

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

November 11, 2021

Meeting held virtually due to COVID-19

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

Reviewed by Brenna Woods, Roy Goodman, Victoria Agnew, Lindsey Sylvester, Burns Fisher, Cecile Bonvouloir

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 (President), and Rev. Allison Palm

Full Agenda: Appendix A

1. **Check-In**
2. **Chalice Lighting and Story Telling about the Congregation**, Roy Goodman
 1. Several folks traveled to Washington DC to see Stephen Colbert and Jon Stewart
 - i. This was a great trip and an awesome show
 - ii. One memorable moment was seeing sunrise over the capitol building
 2. Another unforgettable event: the wedding of Jen Morton and Michelle Morrison
 - i. January 1, 2010, just after midnight: the first same-sex marriage in New Hampshire!
 - ii. Everyone went early to decorate together, it was awesome
 1. This is the origin of the rainbow banners that hang in our sanctuary
 - iii. It was a wonderful party, lots of dancing and snacking, a wonderful night
 1. Enhanced by Kathy Grossman's painstakingly made 14-layer rainbow Jell-O!



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

1. The Board feels so good just reading this report – it's chock full of good stuff happening!
 - i. Enthusiasm, people joining things in person again, the annual auction, etc.
 - ii. And the newsletters also talk about everything we can do in the community now
2. Technologically we should be ready to have services in person pretty soon
 - i. Almost ready to support multiplatform worship, simultaneously online and in person
 - ii. Anyone who's doing the Board Offering each Sunday, can come do it the sanctuary
 - iii. Only two things left to prepare
 1. Find a way for in-person folks to submit Caring Candles via chat
 2. Move the TV out of the aisle
3. On the safety side, the SCRT will meet in a few days to decide if anything remains to be done
 - i. In our favor: vaccinations now allowed for 5-11 year olds
 - ii. We should really get used to a new mindset:
 1. Never going to reach the point where COVID is really gone; never even going to reach the magical point of Herd Immunity
 2. Explore instead how to gather in a world that still has COVID, lean into risk-mitigation, not put everything on hold until we're in some reality with 0 risk
4. Sadie Kahn-Greene sent a survey about mindset and Faith Formation
 - i. How comfortable people currently feel about meeting in person
 - ii. Who is planning to get their kids vaccinated – because sometimes kids are a different story, even though our adult vaccination rates are quite high
5. What about Christmas Eve services – it would be so wonderful to be together in person
 - i. Although note the current New Hampshire COVID numbers aren't looking great
 - ii. Sending a survey to the congregation about our COVID comfort level
 - iii. Last time we surveyed the congregation for this topic was last May
6. Just had our first case of someone at a UU Nashua event who soon afterwards tested positive
 - i. Emailed to tell all attendees, it was very low risk because we were all outside
 - ii. Nobody else got sick due to this event – it was the best case, except for that person!
 - iii. Now we can do again if and when there's a next time
7. Question about what's a ministerial Vocational Advisor
 - i. That's a mentor who doesn't evaluate you - Harvard Divinity School
8. Interpretations of policy: named the Monitoring Committee, waiting for us to clarify @#@

4. Financial Records Review, Lindsey Sylvester (Appendix C)

1. It's time for the Board to get familiar with this committee
 - i. We agreed not to get an outside financial audit or report
 - ii. So this committee will start playing a larger role with the church and Board
2. Bylaws require this committee to review the financial practices of the church itself, the CWGWWS preschool, and the Nashua Cemetery Association
 - i. Committee is currently chaired by Frank Grossman, with Rob Bate, in 2021
3. They met separately with representatives of each area
 - i. Ericka Lavalley of UU Nashua, Chris Clanin and Kim Coumas of CWGWWS, and Kevin Murray of the Cemetery association
 - ii. In most cases they looked through documents together via Zoom

- iii. They reviewed looking for anything unusual
 - iv. Report contains their reflections and ideas to consider
 - 1. A bit strange that it has no promises to act upon anything that was identified
- 4. Church: no concerns/recommendations here
 - i. It's only 3 months into Ericka holding this job
 - ii. They didn't find anything unexpected; everything seems in order
- 5. Preschool: no concerns/recommendations here either
 - i. In this meeting they didn't screen-share anything, seems odd
 - ii. School uses the same QuickBooks tool used by Church too, which is handy
- 6. Cemetery Association: just had a few areas of note
 - i. Their report summarizes income and outflow
 - ii. Just a few areas of concern:
 - 1. Physical record-keeping can be at Church, rather than in someone's home
 - 2. The bank's Signatory card has the wrong name on it
 - 3. Emails shouldn't be sent to members' personal email addresses
 - a. Rev. Allison notes that the Cemetery has a group email through the church, it's easy to set up any others that are needed
 - iii. A bit strange that the report has no plans/promises to act upon these items
- 7. Discussion among the Board
 - i. It's not specified to have term limits for this team, though other teams do specified
 - 1. Policy merely says it consists of 2 members in staggered 2-year terms
 - ii. Procedures are what they're looking at, and a few transactions as samples to follow
 - 1. A new team or a different approach might also review the numbers below the procedures, to get greater confidence that everything is OK
 - iii. What would we get from an outside Financial Review?
 - 1. Yes, we would get lots more detail – likely a 20-ish page report
 - 2. No, we didn't find it very useful when we did pay for this a couple of years ago, didn't seem worthwhile for the VERY extensive time the auditors spent
 - 3. Vs. Frank and Rob spent ~1 hour with each team, then spent some time to draft this report
 - iv. What is the purpose of this review anyway – to reduce the risk of any fraud?
 - 1. Well a report purely on procedures won't be able to find this
 - 2. But maybe the auditors' report wouldn't find it either
 - v. Method of conversation seems inconsistent across the groups, and FRR didn't get a copy to review vs. only a screen-share in 2 of 3 cases – bylaws say they're supposed to review on their own, plus any additional records they deem necessary
- 8. Opportunity to learn from/with another church in this same area
 - i. UU Nashua recently had a joint staff meeting with Concord NH's UU
 - ii. One possible collaboration: trade financial reviews, we review them and vice versa
 - 1. They too have been wrestling with prohibitive cost of an external review
 - 2. But they too see the worth of reviewing by "outside eyes"
 - iii. Does the Board sees value in pursuing this?
 - 1. Two churches who have same need and who understand church operations,
 - 2. Yes, what a wonderful opportunity and overall an awesome partnership

3. Everyone agrees! Rev. Allison will tell them yes
- iv. Who performs the reviews – staff vs. volunteers?
- v. Next month we'll work on what we want to ask them, and whether and how to change the bylaws, etc.

5. **Sabbatical Planning**, Rev. Allison

1. Sadie Kahn-Greene's sabbatical comes in 2+ months
 - i. Sabbatical co-chairs are Jess Woods and Carol Houde
 - ii. Four months, starting Jan 17, 2022, through approx. May 15th Sunday
 - iii. Coverage is a patchwork:
 1. Caro Barschow for extra hours
 - a. Specifically at-home church kits, and monthly Faith Formation hour
 2. Co-chairs as a team point-people for FF associates working in Sadie's absence
 3. OWL should be ready to just run in the spring, with some support from team
 4. Rev. Allison takes on the worship aspect e.g. Wonder Box, all-ages services
 - a. Worship Associates will help take on much of this with Rev. Allison
2. Rev. Allison's sabbatical starts 6 weeks after Sadie's return
 - i. Duration 5 months, starting in July 2022, coming back in December 2022
 - ii. Coverage:
 1. Won't need any coverage in July
 2. Will show a tentative plan to Board by next Board meeting December
 3. Ideal to figure it out now in next 6 weeks, to have it all handled before Sadie leaves, so we won't have to do it in the short overlap between
 - iii. Has this congregation ever had sabbatical coverage? Anyone recall Steve's sabbatical?
 1. Maybe Rev. Steve took shorter sabbaticals more frequently
 - a. That's unusual, sometimes people add their vacation time and go away for even longer durations
 - b. But a more frequent and shorter pattern sounds good to Rev. Allison: maybe taking off 3 months every 4 years
 2. Maybe Rev. Steve had a different pastor on call each different week/month?
 3. Worship Associates led different services, and a mentor WA for each service was assigned in advance, got mentors and meeting set up
 4. This gave the congregation confidence that the Worship Associates would help us survive when we knew that Steve would soon be retiring
 5. At that time we had a lot of long-term staff, so not as much disruption
 6. And also the Worship Associates had a pocket-sermon prepared in advance, just in case one of the coverage preachers didn't show up
3. Need feedback on communicating these sabbaticals to the congregation
 - i. What do they need to hear/learn?
 1. Joint messaging for both sabbaticals is ideal, otherwise would seem too much
 2. Who will take on the pastoral work for Rev. Allison's role?
 - a. Not sure about this yet Rev. Allison
 - b. Should introduce this person to the congregation a few weeks before Rev. Allison leaves, unless it's Caro Barschow who we now know

3. Overall identifying point-persons/groups and make the congregation aware many weeks in advance
 - a. Give people the chance to wonder and ask who fills in for what duties
 - b. E.g. Executive Director role, who makes decisions, or is it just all of us?
4. Do we think anyone will be worried about continuing to pay these two leaders while they temporarily aren't working?
 - a. Steve taught us about sabbaticals (Don Rowley never took one)
 - b. Younger members: I'd never heard of a sabbatical, it sounds awesome
 - c. Or others have heard of it, it's stuff of legend, what amazing thing are you planning to do? We want to come virtually with you!
 - i. Sabbatical is a thing of privilege, not everyone knows about it
 - ii. Was very hush-hush in some industries, due to jealousy
 - d. The good news is, the congregation has already voted on it, these expenses are already budgeted
5. Cecile explains how she started understanding these concepts during the ministerial search to find a settled minister
 - a. This is not a job, hiring someone into employment
 - b. Ministers are CALLED, it's totally different to Settle someone – you cannot just "turn it off", this is your whole life
 - c. Ministers need education and rest, risk of burnout, always on call
 - d. Sadie's situation as Director of Faith Formation is a bit different, but we want her to stay on cutting edge for all lifespan, not just kids
6. Rev. Allison also points out this is an opportunity for congregation to grow
 - a. Esp. Sadie's absence gives others a chance to step up in leadership
 - b. Just like those who are away on sabbatical, this time gives the congregation a chance to renew and reflect a bit more
- ii. What tools we could use, for this communication?
 1. January 9th will be Sadie's second to last service
 - a. Rev. Allison's sermon will aim to educate and inspire about the theological view of sabbaticals
 - b. The following Sunday service would be a goodbye-for-now
 2. After Steve left, it seemed good for the congregation that the Worship Associates led more services
 - a. If we do so again, it will give confidence that things won't fall apart in Rev. Allison's absence, we can do this, now including Caro
 - b. But note that Caro is already leading worship 4 times, this is not a focus of their internship. This Board still says, this is reassuring to us – Caro says thank you!
 3. Could hold a question/reassuring meeting, for anyone with questions
 - a. Could call it "Bye-Bye and Brownies"
 - b. Agree after the holidays, like right after the Jan 9 sermon
 - c. Give us the comfort that both are really planning to come back!

6. What Should We Share with the Preschool, Brenna Woods

1. Church and Preschool are now starting a period of get-to-know-each-other
 - i. We don't understand each other very well yet, like "roommates who live together but usually don't talk to each other", we cohabitate, in parallel but not together
 - ii. All the teachers are new, vs. we've been a church for 200 years 😊
2. Logistics of our next meeting together
 - i. Who will share our selves and our histories, update each other on our lives?
 1. Victoria Agnew, Cecile Bonvouloir, Lindsey Hedrick will represent UU Nashua
 2. Might seem more casual and friendly if Rev. Allison doesn't attend
 - ii. Tiffany Holmes will set it up, aiming for early December, maybe 1 hour
 - iii. Where? There's lots to learn just from being within the space
 1. Like in our sanctuary vs. in the FF classroom,
 2. Our classrooms are themed on our Ends, would help to illustrate who we are
3. Review each section that we brainstormed at the summer retreat, plus new ideas to tell them
 - i. Tell that the bible isn't the curriculum – instead we focus on our seven principles
 - ii. Tell what are these seven principles, and what is OWL and its values
 - iii. Tell about our commitment to community
 1. At least Rev. Allison shows up to represent us in various gatherings
 2. We display and dedicated the BLM banner
 - iv. Tell that we are welcoming to new families
 - v. What about telling any history? At least that we're approaching 200 years old
 1. Could mention famous UUs, like Ralph Waldo Emerson? Maybe no time for it
 - vi. Tell that the UUA exists, we're in a relationship with this organization of churches across the country and internationally
 - vii. What else did we brainstorm at the summer retreat? Review these points and edit:
 1. Yes we did talk about a sex offender who came to our service, at the retreat, but rather in this conversation we can instead focus on discussing safety – don't want to raise concerns
 2. Not doing a speed-dating with preschool (slide down next seat), remove this
 3. Change: they don't come from a Baptist background, let's not state nor assume this. But rather let's give them our context – we are not the same as their prior church, even if we could assume anything about their background
 - viii. Discussion of turning this list into 2-sided laminated take-home sheet
 1. Yes some people learn better by reading something later quietly on paper
 2. BUT putting this in writing would require editing, approval perfection – nope
 3. So we can give them a paper stating our Mission and our Ends – perfect!
4. Each person from UU Nashua will share something personal
 - i. Participants be ready to say why you love and give time to this church
 - ii. This will be much more powerful than just telling them the above list
5. Any questions that we want to prepare so we can ask them?
 - i. Questions just give a signal of engagement – but they might come up naturally
 - ii. Or this will already be evident even if not prepared beforehand
 - iii. Or this is first of a handful of conversations, might be more authentic next time

- iv. So let's not worry about thinking up questions now in advance

7. Evaluation of Minister

1. It's time for our annual evaluation of Rev. Allison, to give her feedback and ideas to grow
 - i. Now that we have some experience evaluating a minister, how can we improve?
2. How can we improve on the tool, method, and questions we've been using for years?
3. How to replace the tool
 - i. Need to replace the tool Survey Monkey, we're no longer paying for it
 1. Consider Google Forms as possible replacement, or others
 - ii. Originally Rick Spitz found the UUA rubric and transposed it into this tool
 1. Very thorough, this was a great improvement so we adopted it wholesale
 2. Tons of details in each question and each sub-level of each answer-option
 3. Focused on numbers, with occasional prompts to enter text answers
 - iii. What are other churches using? Brenna will check
 - iv. Our Ends survey also used Survey Monkey
4. Replace/improve the evaluation method and questions?
 - i. Observation that this evaluation is very long, tedious, complex answer options
 1. And the survey mainly sought quantifiable number-answers
 2. And it pre-assigned value to the various characteristics at each level
 - ii. We could now pare down the survey to make all questions relevant, remove a few
 1. Though if we use similar survey questions, past results would stay comparable
 - iii. Quantifiable is still needed, only text short-answers wouldn't be objective
 1. But we definitely need room for subjectivity
 2. And it's a human being doing this important job who needs to read them
 3. Let's now encourage text comments for every question, this would be at least as valuable as numbers
5. Input from Rev. Allison
 - i. She would not object to a much less complex evaluation system
 - ii. How about measuring the minister against the job description?
 1. This is what Rev. Allison does for staff evaluations – based on each staffer's job description and their yearly goals
 2. However note, the Ministerial job description still hasn't yet been written
 - a. Would be similar to the content of the letter of call
 - b. Rev. Allison discussed this lack recently with Monitoring committee
 3. No need for any numbers – not used in staff evaluations for a few years now
6. Open discussion
 - i. We do ask a LOT of people to participate – over 50 respondents
 1. Most churches don't even invite this many people; some get feedback from a few random samples, not all these folks year after year
 2. Maybe we ask too many people?
 - a. Could be solely the Board, because the Minister reports to us, according to Policy Governance
 - b. No, but not only the Board has input, other leaders in congregation are also invited, but not open to everyone

- c. And note that not every group of leaders is invited to take all of it
 - ii. Perspective on asking for numerical answers?
 - 1. Yes, across so many answers, numbers can be combined and it feels helpful
 - 2. No, even for this numbers person, these numbers aren't informative
 - 3. So maybe a compromise: change the possible responses to e.g.
 - a. Yes/mostly met,
 - b. No usually doesn't meet,
 - c. Maybe/partially met,
 - d. Skip/NA
 - 4. Good survey-design says it should always have an even number of substantive answers, nothing precisely in the middle; Yes we agree with this!
 - iii. Narrative is more valuable – we'll invite this for every single point
- 7. Next month we'll look at it in Google Forms
 - i. Transform the current complex into simpler google form with same # and topics
 - 1. Keep the content the same, adjust the scale to be much simpler
 - 2. Invite a comment for each question, and make it all optional
 - ii. Then next year, we'll model it on the minister's Job Description
 - 1. Too fast to imagine we'd agree upon it by this January's evaluation
 - iii. Lindsey and Brenna will simplify –
 - 1. Note that if we reduce the answers, it invites people to explain more!
- 8. Don't forget to help the minister to grow!
 - i. Take the risk to give suggestions and strengthen the skills, she values this highly!
 - ii. And do give specific examples or things to illustrate, though the survey is anonymous so just be aware if your examples are identifiable
 - iii. Don't just list her strengths and examples when she did good work, though that's nice

8. Check out and Closing Words

Appendix A: Full Agenda

Appendix B: Minister's Report

Appendix C: Financial Records Review

Agenda

Board of Trustees, Unitarian-Universalist Church of Nashua

November 11, 2021 6:30pm

- 6:30 (10) Check in**
- 6:40 (5) Chalice Lighting: Roy's Story**
- 6:45 (10) Follow Up Story Telling (Everyone)**
- 6:55 (20) Allison's Board Report (Allison)**
- 7:15 (15) Financial Records Review (Lindsey S.)**
- 7:30 (15) Sabbatical Planning (Allison)**
- 7:45 (5) Break**
- 7:50 (20) What Should the Pre School Know? (Brenna)**
 - Review Board Retreat notes from preschool conversation
- 8:10 (20) Evaluation System (Lindsey H)**
- 8:30 (5) Check Out and Closing Words (Brenna & Allison)**

Minister's Report to the Board of Trustees
Rev. Allison Palm
UU Church of Nashua, NH
November 10, 2021
Covering October 13-November 10, 2021

We have had a very full month of activities, with many in person opportunities for connection. The most elaborate was our outdoor/online Switch it up Sunday, with about 35-40 people attending outside and 50-60 online. We held two outdoor workshops and three online. Folks who were outside mostly appreciated the experience, especially the workshop time. We also invited people that day and throughout the following week to stop by the sanctuary to add to our All Souls Altar. Many people did so, and we created a beautiful altar together for our remembrance service on Oct. 31. We also held a Re-dedication ceremony for our new Black Lives Matter Banner on Oct. 30. About 40 people attended, and the ceremony featured remarks by Shoshanna Kelly (owner of Kelly Creative, who designed the banner and active in Nashua BLM work) and Jordan Thompson (founder of Nashua BLM). Our new banner looks great!

In addition to all of these in person worship opportunities, we have continued to hone our multiplatform system for Sunday mornings. Members of the Multiplatform Task Force came to services throughout the month of October to give feedback on how it felt to be in the sanctuary as a participant. We still have a few things to work out, but technologically we should be ready to welcome folks into the sanctuary pretty soon.

The November Faith Formation Family Hour coincided with our Fall Clean Up on Nov. 6, so we got lots of help from families and others that morning. We were able to do more than the Property Team had expected, so they are planning a more focused second clean up on Nov. 20. Our youth partnered with the youth from Concord, NH for a ropes course a few weeks ago to kick off the year, and they are planning another joint outing for glow in the dark archery this month. Sadie is putting together a survey for families that will likely go out this week about people's comfort level with various forms of in person faith formation this winter.

We have some ongoing adult programs: Widening the Circle of Concern Study Group, Adult Coming of Age, and Poetry as a Spiritual Practice. Our covenant groups are also up and running for the year now, and we are planning to have a once a month after church drop in covenant group. I'll be leading my third Welcome to UU session for newcomers this Sunday. The Land Acknowledgement Group will be holding a book discussion on "Braiding Sweetgrass" on Nov. 21.

The Land Acknowledgement work continues, and we may have a draft to share soon. We had a great showing for the CROP Walk, with almost \$4800 raised and about 22 walkers. We also had a good presence at the Faiths 4 Climate Justice rally in Manchester on Oct. 18. Caro is working on reinvigorating our Welcoming Congregation work, and is planning an after church conversation about that work on Dec. 5.

Our Harvest Auction was very successful, exceeding our goal of \$5000. We also had a fun raffle drawing event with about 20 people on Sunday afternoon to close out the Auction.

The Building our Vision Team has received 6 proposals from architects and created a rubric to review them. We are meeting this weekend to go through them all and narrow it down to those we would like to interview.

Our staff did a mini-retreat with the staff from the Concord, NH congregation, where we shared ideas about what's working for us and talked about some of our shared challenges. It was a really fruitful day and we plan to get together again in the late winter/early spring. We are continuing to juggle coverage for Ericka, who will be back on Dec. 5. I'm especially grateful to all the office volunteers who have jumped in to help! Sadie is working out all the details of her sabbatical coverage, and starting to meet regularly with her sabbatical co-chairs, Jess Woods and Carol Houde. She and I are also thinking about some joint messaging to the congregation about our sabbaticals, and I've planned a service for Jan. 9 that will be one piece of that.

The SCRT is meeting next week to re-assess our Covid policy, especially in light of vaccinations now being available for children as young as 5. I keep hoping that our numbers will go down enough by Christmas Eve to make in person services possible.

Professional Development/Collegial Connection

- Weekly support and collaboration calls with Nashua area clergy
- UUMA New Hampshire Cluster Meeting
- First meeting as a vocational advisor for a ministry student

Community/Social Justice Activities

- 2 New Hampshire Council of Churches meetings, and fundraising calls
- 1 Immigrant Solidarity Network Meetings
- 1 Nashua Area Interfaith Council Meetings
- Support for a NHCC Vigil memorializing those who have died from Covid in NH
- 2 planning calls for GSOP clergy caucus and one 1-1 conversation
- Interviewed as part of the Campaign for a Family Friendly Economy bus tour

Children's Winter Garden with White Wing School

- The school finally had their NAEYC accreditation visit in October, after starting the process over 2 years ago. The visit was delayed for a full year plus due to the pandemic. They now will have to wait up to three month for the results.
- All classes are basically full, with just a couple afternoon slots available
- We have two new parent Board members, and are working on getting two more.

Minister's Schedule

- Nov. 22-28: Study Leave

Monitoring Report on Policy E: Financial Planning and Budgeting

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

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

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

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

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

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

Data: We have an operating budget for FY2022, approved by both the Board and Congregation, which funds the programs and resources listed above. Our FY2022 budget includes one line item that is for multi-year costs: Building Maintenance Fund. The FY2022 budget can be found here: <https://uunashua.org/wp-content/uploads/2021/05/FY21-Financial-Report-Proposed-FY22-Budget.pdf>

Statement of Compliance: I report compliance.

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

Interpretation: This is one of the policies that the Monitoring Committee is looking at revising for clarity. I will wait to interpret this until that revision happens.

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

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

Data: 1/6 of this year's annual budget is \$99,000. We currently have about \$120,000 in operating reserves in our checking account.

Statement of Compliance: I report compliance.

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

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

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

Statement of Compliance: I report compliance.

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

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

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

Statement of Compliance: I report partial compliance

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

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

Data: The FY2022 budget includes our full Fair Share Contribution, \$25,920.

Statement of Compliance: I report compliance.

Policy L: Acceptance of Restricted Donations

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

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

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

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

Statement of compliance: I report compliance

Financial Records Review Committee Annual Report

2020-2021 Church Year

Financial Records Review Committee (FRRC) Members: Frank Grossman & Rob Bate

Our bylaws require annual financial record reviews of the Church, Winter Garden with White Wing School, and the Nashua Cemetery Association. The reviews verify that the fiscal records and financial transactions of each component are transparent, orderly and consistent.

The Committee conducted separate reviews for the UU Church (Ericka LaValley, Church Administrator), Children's Winter Garden with White Wing School (Chris Clanin, Director and Kim Coumas, Office Manager), and Nashua Cemetery Association (Kevin Murray, Treasurer).

This year due to the pandemic the meetings were done remotely with video conferencing software.

Subject to the concerns and recommendations below all records examined were found to be in satisfactory order.

UU Church of Nashua

Attendees; Ericka LaValley (Church Administrator), Frank Grossman, Rob Bate

Ericka was only 3 months into the job of Church Administrator when we did this review. Ericka had picked up a good amount of knowledge by this point, and was great at asking questions to make sure she had a good understanding of the different parts. She had picked up a good amount of the QuickBooks (QB) lingo and was able to show us around by sharing her screen. The main areas that we asked about were income and expenses - the different types and the procedures for each - as well as any policies around the financials. Ericka had a good grasp on the different types of income that come into the church, including how pledges come in from Breeze and how to reconcile those to the individual accounts in QB. On expenses, the budget is kept in QB and she makes sure that each check comes from the correct accounts from the budget and is reflected in QB. She was also able to walk us through the procedures for reimbursements and the use of the debit card. The bookkeeper, Lori Bonnette, has taken on a little bit more of the procedures while Ericka is learning the systems, but that should return to normal as Ericka gets more up to speed. While it always takes awhile to come up to speed on all

the policies, most of the policies are documented and kept in a shared drive on Google. Ericka has a very measured approach and our feeling was that she was likely to ask questions or be more conservative than most policies.

We were able to have Ericka pull some recent donations and expenses and show us how those moved through the systems. All looked good.

One change was that the payroll company PayCycle had recently been purchased by QB. As with any conversion, details have to be watched closely to make sure no details have changed. There were some minor issues, but all were being handled.

The Church did receive some PPP loans, but that had been handled before Ericka started and most of the details were handled by Rev. Allison and the Board.

Areas of concern:

There were no areas of concern that came up during the meeting. We did enjoy seeing how much Ericka has learned about the systems in such a short amount of time.

Children's Winter Garden with White Wing School (CWGWWS)

Attendees; Chris Clanin (CWGWWS Director), Kim Coumas (Office Manager), Frank Grossman, Rob Bate

It was nice to have both Chris and Kim at the meeting. They gave us a better idea of the flow of all the parts.

The school is doing very well. They had to do a lot of work in order to have in person classes, such as installing touchless sinks and air purifiers as well as following the CDC guidelines. They were able to be in person for all but approximately 3 weeks, and did remote classes during those times. They applied for and received 3 pandemic grants to help with the equipment they had to install, PPE, and losses due to lower student enrollment. They had around 50 students versus 78 the year before. Also since they do their payroll through the Church they were able to benefit from the PPP loans that the Church applied for. With all of this they may have an excess of revenue over expenses.

Enrollment is looking good for next year with 75 already registered. Their “Stay and Play” after school program is also growing and will hopefully have enough children to open a second classroom.

The only real change for the year is that they switched bookkeepers to use Lori Bonnette, which is the same as the Church’s bookkeeper.

Chris and Kim work together on a daily basis, and it was easy to see that they complement each other's strengths and weaknesses.

They were able to walk us through some transactions, although they were not able to share their screen in order for us to see their QuickBook (QB) entries. We did not see any problems from what they walked through with us.

They also keep their budget on QB so they can see how they are tracking to the budget. And they have strong policies in place for reimbursements.

Areas of concern:

We did not hear any concerns this year.

Nashua Cemetery Association (NCA)

Present: Kevin Murray (Treasurer), Frank Grossman, Rob Bate

The NCA is a very simple business with their own Board that has met once this year. The organization only does about 6 transactions a year. Since the business is simple their accounting is done by filing invoices and doing their banking online. Currently there is about \$8,000 in their bank account that is held at Bar Harbor Bank & Trust.

The majority of their income comes from existing funds of about \$300K. While these funds are not an endowment, they are invested alongside the Church endowment for a better return. NCA gets monthly proceeds from this investment. At one point their bank account was getting a little low so they requested an extra \$6,000 from their invested funds. It appeared they followed their policies on this and got two signatures on the approval from the Treasurer and the President of the NCA Board.

Near the end of the year they received two memorial reservations for a total of \$2,000.

Kevin was able to share his screen to show us the online banking. We could see all the transactions that had happened for the year. We did not see any problems.

The only real change that he mentioned was that the President of the Board is leaving and they will have a new President starting next fiscal year.

Areas of concern

Ongoing concern: Currently the NCA's past records are kept in a few boxes at the Treasurer's house. We suggested storing those records at the Church.

It would be nice if he emails and investment reports were not going to Kevin personally. We suggest the reports go to the church. Could the church provide the NCA with some email addresses?

Signatory card. Kevin believes that Ellen McCormick is still on the signature card. His plan was to get the signature card updated when the new NCA Board President comes in.

In noting concerns and making recommendations we recognize we may have transcended the technical limits of our charge. It is not our intent to criticize past actions or suggest inappropriate changes. We believe it is important to raise these concerns to the Board and let it and the congregation decide what, if any, action should be taken.

Acknowledgement

The committee would like to extend sincere appreciation and gratitude to all parties who opened their books and responded to FRRC inquiries. Without exception, everyone was extremely open, accommodating and supportive of the process.

Respectfully Submitted:

Signature:  Date: May 22, 2021

Frank Grossman

Signature:  Date: May 21, 2021

Rob Bate