6. Preventative Maintenance budget line is basically used up already – are we in trouble?
 - i. This spending was for the new alarm system
 1. Mainly purchased last year but not all of it fit into last year's budget
 2. Rev. Allison gave permission to the Property team to take the needed money from the preventative maintenance area
 - ii. Warning: another expense is upcoming in the Corrective Maintenance line
 1. Boiler to heat the sanctuary and parish house isn't working
 2. This will be an \$8K repair which will overspend its budget line too
 - iii. Eager for that Capital Campaign, when we'll aim to get a whole new system
4. **Approval of Ministerial Housing Costs**, Rev. Allison
1. \$24,000 of our annual budget must be earmarked for Rev. Allison's housing costs
 - i. This is \$2,000/month, not outrageous
 - ii. Per the IRS, this decision to allocate must be recorded in these minutes
 2. **MOTION** to put \$24K of Rev Allison's salary to be considered as Housing
MOVED by Burns Fisher, **SECONDED** by Victoria Agnew, **PASSES**
5. **Cemetery Heads-Up**
1. Where does the Cemetery Association fit in the UU Nashua organizational chart?
 - i. When Rev. Allison arrived 6 years ago, three areas were not in the org chart:
 1. Simple Gifts Coffee Shop – which closed
 2. Preschool – which got organized
 3. Cemetery – didn't tackle this, though straightened out a little (@#@?)
 - ii. Cemetery continues to be accountable to the Congregation, not ED nor any Team
 1. Which really means nobody's watching over it

2. Several miscommunications or uncomfortable interactions over the past few years
 - i. Fall Cleanup used to be a fundraiser for the church, cemetery paid us for the help
 1. But over the past several years there's been a conflict of some sort
 2. Once they told us, after a delay of 6 months, it wasn't a good enough job!
 3. Next time they came to examine right afterwards to see if we did a good job
 - a. But didn't give us feedback in time to make any changes before winter
 4. So we're stopping this arrangement
 - a. Cemetery can hire their own help to clean up
 - b. Church members can clean up our own grounds
 - ii. Nobody is allowed in Cemetery by that association, or very rarely
 1. This is attributed to once when a child got hurt
 2. Rev. Allison is slowly pushing to let the congregants in! let alone the public!
 - iii. She thought they had reached agreement on the rules to follow so that the church won't need to ask every time
 1. So last spring she okayed the Easter egg hunt in cemetery
 2. But the Cemetery Association was not pleased that the staff didn't ask first
 - iv. Over the past few years, their communications has been extremely not timely
 1. Doesn't seem to matter which people are on the team, it's overall, the entity
3. Rev. Allison just met with Cemetery Assn. and some staff, this past June
 - i. An understanding is needed for using the cemetery more as of now
 1. This is because we're in pandemic and only meeting outdoors
 2. Cemetery is the best outdoor place we have, though not ideal for meetings
 3. It's beautiful, people like the history
 - ii. Together they reaffirmed the rules we've already been using
 1. So now we'll only email them a heads-up before we use it
 2. Not to ask permission but simply to say, "We will be doing X on Z day."
4. Rev. Allison just mentioned to the president and VP of the Board, and now to us all: heads up
 - i. Get us familiar with the relationship history with the Cemetery Association
 1. According to the legal documents of the church, it is part of us
 - ii. It's been on the back burner for past 6 years and more
 1. Still no need to raise its priority, still too busy with other things
 - iii. But just in case something goes wrong, this is a heads up
 1. Now there's an additional member of that Association
 2. He was on it before, now returned, and was problematic in the past
 3. The Association may not replace their current Treasurer but still
 4. Rev. Allison is a bit nervous about moving forward just in case
5. Question from Roy about what share of the Endowment is the Cemetery Assn's?
 - i. The amount seems to change? It's difficult to nail down their share
 - ii. Rev. Allison says it's in a separate restricted fund, kept separately by BofA
 - iii. Why do we worry about percentages?
 1. Percentage of the Endowment was reduced due to Memorial Garden
 2. But it's now going back up, which they are pleased to see
 3. However that's because they never spend any money on upkeep
 4. This explains why the Cemetery is in disrepair

- iv. Here's the background on that one injury of a child in a Religious Education class
 - 1. A stone was leaning or broken, the student did get hurt
 - 2. This could have been avoided with rules or having invested in repair
 - 3. But it's all resolved, don't let anyone tell us otherwise

6. UU Church of Nashua Ends Statements Annual Survey (Appendix D)

- 1. Review and responses to this year's results only, standalone
 - i. Ran out of time, so next month we'll compare last year vs. this year
- 2. Question 1, Teaching our Children and Youth
 - i. Fewer people this year don't know what this means or how to answer it
 - ii. We have been actively working to shift the mindset that Faith Formation is not only for people with children – it's all our responsibilities
 - iii. Caro says "The Congregation IS the Curriculum"
- 3. Q2, Taking Risks and Asking for Support
 - i. Good new, nobody answered "Very Uncomfortable"
 - ii. But might be due to online environment, harder to "read the room"
 - iii. In coffee hour we used to talk about talking to people we don't know – now we're in zoom rooms with probably new people, so this is growth
- 4. Q3, Sharing Life's Struggles and Joys
 - i. A few comments that Joys and Concerns sometimes get lost in Zoom chat
 - ii. But that person is sharing successfully in covenant groups etc.
- 5. Q4, Talk about your UUism with Others
 - i. Interesting that people are willing to talk about it – encouraging
 - ii. And this survey is subtly is a teaching tool, how do you want to answer this question next year? Encouragement/reminder what we should or can be doing today
- 6. Q5, Live your UU Values
 - i. What does the response of "Neutral" even mean here?
 - ii. Maybe these past few years of polarization, it's testing our patience
 - iii. Or my daily life is kaput due to pandemic, so it's neutral interaction
- 7. Q6, Spiritual Practices Connecting you to Wonder
 - i. How can so many people have no spiritual practice?
 - 1. Wonder whether this may be due to everyone being in pandemic trauma, shut down emotionally and merely going through the motions??
 - ii. Would love to see comparison of people by ages or connection to church
 - 1. Note that this church didn't used to encourage spirituality, even discouraged
 - iii. A walk in the woods: you call it a spiritual practice , to me it's exercise
 - iv. Staring at the stars: this could be spiritual to some, but for me it's just a pleasure that I've been doing since I was a kid—AND the church didn't help me do this any better
 - v. One thing that helped me answer this question: FF program for Deepening spiritual practices – explore what one can do as a spiritual practice
 - vi. This question has a lot of baggage, some people traumatized by their past religion
 - vii. We don't have a shared definition of what is a spiritual practice
 - 1. We wonder, are we even drawing closer to a common definition?

- viii. Big question: do we care? Do we need to have a spiritual practice?
 - 1. Well, yes, our Ends says We nurture meaningful spiritual practices that connect people to wonder – so this is important by definition
- 8. Q7, 50% of people said I don't want to take a leadership role!
 - i. This is how burnout happens – they don't step in, or not again for another stint
 - ii. Many people may not want it; just come to church to relax as their spiritual practice
 - iii. But this attitude will make the church go away! How do we change this?
 - 1. How to say, Yes you've already done it – but you're still here! So step up again
 - 2. Ties into the other question "I feel like my time and money has an impact"
 - 3. Everyone should know that taking a leadership role has a BIG impact
 - iv. Maybe people are scared if they answer this, they'll be asked to join the Board
 - v. What is the definition of a leader? Big discussion of this right now:
 - 1. Is it enough to help with small things, not be in the room where it happens, e.g. just lead a FF class, lead one event in Social Justice – many ways to lead
 - 2. Should we replace words "to lead" in this question with "active participant"?
 - 3. No, we are teasing out the Ends statement about Grow Leaders
 - 4. Does "leader" mean only Board members? Or rather anyone who's giving and not solely sitting/taking?
 - 5. In the past, 90% of congregation was actively working – everyone eventually stood up as Rev. Allison read all the roles on the annual appreciation day
 - 6. There's been a huge shift of membership in past couple years
 - 7. Would people be on multiple committees but not the head, do they think that doesn't count as leadership?
 - 8. Can you expect 100% leaders? Can this even exist?
 - 9. Well yes we do all vote on budget, that is a contribution, but as a congregant
 - 10. If everyone's a leader then you've got nothing. If a leader is one who organizes/delegates, not everyone can be this – it's more than contributing
 - vi. Maybe our work for the year is around Definitions
 - 1. What is the meaning of "leader"? what is Spiritual Practice? And also the Faith Formation question, does everyone feel responsible?
 - 2. This year we can encourage the congregation to navigate something that isn't literal, recognize it as part of the issue for this survey
- 9. Q8, Church Leadership has Expanded my Skills and Growth
 - i. No additional discussion
- 10. Q9, I Understand my Contributions in Time, Talent, and Money have Impact
 - i. Is being a big contributor really a sign of leadership? Maybe if it inspires other behavior?
 - ii. Such a difference – leadership vs. contribution
 - iii. Caro points out the two Ends that are about Service:
 - 1. "Grow leaders who serve the needs of our congregation and our community with faith, resilience, and courage."
 - 2. "Steward our congregational community with our time, talent, and money."

- iv. Is this board interested in finding out how people relate to “leadership”?
- v. Note we’re now strict on term limits – thus there are more ex-leaders now!
- vi. Longevity of members: sentiment you’ve done everything there is to do, you’re done
- 11. Q10, Larger UU Community - No discussion
- 12. Q11, To what extent see Members Working for Justice in World
 - i. Is it that we’re all marching in sync, or do we all simply live our values?
 - ii. Difference between individuals living good lives, vs. collective action is more powerful
 - iii. This is a good result number
- 13. Q12, Sermons and Teachings helped you Understand and Dismantle Oppression
 - i. This is a pretty great result number
 - ii. Outliers: respondents are either not interested or are already pretty fly!
 - iii. Caro says this is awesome that people even read this End/question, they affirm it – this is already a win
- 14. Q13, Are we a Status Quo vs. Multiculturally Aware vs. Anti-Racist
 - i. Classic quote from Victoria Agnew: “We’re woke but still in bed!” a.k.a. we’re studying and talking, but not acting, not much working to be anti-racist

7. Goal Reminders for the Board (Brenna Woods)

- 1. Policies Committee goal(s) for this year
 - i. Go through the existing policy section of Executive Limitations
 - 1. Determine which ones are good and serve a purpose today
 - 2. Determine which ones may be overkill, or came from old fears
- 2. Endowment Committee goal(s) for this year
 - i. Have been researching others’ endowments and UUA Common Endowment Fund
 - ii. Will do a fact sheet for IFC and then to BoT, then share to educate the congregation
 - iii. Let’s socialize that the Endowment can have an impact, not just be spent
 - 1. Like the UUA’s Common Endowment Fund (CEF)
 - iv. Overall goal is to write a policy about how to use endowment funds
 - 1. Then this Board will vote on the policy
 - 2. The congregation will be introduced to it but no need for them to vote on it
- 3. Safe Congregation training
 - i. This whole Board must attend on Oct 7, 2021, at 7:30-8:30
 - ii. Or send Board members a link to playback, and challenge that you watched it
 - iii. Focus is on online and outdoor services, not focus on in-person
 - 1. If and when it’s time to do in-person, there will be a “booster class”
- 4. Move Board of Trustees meetings to 2nd Thursday of each month
 - i. Everyone just confirmed that we are OK with this schedule change

8. Covenantal Check Out

Appendix A: Full Agenda

Appendix B: Minister’s Report

Appendix C: Financials

Appendix D: Congregational Ends Survey

Agenda

Board of Trustees, Unitarian-Universalist Church of Nashua

September 16, 2021 6:30pm

- 6:30 (10) Check in**
- 6:40 (5) Chalice Lighting: Allison's Story**
- 6:45 (10) Follow Up Story Telling (Everyone)**
- 6:55 (30) Allison's Board Report (Allison)**
- Budget update
 - Approval of Housing costs
 - Cemetery heads up
- 7:25 (45) Baseline Survey Review (Brenna)**
- Goal is to look at the survey and notice trends
- 8:10 (5) Break**
- 8:15 (10) Goal reminders for the Board (Brenna)**
- Review our goals from last year and how we plan to move forward with them this year.
- 8:25 (10) Quick invitations**
- Widening the Circle of Concern Study Group
 - Board time double checks
- 8:35 (5) Check Out**
- How did we do this evening?
 - Did everyone feel heard?
 - Is there any concerns or compliments you want to give to the group?
- 8:40 Closing Words (Allison)**

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
September 15, 2021
Covering June 4-September 15, 2021

Our online summer services went very smoothly, with many fewer tech glitches than last summer. Attendance was lower than last summer but about typical for a regular summer season, with 35-55 computers logged on each week.

We kicked off the regular program year with a Virtual Water Communion service and an in person Water Communion celebration in the afternoon. Both were lightly attended, which seems to be the trend for congregations across the country right now. The morning service was our first time leading the service from the sanctuary, which went really smoothly for a first try. Many people named how much they appreciated seeing the sanctuary and the different feeling that gave to the service. The Multiplatform Worship Team worked hard over the summer to get the sanctuary ready and think about what the service would be like. While we are disappointed not to have a congregation in the sanctuary, this actually allows us more time to test things before mounting them and get the hang of the tech. We are planning some outdoor worship on Saturday and Sunday afternoons this fall, including a Hymn Sing on September 26, and hope that will help to fill the need to be in person with each other.

Sadie worked with other congregations to hold a mostly virtual wizard camp this summer, with about 10 kids from our congregation attending. The camp got great reviews from the people I've talked to. The first set of kids breakout rooms will be this Sunday, and we will continue our pattern of one set of breakout rooms a month for kids. Sadie is also continuing to do at home kits, and the first ones went out on Sunday. OWL will start in January, once we are able to get enough leaders trained. Our hope is that meeting indoors will be possible by then. Sadie and the youth leaders are planning some times for connection for both the OWL cohort and the high school youth.

There are several adult faith formation programs starting and continuing this fall, including Coming of Age for Adults, a Spiritual Practices Workshop, a study group on Widening the Circle of Concern, and our regular covenant groups. I will be starting up my group at the Huntington again in just a couple of weeks. Tess George has organized a social group for seniors called Elderberries, which has been very popular. They have been meeting up outdoors regularly. We are hoping to get some hikes and walks on the calendar for the fall as well, as another good way to connect safely in person.

Our Social Justice Teams have many plans for the coming year, including CROP Walk, continued connecting with the new local BLM chapter, continuing our work around Immigrant Solidarity, and the Bail & Bond Fund, and more. We have a new Black Lives Matter banner, to replace the old faded one. We worked with a black owned design firm on the banner and are planning to hang it this fall with a rededication ceremony. Our Lil Free Farmstand continued this summer, with more opportunities to connect with neighbors and share produce. Caro will be

doing some work to organize our Welcoming Congregation work, and perhaps start an LGBTQ+ group.

I am including the final FY2021 Financial report with this report. We ended the year with a \$65,000 surplus. I would like to talk with the Board about where to put this money.

The Safe Congregation Response Team has continued to work hard at updating our Covid 19 policy as conditions and recommendations change. We have approved a couple of things this week that are not in writing yet, including allowing for singing outdoors. There has been some disappointment expressed at the fact that we are not yet holding in person services, but this is consistent with the recommendations from the UUA. Across the country I would say about half of UU churches are doing some limited in person worship and half are still all virtual.

We had about 10 people from the congregation attend Virtual General Assembly in June. They had a mostly good experience despite the online platform. The group led a service in August to share about their experiences with the congregation.

We have had a lot of staff changes over the past three months. Mark Connolly began as Sexton in June and Sandy Martinage retired at the end of June. Ben Atherton-Zeman concluded his internship with us in mid-June and Caro Barschow began as our new intern on August 15. We have also hired a very part time Tech and Communications Assistant, Abigail Lewis, for Ericka's parental leave, which began on Sept. 12. Abigail will be with us for about 8 hours per week. Ericka will be back on December 5.

We had a staff retreat on August 21 to ground ourselves for the year. We got to know each other better, talked about trauma informed ministry, had some conversation about the anti-racism work happening in our denomination right now, and talked through some goals for the year. We are focusing on two big picture goals as a staff team:

- Holding the congregation through this new stage of the pandemic, leaning into creative ways of cultivating relationship, resisting the urge to go back to the way things used to be
- Continuing our work through staff leave time, using the opportunity to strategically cultivate lay leadership, having realistic expectations about what we can accomplish

Children's Winter Garden with White Wing School

- Classes began last week and the kids are doing great so far. There are 76 kids enrolled, which is back up to pre-pandemic numbers
- It has been a difficult start with parents, some of whom are unhappy with the school's policies.
- The preschool is following all the same Covid policies as last year, including having teachers and 5-year-olds mask.
- The school board currently does not have any parents on it. We had three in August but lost them all in the last month. One parent applied to be a teacher and was hired so can no longer serve on the board. The other two withdrew their kids in August because of the

requirement for 5 year-olds to mask, and so are no longer serving on the board. Chris is actively recruiting new parents to join and we hope to have a full board soon.

- Last fiscal year ended right on target, thanks to the PPP money and some grant money that came in and covered for lost tuition.
- Current church members on the Board are: Allison Annand, Amanda Banner (co-chair) and Ellen McCahon (treasurer).

Minister's Schedule

- I will be off on Sunday, October 10

Monitoring Report of Policy K: Strategic Operational Plan

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

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

Data: We have finished the five years that were in our 5 year strategic plan. Last fall, when I reported on this policy, the Board agreed that it was not the right time to start working on another 5 year plan, given the pandemic and the uncertainty of the moment. I think we are still in that, unfortunately so I can't recommend that we work on a five year plan this year.

Statement of Compliance: I report non-compliance. (Last year the Board approved not moving forward with a new five year plan at that time)

In the meantime, the staff are once again using our Ends to create our work plan for the year, which offers us good overarching guidance.

FY 2021 Final Numbers

Income and Expense Report as of 9-15-2021

See attached "September 2021 Financials" for full report. We are 21% of the way through this year. Income is just a little behind at 19.58%. Expenses are behind at 17.5%. This is fairly typical for this time of year, though some years expenses outpace income in the fall, which is not true this year.

Monitoring Report on Policy F: Financial Condition and Management

Policy language is in italics. Interpretations, Data, and Statements of Compliance are in regular font.

With respect to the Church's actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures and income from the annual budget approved by the Congregation or Board priorities established in the Ends Policies.

Interpretation: This policy is interpreted to mean that:

1. The church should not be in danger of running out of money to cover expenses and financial planning goals.
2. The actual income received and money spent should be in line with the budget approved at the Annual Meeting each year in June. "Material deviation" is interpreted to mean that expenses do not exceed 105% of each budget line item approved by the congregation. The budget set each year should allocate expenses in a way that will use the financial resources of the church to further the Mission and Ends of the congregation.

Data: Our current checking account balance (minus reserve funds) is about \$139,450. This is enough for nearly three months of regular operating expenses. The Income and Expense report attached indicates that no items are on track to exceed 105% of the budget for this year.

Statement of Compliance: I report compliance

Accordingly, the Executive Director shall not:

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

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

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

Statement of Compliance: I report compliance.

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

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

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

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

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

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

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

Statement of Compliance: I report non-compliance. This is something that the staff could definitely use support with. With the lack of guidance that we expected from the Financial Review and the amount of staff turnover we have had in the last year, it has not been something we have found the capacity for.

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

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

Data: The Income and Expense report attached indicates that there are no budget lines on track to exceed 105% of the budget for this year.

Statement of Compliance: I report compliance

6. *Have signature authority for checks greater than \$4,999.99 and at no time shall they sign checks to themselves, relatives closer than first cousins, or parties with a conflict of interest.*
7. *Delegate signature authority to anyone other than a permanently hired Church Administrator who shall not have signature authority for checks greater than \$1,999.99 and at no time shall they sign checks to themselves, relatives closer than first cousins, or parties with a conflict of interest;*

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

Data: Now that I am back in the office and we know that we can safely meet up to get checks signed, we have gone back to our check signing limits. If Ericka ever does have to sign a check over her limit, she sends an email to me and Brenna and I keep that as 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, 2021, the church has not entered into any contracts that exceeded \$10,000.

Statement of Compliance: I report compliance

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

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

Data: Since July 1, 2021, 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, 2021, 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 FY22 budget is the amount recommended by the Invested Funds Committee. The FY22 budget was approved by the Board in May 2021 and voted on by the congregation in June 2021 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 2021 - FY21 P&L

July 2020 - June 2021

| | TOTAL | | | |
|--|---------------------|---------------------|--------------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Revenue | | | | |
| 100 Questions | -382.55 | 150.00 | -532.55 | -255.03 % |
| Endowment | | | | |
| Blodgett Fund (Minister's Discretionary) | 306.63 | | 306.63 | |
| Lyon Fund (Flowers) | | 275.00 | -275.00 | |
| Slanetz (Membership Team) | 314.50 | 300.00 | 14.50 | 104.83 % |
| Stevens (Instrument repair/maintenance) | 814.09 | 750.00 | 64.09 | 108.55 % |
| Unrestricted Endowment Income | 157,648.64 | 156,578.00 | 1,070.64 | 100.68 % |
| Total Endowment | 159,083.86 | 157,903.00 | 1,180.86 | 100.75 % |
| Fundraisers | | | | |
| Auction | 2,356.28 | | 2,356.28 | |
| Other Fundraisers | 721.00 | 4,000.00 | -3,279.00 | 18.03 % |
| Total Fundraisers | 3,077.28 | 4,000.00 | -922.72 | 76.93 % |
| Other Income | | | | |
| Outreach Collections | 64,025.33 | | 64,025.33 | |
| Breeze Fees | 43,329.29 | 35,000.00 | 8,329.29 | 123.80 % |
| | -1,498.34 | | -1,498.34 | |
| Total Outreach Collections | 41,830.95 | 35,000.00 | 6,830.95 | 119.52 % |
| Pledges | | | | |
| Breeze Fees | 2,582.09 | | 2,582.09 | |
| Early Pledges | -3,060.65 | | -3,060.65 | |
| Early Pledges | 11,615.00 | 32,000.00 | -20,385.00 | 36.30 % |
| FY Pledges | 319,527.83 | 300,000.00 | 19,527.83 | 106.51 % |
| Late Pledges | 5.00 | | 5.00 | |
| Total Pledges | 330,669.27 | 332,000.00 | -1,330.73 | 99.60 % |
| Preschool Contribution | | | | |
| | 30,000.00 | | 30,000.00 | |
| User Fees | | | | |
| Fri Night NA | 30.00 | | 30.00 | |
| General use | 100.00 | | 100.00 | |
| Man Up NA (Tue Night) | 200.00 | | 200.00 | |
| Monday Night AA | 60.00 | | 60.00 | |
| Total User Fees | 390.00 | | 390.00 | |
| Total Revenue | \$628,694.14 | \$529,053.00 | \$99,641.14 | 118.83 % |
| GROSS PROFIT | \$628,694.14 | \$529,053.00 | \$99,641.14 | 118.83 % |
| Expenditures | | | | |
| EXPENSES | | | | |
| OPERATIONS | | | | |
| ADMINISTRATION | | | | |
| Background Checks | 96.00 | 300.00 | -204.00 | 32.00 % |
| Electronic Transactions Fees | 164.74 | 200.00 | -35.26 | 82.37 % |
| Fees | 73.00 | 100.00 | -27.00 | 73.00 % |
| Insurance | 12,434.26 | 15,750.00 | -3,315.74 | 78.95 % |
| Internet | 5,772.21 | 3,500.00 | 2,272.21 | 164.92 % |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2021 - FY21 P&L

July 2020 - June 2021

| | TOTAL | | | |
|-----------------------------|-------------------|-------------------|------------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Office Machines | 2,315.66 | 3,000.00 | -684.34 | 77.19 % |
| Office Supplies | 1,131.96 | 1,000.00 | 131.96 | 113.20 % |
| Software Subscriptions | 3,675.19 | 5,000.00 | -1,324.81 | 73.50 % |
| Total ADMINISTRATION | 25,663.02 | 28,850.00 | -3,186.98 | 88.95 % |
| COMMUNICATIONS | | | | |
| AV Team | 1,147.44 | 1,000.00 | 147.44 | 114.74 % |
| Total COMMUNICATIONS | 1,147.44 | 1,000.00 | 147.44 | 114.74 % |
| DENOMINATION | | | | |
| UUA Fair Share | 28,712.00 | 28,712.00 | 0.00 | 100.00 % |
| Total DENOMINATION | 28,712.00 | 28,712.00 | 0.00 | 100.00 % |
| PROPERTY | | | | |
| Alarm Systems | 975.00 | 1,000.00 | -25.00 | 97.50 % |
| Building Inspections | 238.00 | 200.00 | 38.00 | 119.00 % |
| Elevator | 2,138.01 | 1,800.00 | 338.01 | 118.78 % |
| False Alarms | 25.00 | | 25.00 | |
| Janitorial Supplies | 1,063.28 | 1,800.00 | -736.72 | 59.07 % |
| Maintenance | | | | |
| Building Maintenance Fund | 8,000.00 | 8,000.00 | 0.00 | 100.00 % |
| Corrective Maintenance | 32,788.44 | 20,000.00 | 12,788.44 | 163.94 % |
| Preventative Maintenance | 7,018.06 | 10,000.00 | -2,981.94 | 70.18 % |
| Total Maintenance | 47,806.50 | 38,000.00 | 9,806.50 | 125.81 % |
| Services | | | | |
| Cleaning Services | | 2,000.00 | -2,000.00 | |
| Groundskeeping | 3,532.78 | 5,000.00 | -1,467.22 | 70.66 % |
| Laundry | 70.00 | | 70.00 | |
| Sexton Coverage | | 600.00 | -600.00 | |
| Snow Removal | 12,641.00 | 14,400.00 | -1,759.00 | 87.78 % |
| Trash Removal | 5,670.72 | 2,000.00 | 3,670.72 | 283.54 % |
| Total Services | 21,914.50 | 24,000.00 | -2,085.50 | 91.31 % |
| Utilities | | | | |
| Electricity | 5,188.81 | 7,000.00 | -1,811.19 | 74.13 % |
| Gas | 9,885.15 | 10,000.00 | -114.85 | 98.85 % |
| Water | 7,303.04 | 4,000.00 | 3,303.04 | 182.58 % |
| Total Utilities | 22,377.00 | 21,000.00 | 1,377.00 | 106.56 % |
| Total PROPERTY | 96,537.29 | 87,800.00 | 8,737.29 | 109.95 % |
| STEWARDSHIP | | | | |
| Fundraising Expenses | 300.00 | 600.00 | -300.00 | 50.00 % |
| Stewardship Campaign | 463.89 | 900.00 | -436.11 | 51.54 % |
| Stewardship Team Training | 900.00 | 200.00 | 700.00 | 450.00 % |
| Total STEWARDSHIP | 1,663.89 | 1,700.00 | -36.11 | 97.88 % |
| Total OPERATIONS | 153,723.64 | 148,062.00 | 5,661.64 | 103.82 % |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2021 - FY21 P&L

July 2020 - June 2021

| | TOTAL | | | |
|---|-----------------|-----------------|------------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| PROGRAMS | | | | |
| BOARD EXPENSES | | | | |
| Annual Meeting Expenses | | 300.00 | -300.00 | |
| Board Discretionary Fund | 1,433.26 | 1,000.00 | 433.26 | 143.33 % |
| Total BOARD EXPENSES | 1,433.26 | 1,300.00 | 133.26 | 110.25 % |
| FAITH FORMATION | | | | |
| Adult Faith Formation | 35.00 | | 35.00 | |
| General | 808.83 | 800.00 | 8.83 | 101.10 % |
| Total Adult Faith Formation | 843.83 | 800.00 | 43.83 | 105.48 % |
| Children & Youth Faith Formation | | | | |
| Appreciation | 170.00 | 400.00 | -230.00 | 42.50 % |
| Curriculum/Books | 147.00 | 250.00 | -103.00 | 58.80 % |
| Milestones | 210.00 | 200.00 | 10.00 | 105.00 % |
| ROPES | 313.08 | 500.00 | -186.92 | 62.62 % |
| Senior High Youth Expense | 99.95 | 300.00 | -200.05 | 33.32 % |
| Supplies | 1,938.91 | 900.00 | 1,038.91 | 215.43 % |
| Training | | 800.00 | -800.00 | |
| Total Children & Youth Faith Formation | 2,878.94 | 3,350.00 | -471.06 | 85.94 % |
| Total FAITH FORMATION | 3,722.77 | 4,150.00 | -427.23 | 89.71 % |
| LEADERSHIP DEVELOPMENT | | | | |
| Leadership Development Team | 300.00 | 300.00 | 0.00 | 100.00 % |
| Total LEADERSHIP DEVELOPMENT | 300.00 | 300.00 | 0.00 | 100.00 % |
| MEMBERSHIP | | | | |
| Fellowship & Fun | 351.14 | 1,000.00 | -648.86 | 35.11 % |
| Membership Team | 389.59 | 500.00 | -110.41 | 77.92 % |
| Total MEMBERSHIP | 740.73 | 1,500.00 | -759.27 | 49.38 % |
| MINISTRY FUNDS | | | | |
| Breeze Fees | 0.61 | | 0.61 | |
| Minister's Discretionary Fund | 334.52 | 1,000.00 | -665.48 | 33.45 % |
| Sabbatical Fund | 1,000.00 | 1,000.00 | 0.00 | 100.00 % |
| Total MINISTRY FUNDS | 1,335.13 | 2,000.00 | -664.87 | 66.76 % |
| MUSIC & WORSHIP | | | | |
| Flowers | 157.65 | | 157.65 | |
| Guest Preachers | 1,505.00 | 1,540.00 | -35.00 | 97.73 % |
| Music | | | | |
| Choir Expenses | 90.00 | 200.00 | -110.00 | 45.00 % |
| Guest Musician | 550.00 | 250.00 | 300.00 | 220.00 % |
| Organ/piano R&M | 483.00 | 1,100.00 | -617.00 | 43.91 % |
| Sheet Music | 100.00 | 500.00 | -400.00 | 20.00 % |
| Substitute Music Director | | 1,000.00 | -1,000.00 | |
| Total Music | 1,223.00 | 3,050.00 | -1,827.00 | 40.10 % |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2021 - FY21 P&L

July 2020 - June 2021

| | TOTAL | | | |
|-----------------------------------|-------------------|------------------|------------------|-----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Worship Supplies | 439.17 | 500.00 | -60.83 | 87.83 % |
| Total MUSIC & WORSHIP | 3,324.82 | 5,090.00 | -1,765.18 | 65.32 % |
| SOCIAL JUSTICE | | | | |
| Budgeted Outreach | | | | |
| Community Dinners/Soup Kitchen | 1,500.00 | 1,500.00 | 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 | 36,957.57 | 35,000.00 | 1,957.57 | 105.59 % |
| UU Action NH | 570.69 | 550.00 | 20.69 | 103.76 % |
| Total Budgeted Outreach | 39,828.26 | 37,850.00 | 1,978.26 | 105.23 % |
| SJ Leadership Team | 503.00 | 500.00 | 3.00 | 100.60 % |
| Total SOCIAL JUSTICE | 40,331.26 | 38,350.00 | 1,981.26 | 105.17 % |
| Total PROGRAMS | 51,187.97 | 52,690.00 | -1,502.03 | 97.15 % |
| STAFF | | | | |
| ADMINISTRATIVE STAFF | | | | |
| ADMINISTRATOR | | | | |
| Health | 2,628.66 | 1,300.00 | 1,328.66 | 202.20 % |
| Life | 512.86 | 395.00 | 117.86 | 129.84 % |
| Professional Expenses | 458.84 | 1,500.00 | -1,041.16 | 30.59 % |
| Retirement | 4,017.07 | 4,572.10 | -555.03 | 87.86 % |
| Salary | 50,878.45 | 45,721.00 | 5,157.45 | 111.28 % |
| Taxes | 3,891.74 | 3,497.66 | 394.08 | 111.27 % |
| Total ADMINISTRATOR | 62,387.62 | 56,985.76 | 5,401.86 | 109.48 % |
| BOOKEEPER | | | | |
| Salary | 4,525.04 | 4,525.00 | 0.04 | 100.00 % |
| Taxes | 346.16 | 346.16 | 0.00 | 100.00 % |
| Total BOOKEEPER | 4,871.20 | 4,871.16 | 0.04 | 100.00 % |
| SEXTON | | | | |
| Health | 1,300.00 | 1,300.00 | 0.00 | 100.00 % |
| Retirement | 2,790.03 | 2,671.20 | 118.83 | 104.45 % |
| Salary | 27,925.58 | 26,712.00 | 1,213.58 | 104.54 % |
| Taxes | 2,206.31 | 2,043.47 | 162.84 | 107.97 % |
| Total SEXTON | 34,221.92 | 32,726.67 | 1,495.25 | 104.57 % |
| Total ADMINISTRATIVE STAFF | 101,480.74 | 94,583.59 | 6,897.15 | 107.29 % |
| MINISTER | | | | |
| Health & Dental | 14,753.13 | 13,500.00 | 1,253.13 | 109.28 % |
| In Lieu of FICA | 7,542.90 | 7,542.90 | 0.00 | 100.00 % |
| Life Insurance | 1,992.93 | 2,100.00 | -107.07 | 94.90 % |
| Professional Expenses | 7,436.52 | 9,860.00 | -2,423.48 | 75.42 % |
| Retirement | 9,860.00 | 9,860.00 | 0.00 | 100.00 % |
| Salary & Housing | 98,600.00 | 98,600.00 | 0.00 | 100.00 % |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2021 - FY21 P&L

July 2020 - June 2021

| | TOTAL | | | |
|--|---------------------|----------------------|--------------------|------------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Total MINISTER | 140,185.48 | 141,462.90 | -1,277.42 | 99.10 % |
| MINISTERIAL INTERN | | | | |
| Professional Expenses | 1,031.19 | 1,000.00 | 31.19 | 103.12 % |
| Salary | 11,538.50 | 12,000.00 | -461.50 | 96.15 % |
| Taxes | 882.71 | 918.00 | -35.29 | 96.16 % |
| Total MINISTERIAL INTERN | 13,452.40 | 13,918.00 | -465.60 | 96.65 % |
| PROGRAM STAFF | | | | |
| CHILDCARE | | | | |
| Child Care Lead Salary | 2,176.00 | 3,315.00 | -1,139.00 | 65.64 % |
| Child Care Lead Taxes | 166.46 | 253.60 | -87.14 | 65.64 % |
| Child Care Providers Taxes | 9.29 | | 9.29 | |
| Total CHILDCARE | 2,351.75 | 3,568.60 | -1,216.85 | 65.90 % |
| COFFEE CREW (deleted) | | | | |
| Coffee Crew Salary (deleted) | 121.50 | | 121.50 | |
| Total COFFEE CREW (deleted) | 121.50 | | 121.50 | |
| DIRECTOR OF FAITH FORMATION | | | | |
| Health | | 1,500.00 | -1,500.00 | |
| Life Insurance | 1,379.87 | 1,350.00 | 29.87 | 102.21 % |
| Professional Expenses | 4,112.14 | 6,245.00 | -2,132.86 | 65.85 % |
| Retirement | 6,262.66 | 6,245.00 | 17.66 | 100.28 % |
| Salary | 62,949.92 | 62,450.00 | 499.92 | 100.80 % |
| Taxes | 4,815.66 | 4,777.43 | 38.23 | 100.80 % |
| Total DIRECTOR OF FAITH FORMATION | 79,520.25 | 82,567.43 | -3,047.18 | 96.31 % |
| MUSIC DIRECTOR | | | | |
| Professional Expenses | | 1,000.00 | -1,000.00 | |
| Salary | 19,594.12 | 19,594.00 | 0.12 | 100.00 % |
| Taxes | 1,498.95 | 1,498.94 | 0.01 | 100.00 % |
| Total MUSIC DIRECTOR | 21,093.07 | 22,092.94 | -999.87 | 95.47 % |
| Total PROGRAM STAFF | 103,086.57 | 108,228.97 | -5,142.40 | 95.25 % |
| Total STAFF | 358,205.19 | 358,193.46 | 11.73 | 100.00 % |
| Total EXPENSES | 563,116.80 | 558,945.46 | 4,171.34 | 100.75 % |
| Total Expenditures | \$563,116.80 | \$558,945.46 | \$4,171.34 | 100.75 % |
| NET OPERATING REVENUE | \$65,577.34 | \$ -29,892.46 | \$95,469.80 | -219.38 % |
| Other Revenue | | | | |
| Other Miscellaneous Revenue | 0.00 | | 0.00 | |
| Total Other Revenue | \$0.00 | \$0.00 | \$0.00 | 0.00% |
| NET OTHER REVENUE | \$0.00 | \$0.00 | \$0.00 | 0.00% |
| NET REVENUE | \$65,577.34 | \$ -29,892.46 | \$95,469.80 | -219.38 % |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2022 - FY22 P&L

July 2021 - June 2022

| | TOTAL | | | |
|--|---------------------|---------------------|-----------------------|----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Revenue | | | | |
| 100 Questions | -70.70 | | -70.70 | |
| Endowment | | | | |
| Blodgett Fund (Minister's Discretionary) | | 275.00 | -275.00 | |
| Lyon Fund (Flowers) | | 850.00 | -850.00 | |
| Slanetz (Membership Team) | | 300.00 | -300.00 | |
| Stevens (Instrument repair/maintenance) | | 750.00 | -750.00 | |
| Unrestricted Endowment Income | 24,861.01 | 161,872.00 | -137,010.99 | 15.36 % |
| Total Endowment | 24,861.01 | 164,047.00 | -139,185.99 | 15.15 % |
| Fundraisers | | | | |
| Other Fundraisers | | 6,000.00 | -6,000.00 | |
| Total Fundraisers | | 6,000.00 | -6,000.00 | |
| Other Income | 500.00 | | 500.00 | |
| Outreach Collections | 4,034.85 | 35,000.00 | -30,965.15 | 11.53 % |
| Breeze Fees | -130.76 | | -130.76 | |
| Total Outreach Collections | 3,904.09 | 35,000.00 | -31,095.91 | 11.15 % |
| Pledges | | | | |
| Breeze Fees | -862.66 | | -862.66 | |
| Early Pledges | | 32,000.00 | -32,000.00 | |
| FY Pledges | 83,340.98 | 321,000.00 | -237,659.02 | 25.96 % |
| Late Pledges | 1,500.00 | | 1,500.00 | |
| Total Pledges | 83,978.32 | 353,000.00 | -269,021.68 | 23.79 % |
| Preschool Contribution | 3,000.00 | 30,000.00 | -27,000.00 | 10.00 % |
| User Fees | | | | |
| Monday Night AA | 150.00 | | 150.00 | |
| Total User Fees | 150.00 | 6,000.00 | -5,850.00 | 2.50 % |
| Total Revenue | \$116,322.72 | \$594,047.00 | \$ -477,724.28 | 19.58 % |
| GROSS PROFIT | \$116,322.72 | \$594,047.00 | \$ -477,724.28 | 19.58 % |
| Expenditures | | | | |
| EXPENSES | | | | |
| OPERATIONS | | | | |
| ADMINISTRATION | | | | |
| Background Checks | | 250.00 | -250.00 | |
| Electronic Transactions Fees | 159.00 | | 159.00 | |
| Fees | 15.00 | 150.00 | -135.00 | 10.00 % |
| Insurance | 3,277.60 | 15,750.00 | -12,472.40 | 20.81 % |
| Internet | 1,034.92 | 5,000.00 | -3,965.08 | 20.70 % |
| Office Machines | 1,647.99 | 3,000.00 | -1,352.01 | 54.93 % |
| Office Supplies | 493.11 | 2,500.00 | -2,006.89 | 19.72 % |
| Software Subscriptions | 412.39 | 4,500.00 | -4,087.61 | 9.16 % |
| Total ADMINISTRATION | 7,040.01 | 31,150.00 | -24,109.99 | 22.60 % |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2022 - FY22 P&L

July 2021 - June 2022

| | TOTAL | | | |
|-----------------------------|------------------|-------------------|--------------------|----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| COMMUNICATIONS | | 1,300.00 | -1,300.00 | |
| DENOMINATION | | | | |
| UUA Fair Share | 5,184.00 | 25,920.00 | -20,736.00 | 20.00 % |
| Total DENOMINATION | 5,184.00 | 25,920.00 | -20,736.00 | 20.00 % |
| PROPERTY | | | | |
| Alarm Systems | | 1,000.00 | -1,000.00 | |
| Building Inspections | | 200.00 | -200.00 | |
| Elevator | 534.32 | 1,800.00 | -1,265.68 | 29.68 % |
| False Alarms | 75.00 | | 75.00 | |
| Furnishings & Fixtures | | 700.00 | -700.00 | |
| Janitorial Supplies | 829.88 | 2,500.00 | -1,670.12 | 33.20 % |
| Maintenance | | | | |
| Building Maintenance Fund | | 8,000.00 | -8,000.00 | |
| Corrective Maintenance | 1,887.75 | 20,000.00 | -18,112.25 | 9.44 % |
| Preventative Maintenance | 10,174.39 | 10,000.00 | 174.39 | 101.74 % |
| Total Maintenance | 12,062.14 | 38,000.00 | -25,937.86 | 31.74 % |
| Services | | | | |
| Cleaning Services | 1,780.00 | 2,000.00 | -220.00 | 89.00 % |
| Groundskeeping | 1,498.00 | 4,500.00 | -3,002.00 | 33.29 % |
| Laundry | | 1,000.00 | -1,000.00 | |
| Sexton Coverage | | 50.00 | -50.00 | |
| Snow Removal | | 14,400.00 | -14,400.00 | |
| Trash Removal | 646.65 | 6,000.00 | -5,353.35 | 10.78 % |
| Total Services | 3,924.65 | 27,950.00 | -24,025.35 | 14.04 % |
| Utilities | | | | |
| Electricity | 1,171.16 | 9,000.00 | -7,828.84 | 13.01 % |
| Gas | 293.07 | 12,000.00 | -11,706.93 | 2.44 % |
| Water | 1,618.50 | 6,000.00 | -4,381.50 | 26.98 % |
| Total Utilities | 3,082.73 | 27,000.00 | -23,917.27 | 11.42 % |
| Total PROPERTY | 20,508.72 | 99,150.00 | -78,641.28 | 20.68 % |
| STEWARDSHIP | | | | |
| Fundraising Expenses | 300.00 | 900.00 | -600.00 | 33.33 % |
| Stewardship Campaign | | 900.00 | -900.00 | |
| Stewardship Team Training | | 200.00 | -200.00 | |
| Total STEWARDSHIP | 300.00 | 2,000.00 | -1,700.00 | 15.00 % |
| Total OPERATIONS | 33,032.73 | 159,520.00 | -126,487.27 | 20.71 % |
| PROGRAMS | | | | |
| BOARD EXPENSES | | | | |
| Annual Meeting Expenses | | 300.00 | -300.00 | |
| Board Discretionary Fund | | 700.00 | -700.00 | |
| Total BOARD EXPENSES | | 1,000.00 | -1,000.00 | |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2022 - FY22 P&L

July 2021 - June 2022

| | TOTAL | | | |
|---|---------------|-----------------|------------------|----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| FAITH FORMATION | | | | |
| Adult Faith Formation | | | | |
| General | 145.00 | 800.00 | -655.00 | 18.13 % |
| Total Adult Faith Formation | 145.00 | 800.00 | -655.00 | 18.13 % |
| Children & Youth Faith Formation | | | | |
| Appreciation | | 300.00 | -300.00 | |
| Curriculum/Books | 145.00 | 250.00 | -105.00 | 58.00 % |
| Jr High Owl | | 500.00 | -500.00 | |
| Milestones | | 100.00 | -100.00 | |
| Refreshments | 5.95 | 250.00 | -244.05 | 2.38 % |
| Senior High Youth Expense | | 700.00 | -700.00 | |
| Supplies | 75.56 | 1,000.00 | -924.44 | 7.56 % |
| Training | 25.00 | 800.00 | -775.00 | 3.13 % |
| Total Children & Youth Faith Formation | 251.51 | 3,900.00 | -3,648.49 | 6.45 % |
| Total FAITH FORMATION | 396.51 | 4,700.00 | -4,303.49 | 8.44 % |
| LEADERSHIP DEVELOPMENT | | | | |
| | | 300.00 | -300.00 | |
| MEMBERSHIP | | | | |
| Coffee Hour | | 750.00 | -750.00 | |
| Fellowship & Fun | | 800.00 | -800.00 | |
| Membership Team | | 400.00 | -400.00 | |
| Pastoral Care Team | | 50.00 | -50.00 | |
| Total MEMBERSHIP | | 2,000.00 | -2,000.00 | |
| MINISTRY FUNDS | | | | |
| Minister's Discretionary Fund | 10.00 | | 10.00 | |
| Total MINISTRY FUNDS | 10.00 | | 10.00 | |
| MUSIC & WORSHIP | | | | |
| Flowers | | 850.00 | -850.00 | |
| Guest Preachers | | 770.00 | -770.00 | |
| Music | | | | |
| Choir Expenses | | 200.00 | -200.00 | |
| Christmas Choir Expenses | | 200.00 | -200.00 | |
| CIC Sheet Music | | 60.00 | -60.00 | |
| Guest Musician | | 250.00 | -250.00 | |
| Organ/piano R&M | | 1,100.00 | -1,100.00 | |
| Sheet Music | | 2,000.00 | -2,000.00 | |
| Substitute Music Director | | 2,000.00 | -2,000.00 | |
| Total Music | | 5,810.00 | -5,810.00 | |
| Worship Supplies | 145.00 | 1,000.00 | -855.00 | 14.50 % |
| Total MUSIC & WORSHIP | 145.00 | 8,430.00 | -8,285.00 | 1.72 % |
| SOCIAL JUSTICE | | | | |
| Budgeted Outreach | | | | |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2022 - FY22 P&L

July 2021 - June 2022

| | TOTAL | | | |
|-----------------------------------|------------------|-------------------|--------------------|----------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| Community Dinners/Soup Kitchen | | 3,000.00 | -3,000.00 | |
| GSOP | | 750.00 | -750.00 | |
| NAIC | | 50.00 | -50.00 | |
| NH Council of Churches | | 100.00 | -100.00 | |
| Outreach Offering Disbursement | 5,989.78 | 35,000.00 | -29,010.22 | 17.11 % |
| UU Action NH | | 550.00 | -550.00 | |
| Total Budgeted Outreach | 5,989.78 | 39,450.00 | -33,460.22 | 15.18 % |
| SJ Leadership Team | | 500.00 | -500.00 | |
| Total SOCIAL JUSTICE | 5,989.78 | 39,950.00 | -33,960.22 | 14.99 % |
| Total PROGRAMS | 6,541.29 | 56,380.00 | -49,838.71 | 11.60 % |
| STAFF | | | | |
| ADMINISTRATIVE STAFF | | | | |
| ADMINISTRATOR | | | | |
| Health | 1,319.15 | 10,000.00 | -8,680.85 | 13.19 % |
| Life | 194.80 | 1,015.00 | -820.20 | 19.19 % |
| Professional Expenses | | 1,500.00 | -1,500.00 | |
| Retirement | 909.60 | 4,730.00 | -3,820.40 | 19.23 % |
| Salary | 9,096.15 | 47,300.00 | -38,203.85 | 19.23 % |
| Taxes | 695.85 | 3,618.45 | -2,922.60 | 19.23 % |
| Total ADMINISTRATOR | 12,215.55 | 68,163.45 | -55,947.90 | 17.92 % |
| BOOKEEPER | | | | |
| Salary | 887.50 | 4,615.00 | -3,727.50 | 19.23 % |
| Taxes | 67.89 | 353.05 | -285.16 | 19.23 % |
| Total BOOKEEPER | 955.39 | 4,968.05 | -4,012.66 | 19.23 % |
| SEXTON | | | | |
| Health | | 4,000.00 | -4,000.00 | |
| Life Insurance | | 330.00 | -330.00 | |
| Retirement | 360.50 | 2,460.00 | -2,099.50 | 14.65 % |
| Salary | 3,605.00 | 24,600.00 | -20,995.00 | 14.65 % |
| Taxes | 275.78 | 1,881.90 | -1,606.12 | 14.65 % |
| Total SEXTON | 4,241.28 | 33,271.90 | -29,030.62 | 12.75 % |
| Total ADMINISTRATIVE STAFF | 17,412.22 | 106,403.40 | -88,991.18 | 16.36 % |
| MINISTER | | | | |
| Health & Dental | 2,842.85 | 14,850.00 | -12,007.15 | 19.14 % |
| In Lieu of FICA | | 7,820.60 | -7,820.60 | |
| Life Insurance | 421.15 | 2,190.00 | -1,768.85 | 19.23 % |
| Professional Expenses | 549.30 | 10,223.00 | -9,673.70 | 5.37 % |
| Retirement | 1,965.95 | 10,223.00 | -8,257.05 | 19.23 % |
| Salary & Housing | 21,163.60 | 102,230.00 | -81,066.40 | 20.70 % |
| Total MINISTER | 26,942.85 | 147,536.60 | -120,593.75 | 18.26 % |
| MINISTERIAL INTERN | | | | |

Unitarian Universalist Church of Nashua

Budget vs. Actuals: FY 2022 - FY22 P&L

July 2021 - June 2022

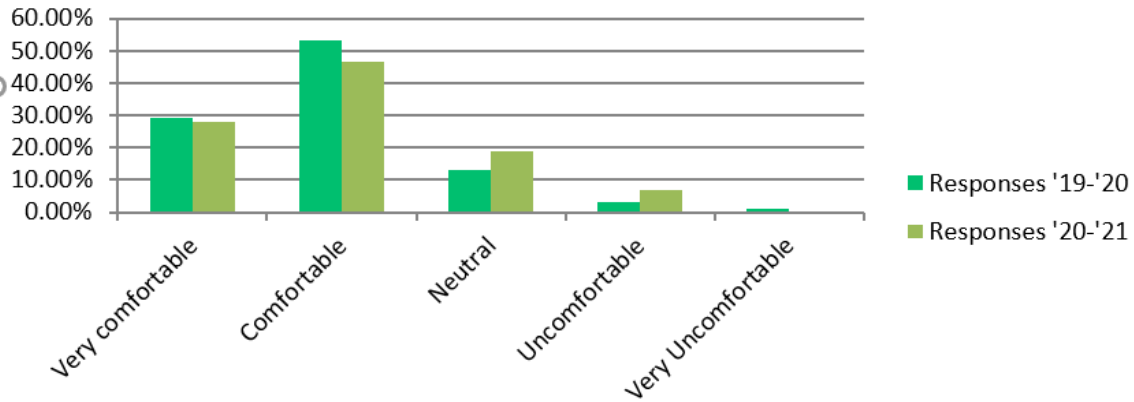
| | TOTAL | | | |
|--|---------------------|---------------------|-----------------------|--------------------|
| | ACTUAL | BUDGET | OVER BUDGET | % OF BUDGET |
| LTD | | 151.00 | -151.00 | |
| Professional Expenses | 180.00 | 1,000.00 | -820.00 | 18.00 % |
| Salary | 507.69 | 11,550.00 | -11,042.31 | 4.40 % |
| Taxes | 38.84 | 883.58 | -844.74 | 4.40 % |
| Total MINISTERIAL INTERN | 726.53 | 13,584.58 | -12,858.05 | 5.35 % |
| PROGRAM STAFF | | | | |
| CHILDCARE | | | | |
| Child Care Lead Salary | | 2,380.00 | -2,380.00 | |
| Child Care Lead Taxes | | 182.07 | -182.07 | |
| Total CHILDCARE | | 2,562.07 | -2,562.07 | |
| DIRECTOR OF FAITH FORMATION | | | | |
| Health | | 1,500.00 | -1,500.00 | |
| Life Insurance | 267.50 | 1,400.00 | -1,132.50 | 19.11 % |
| Professional Expenses | 146.05 | 6,500.00 | -6,353.95 | 2.25 % |
| Retirement | 1,250.00 | 6,500.00 | -5,250.00 | 19.23 % |
| Salary | 12,500.00 | 65,000.00 | -52,500.00 | 19.23 % |
| Taxes | 956.25 | 4,972.50 | -4,016.25 | 19.23 % |
| Total DIRECTOR OF FAITH FORMATION | 15,119.80 | 85,872.50 | -70,752.70 | 17.61 % |
| MUSIC DIRECTOR | | | | |
| Professional Expenses | | 1,000.00 | -1,000.00 | |
| Salary | 3,843.45 | 19,986.00 | -16,142.55 | 19.23 % |
| Taxes | 294.02 | 1,528.93 | -1,234.91 | 19.23 % |
| Total MUSIC DIRECTOR | 4,137.47 | 22,514.93 | -18,377.46 | 18.38 % |
| Total PROGRAM STAFF | 19,257.27 | 110,949.50 | -91,692.23 | 17.36 % |
| Total STAFF | 64,338.87 | 378,474.08 | -314,135.21 | 17.00 % |
| Total EXPENSES | 103,912.89 | 594,374.08 | -490,461.19 | 17.48 % |
| Payroll Expenses | | | | |
| Taxes | 14.57 | | 14.57 | |
| Total Payroll Expenses | 14.57 | | 14.57 | |
| Uncategorized Expense | 85.66 | | 85.66 | |
| Total Expenditures | \$104,013.12 | \$594,374.08 | \$ -490,360.96 | 17.50 % |
| NET OPERATING REVENUE | \$12,309.60 | \$ -327.08 | \$12,636.68 | -3,763.48 % |
| NET REVENUE | \$12,309.60 | \$ -327.08 | \$12,636.68 | -3,763.48 % |

Question 1

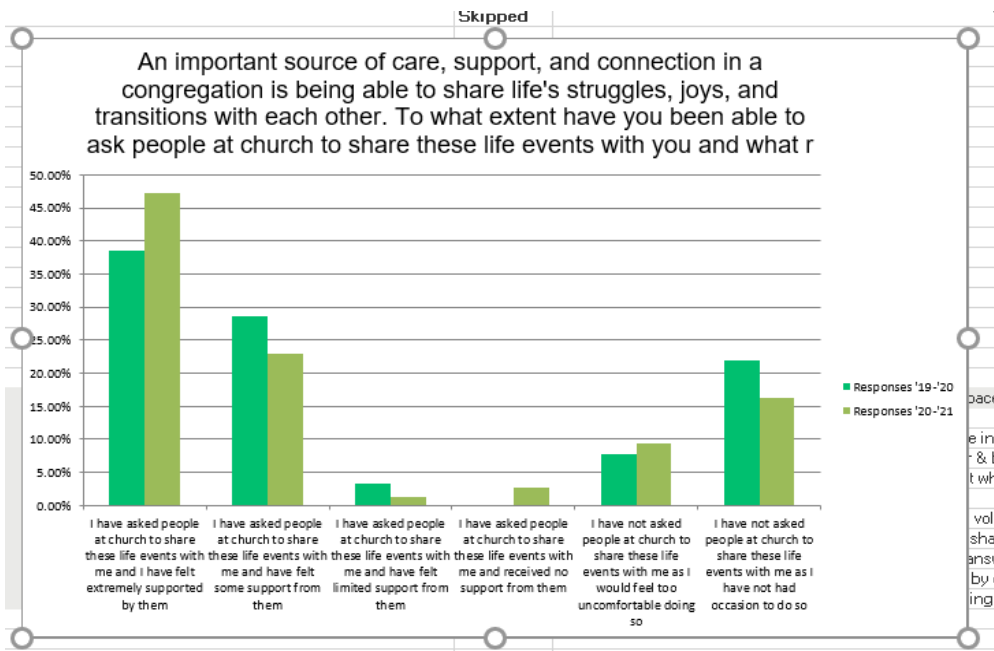


Question 2

To what extent do you feel that you can comfortably take risks, try new experiences, make mistakes and ask for help within our congregation?



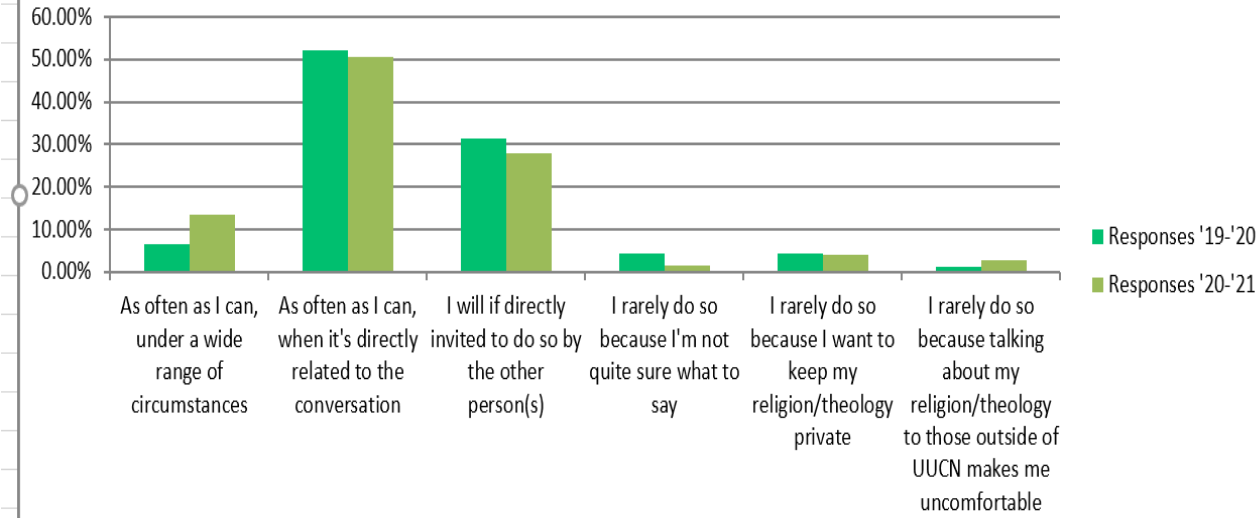
Question 3



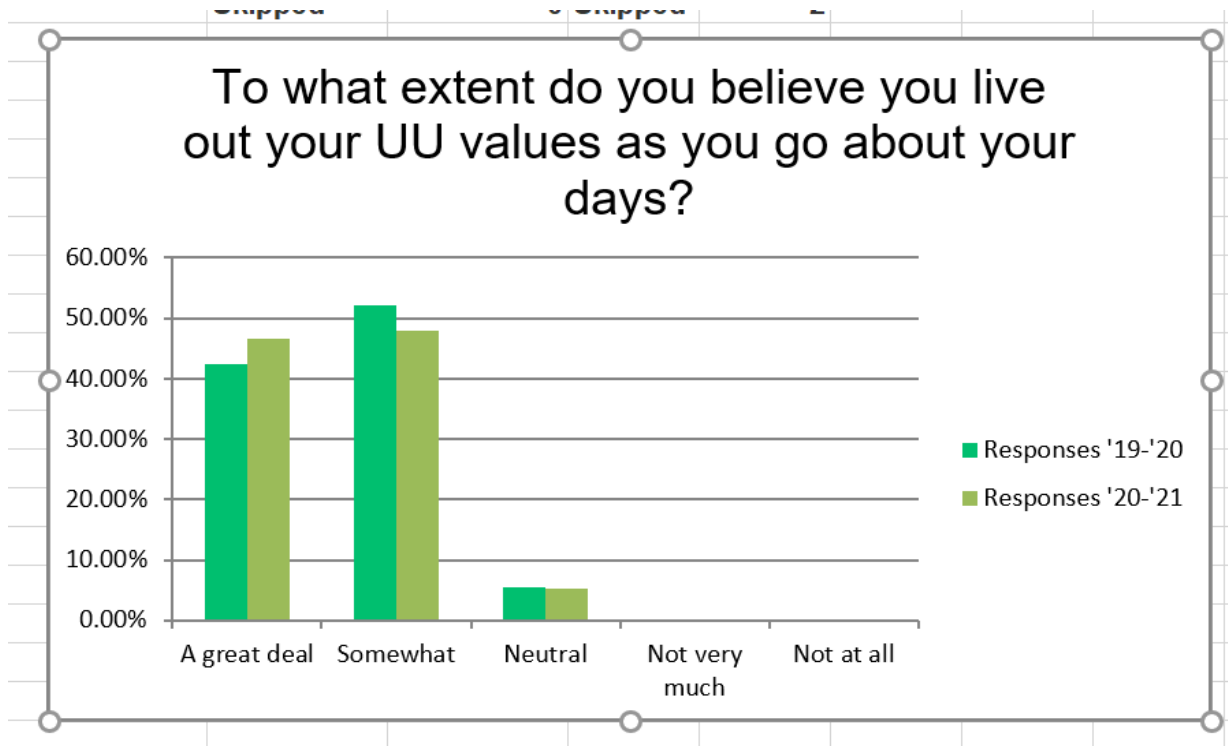
Question 4

Skipped

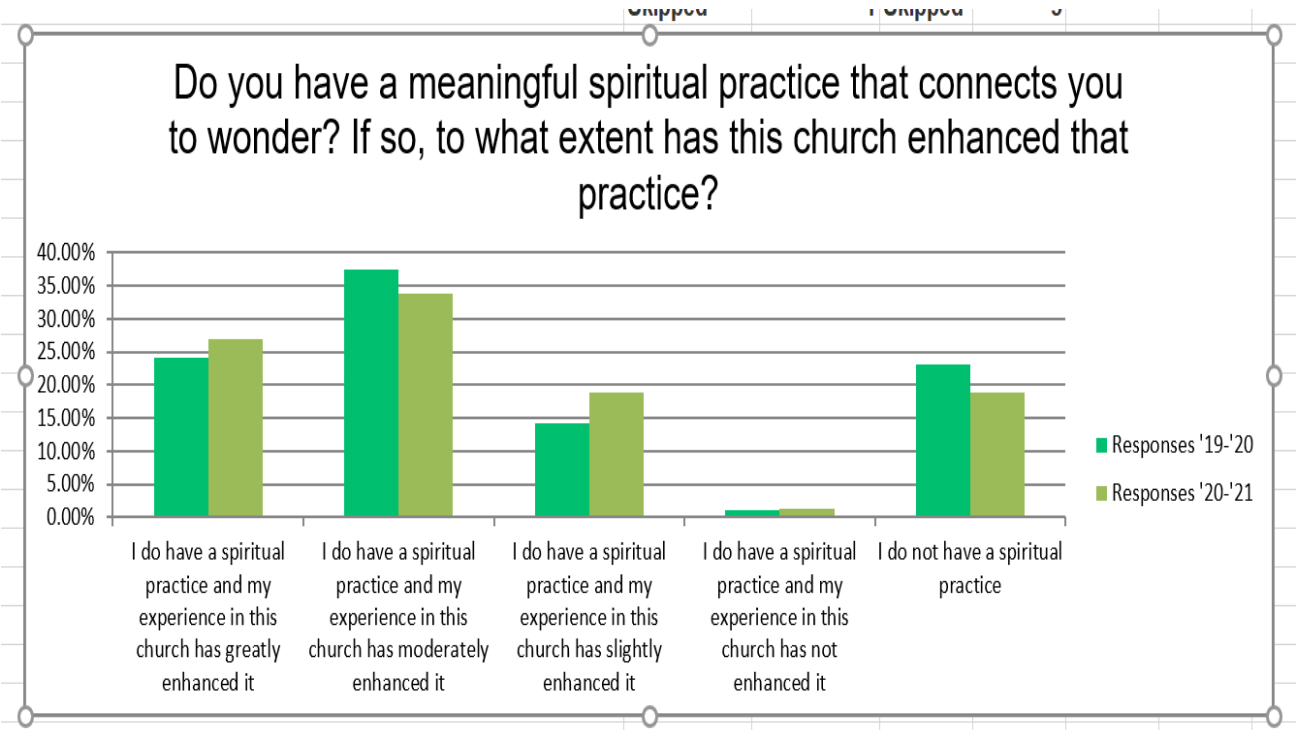
When do you talk to others (not within UUCN) about Unitarian Universalism?



Question 5

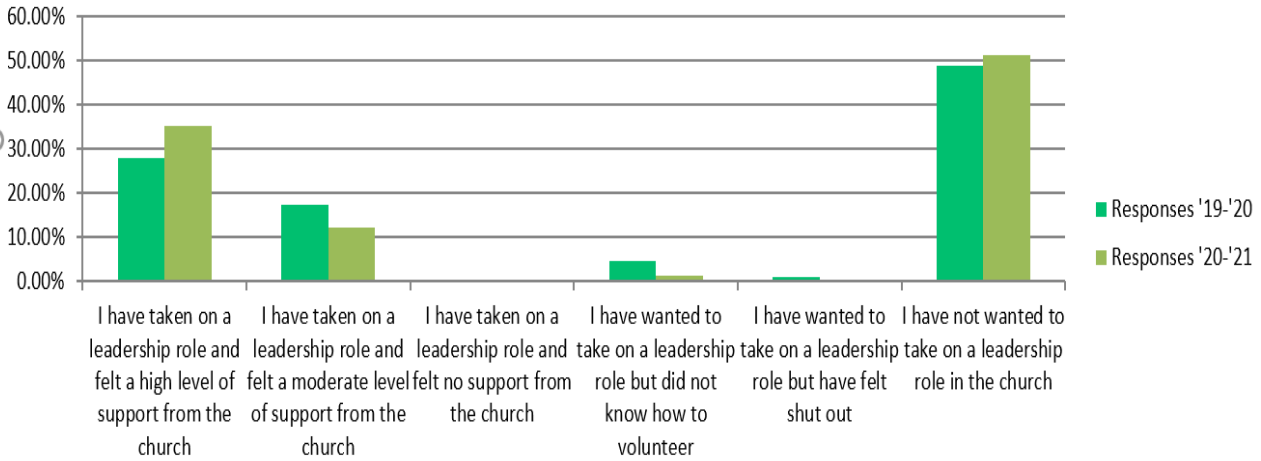


Question 6



Question 7

Has UUCN provided you with the opportunities you have wanted to be a leader within the past church year? If so, how much support did you receive?



Dependents

Response Dates feel free to add your thoughts about this question in the

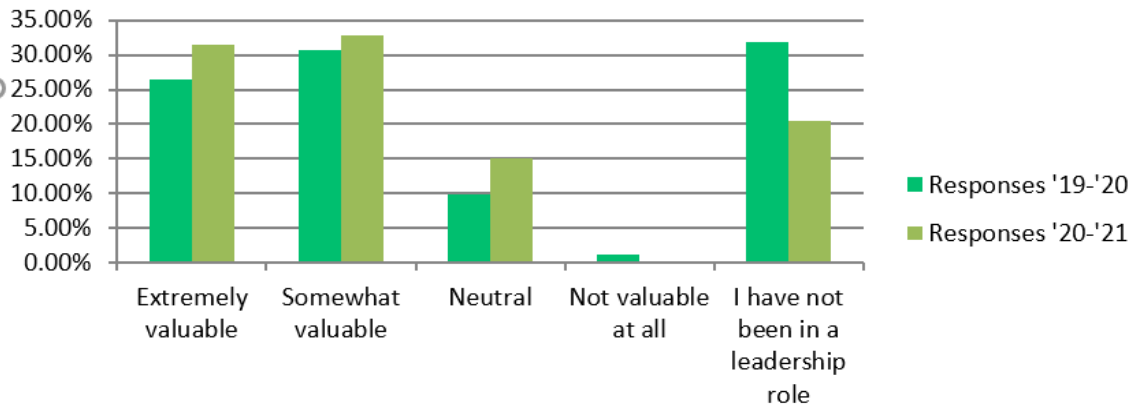
Question 8

Skipped

1 Skipped

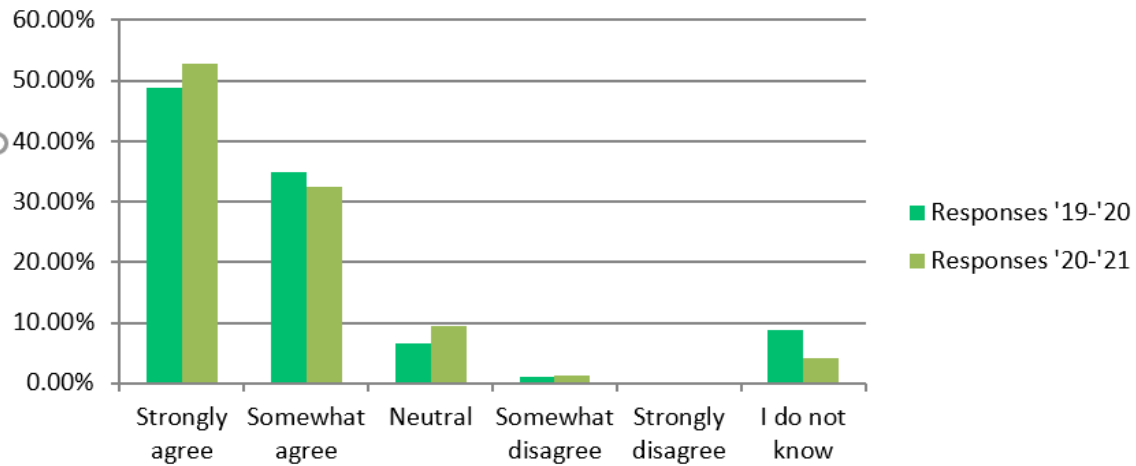
4

How valuable has your church leadership experience been in expanding your skills and in supporting your growth as a person?

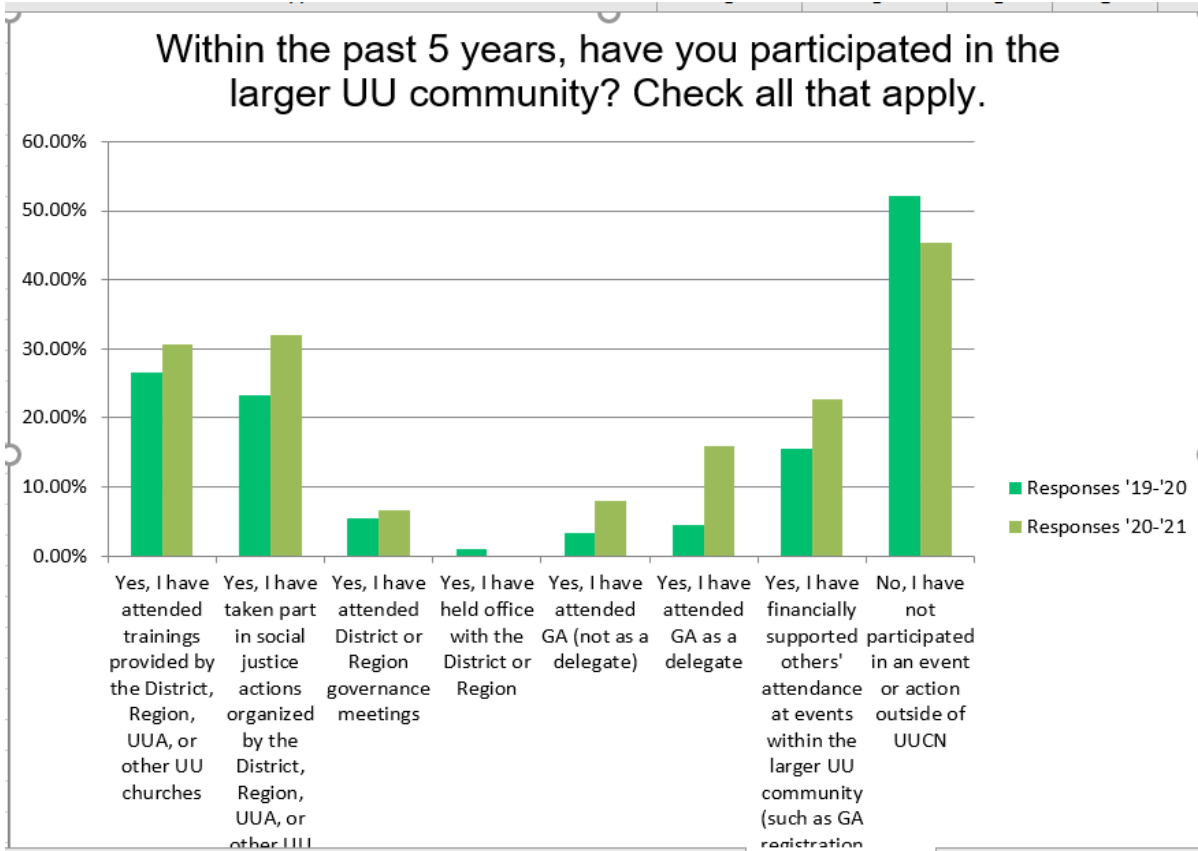


Question 9

My contributions in time, talent and financial support have a direct impact on the success and sustainability of UUCN.

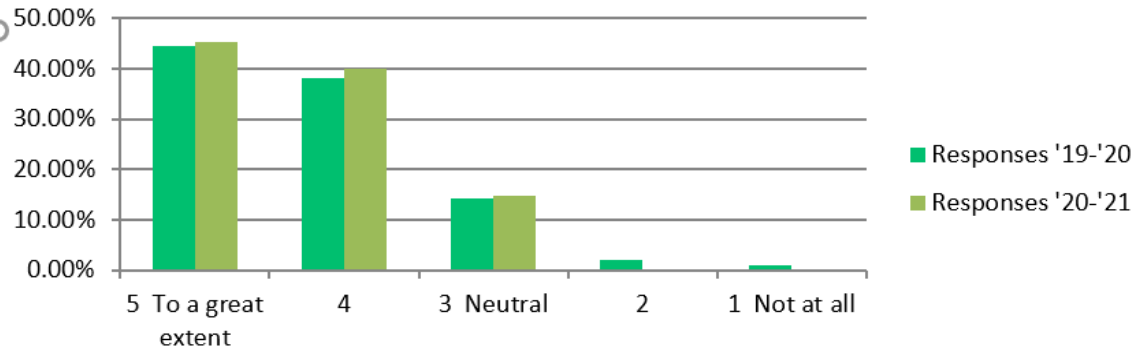


Question 10



Question 11

To what extent do you see members of UUCN working in partnership with each other and other organizations to advance justice and promote healing in our community and our world?



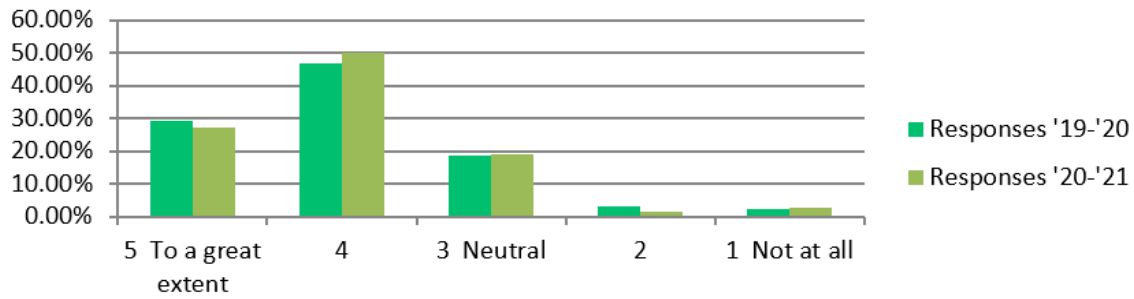
Question 12

Skipped

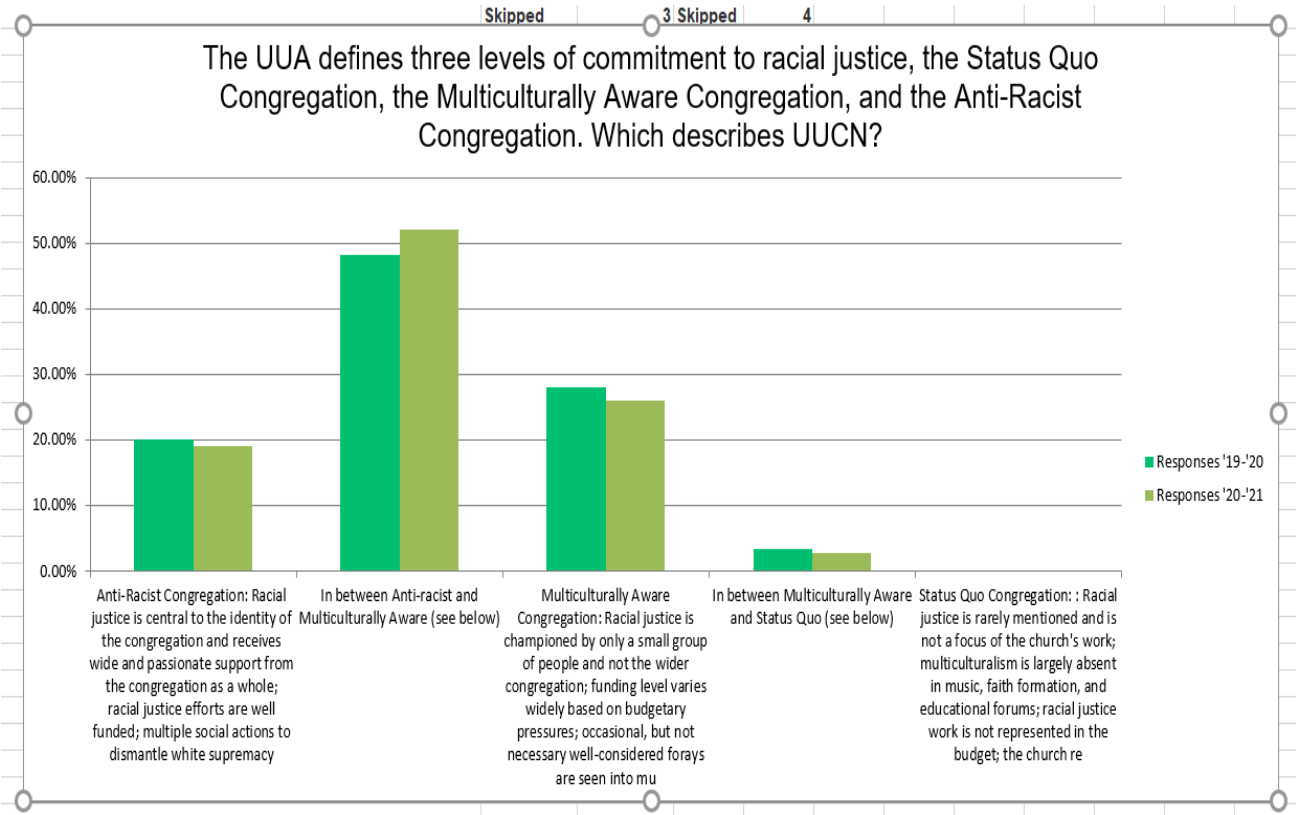
0 Skipped

3

To what extent have sermons and teachings at UUCN helped you develop a deeper understanding of systemic oppressions and helped you work to dismantle them, both personally and within the larger world?



Question 13



Q14 Is there anything else you would like us to know about your experience at UUCN? (The text box below will expand as you type.)

Answered: 18 Skipped: 58

| # | RESPONSES | DATE |
|----|---|--------------------|
| 1 | Challenges in communication and transparency. Curious about the what the board has been doing since March. Assume they have met but no minutes have been posted. | 8/18/2021 2:11 PM |
| 2 | The remote model is not working well for me. I know the church is trying to make it work but it just doesn't. | 8/18/2021 8:51 AM |
| 3 | I am a fifth generation Unitarian and I have often said that the Unitarian Church, along with three other institutions has been a vital part of my education and life experience. | 8/16/2021 11:12 AM |
| 4 | I miss everybody! | 8/15/2021 7:25 PM |
| 5 | I had some difficulty answering Q12. Mostly my relevant values and knowledge are so closely aligned with UUCN's messaging that there is little room for UUCN to move them, which implies a low-numbered answer. Yet in spite that that, some of Rev Allison's (her in particular) words on these topics moved me to a surprising extent to think about these issues even though I already think about them, if that makes sense. But it is no so much "deeper understanding" as it is surface-level attentiveness to what I already deeply understand. | 8/15/2021 1:49 PM |
| 6 | I look forward to the time when UUCN congregants can meet in person again. I find it difficult to participate in any of the breakout sessions on Zoom- It's tough to make that leap into an unknown group of individuals | 5/27/2021 7:22 PM |
| 7 | Plenty, unfortunately a multiple-choice survey will not cover it thank you Ian | 5/22/2021 3:00 PM |
| 8 | I don't think that "racial justice is central to the identity of the congregation" is especially well matched to determine if we are approaching the end of "Understand systems of oppression and privilege and work to dismantle them within ourselves, our congregation, our community, and the larger world." | 5/16/2021 11:12 AM |
| 9 | I have participate in church run workshops and in small group discussion programs such as the reading group and the Covenant group. | 5/14/2021 10:49 AM |
| 10 | considering the pandemic, our church staff has been remarkable keeping congregation connected with on line services and groups. | 5/13/2021 7:47 PM |
| 11 | Question 13 is a difficult one to answer. I think our church has focused on racial justice over the last few years. I understand a lot of it better but I am tired of my guilt by association. I feel like if I don't make this the focal point of my life I am a bad person. I am looking for peace on Sundays and instead find RESIST! as the theme. In general, the country just sucks right now. | 5/13/2021 12:28 PM |
| 12 | I think in the fall of 2021 it would be beneficial, at least once per month, to have a late afternoon or early Sunday evening service specifically geared to the spiritual needs of older people. I know to grow we need younger families and the types of services that appeal to them, That is fine. But some older members feel their needs are being overlooked. | 5/13/2021 9:53 AM |
| 13 | The main theme of this seems to be racial justice issues. I answered neutral to 12 because I did not hear anything that I was not already well aware of, but that might not be true for others. I answered 13 down one step from the max because while I think there is an attitude in keeping with the top tier there, and there are many symbolic and informational steps taken in keeping with that tier, there is not much in the way of practical steps beyond those already being taken by some members of the congregation personally. The simple difference between "there is a BLM rally on Saturday at..." and "please join the group of us who will be meeting at ... to represent UUCN at the BLM rally" would be a big step, and we don't do that. | 5/13/2021 9:16 AM |
| 14 | I value my membership in UUCN, and the increasing opportunities for us to put our energies into love in action . | 5/13/2021 9:11 AM |

UUCN Ends Statements Survey - '20-'21

| | | |
|----|--|-------------------|
| 15 | There is no place I would rather worship. It provides the right amounts of comfort and challenge to my life. | 5/13/2021 4:35 AM |
| 16 | I'd like to see us doing more to heal the world, specifically to fight against climate change. I see this as crucial to our survival, and would love to see us doing more. | 5/12/2021 9:00 PM |
| 17 | Although I've been a member for over a year, I still feel like a noobee. | 5/12/2021 8:54 PM |
| 18 | We have an EXCELLENT President! Who will delete this survey! | 5/12/2021 8:10 PM |