

Unitarian-Universalist Church of Nashua, NH
Board of Trustees
September 08, 2014

Present: Harry Purkhiser, David Hudson, Mary Licking, Pat Ladew, Kate O'Shea, Rick Spitz, Carol Wagner, Mike Wilt, and ex officio member, Reverend Janet Newman. Absent (excused): Lance Pratt. Also present was invited guest, Meredith Olson, Interim Director of Lifespan Religious Education (IDLRE), UUCN. Monica Staples, invited guest, entered at 8:45 pm.

The UUCN Covenant of Right Relations (DRAFT) (see below the Clerk signature block) was brought to the attention of the Board as being the document that a committee has submitted, a committee that was formed at the request of the Board for the purpose of developing such a document. The reason it is a draft is that it has not yet been approved by a meeting of the congregation.

Timekeeper for each agenda item of the meeting was David. Harry performed the chalice lighting. A Check In was performed during which a BoT member could share a word or two with the group. Some members did.

The Consideration of Board Covenant [see attached below after Our Covenant of Right Relations (draft)] took place as follows: the Board Covenant was reviewed by each member present with the idea of re-adoption in mind. Rev. Janet raised the point that once the covenant is breached, there is no path specified for the fallen member to come back into covenant. She offered to provide language to make the improvement and then Harry will see to it the new language is incorporated and make the covenant available for signature by each member.

A motion passed made by David and seconded by Carol to approve the consent agenda. The consent agenda consisted of:

- Approve minutes from June 9, 2014 BoT meeting (see them on uunashua.org)
- Re-appoint members of Investment Review Committee (Bob Sampson, Jon Laselle, Joan Connacher, Mike Ballentine, June Haskell, Kathy Grossman, Russ Leonard). Approve directions to IRC. (Apparently, no written instructions have ever been issued by the Board to the Committee. These instructions put in formal language what the Committee has been doing.)(see attached following the Board Covenant)
- Minister's Report (see attached following Appointment of the Investment Review Committee), with motions to make housing allotment from salary, and to recognize the Transition Team. The motions are: 1) The Board of UUCN allots \$25,000 of her salary of \$77,050 to a parsonage allowance for Janet Newman, Interim Minister, from August, 2014, through July, 2015. 2) The Board recognizes and affirms the members of the Transition Team for 2014-15. These members are Mike Ballentine, Joan Connacher, Geri Davidson, Eileen Herring, and John Sanders.
- Treasurer's report (see attached)

The BoT welcomed the new interim minister and received the Minister's report. Rev. Janet waived the opportunity to speak, and recommended Meredith Olson be allowed to speak. With the Board's permission and welcome, Meredith Olson then spoke about the report (see attached after Minister's Report) she had submitted to the BoT.

The new BoT president, Harry Purkhiser, provided remarks. Now is the time for the BoT and the church to become outwardly focused, and some of the projects we take up in the coming months are long-term in nature, and therefore, are meant to continue beyond this year. He drew the BoT's attention to the BoT Calendar 2014-2015 (see attached).

A discussion took place regarding the BoT responsibility to fill, per the bylaws, two positions in the Nominating Committee with the result that Kate will continue her service on the Nominating Committee and another member will be sought to begin service on the Nominating Committee. There were no volunteers. Members handed in ballots to nominate a member and Harry will view them and place phone call(s) to member(s) in effort to find one to serve. Besides Kate, Harry had served as a BoT member on the Nominating Committee last year.

A discussion took place regarding the BoT responsibility to fill one of the positions in the Negotiating Team. The Negotiating Team is made up of one person from the Ministerial Search Committee, one person from the Board of Trustees, and one person at large. The at-large member (Jon Laselle) has withdrawn, creating the need for the BoT to appoint a voting member of the congregation. According to the UUA's Settlement Handbook, the team is appointed by the governing board "to develop for the board's approval a draft ministry agreement that reflects the relationship the congregation hopes to have with the minister it calls, and then to negotiate it with the ministerial candidate." Continuing members are Steve Hedges (Search Committee) and Kate (BoT). Qualifications and desired characteristics for the success of one serving in the position were offered by members of the BoT. The BoT cited three nominees and Harry will place phone calls to them to learn of their interest in serving with the idea of seeking one who agrees to accept the position.

A discussion took place regarding the governance focus for the year. The results were as follows:

- The BoT will review our new Policies. David, Pat, and Kate are willing to serve on a subcommittee to start the process. The entire BoT needs to read what the BoT has done to date regarding the policies of UUCN. When the subcommittee completes its review and presents its findings to the BoT, the BoT will act as a committee of the whole in receiving the information and charting a path forward.
- An attempt will be made to enlist Unity Consulting to help advise on Linking and Monitoring aspects of Policy Governance, especially in a small (250) member congregation. Presumably the success of this attempt rests on whether there is a

mutually acceptable date for a meeting. See attached handouts from Unity Consulting seminars, June 26th, that Harry and Mary attended in Providence.

- There was consensus on looking for outside help in creating and institutionalizing our Long-Range Planning Process. Kate reminded the BoT of short term needs, specifically, upcoming deadlines in the next two months to be aware of regarding decisions that need to be made for the Ministerial Search process.
- The BoT will explore whether to adopt a policy to convert to a continuous focus on generosity and stewardship. In deliberating on this issue, each BoT member will read a paperback entitled, Making the Annual Pledge Drive Obsolete, by Timothy Dombek & Michael Durall, 2014, the book copies having been made available to each BoT member through the donation of those books made for this purpose by Harry Purkhiser.

The Board met with Monica Staples and received the news that the group that helped run the recent CONS (overnight sessions for youth and young adults of ages 14-22), Providing Understanding, Leadership, Spirituality, and Empowerment (PULSE), had disbanded. She went on to say that PULSE has chosen to distribute its remaining funds to the UU churches in Manchester, NH and Nashua, NH, because PULSE viewed those two churches as being the ones that were the more supportive of PULSE's mission regarding the running of the CONS. The funds are to go to the youth and young adult groups at those churches. Manchester has a youth group, but not a young adult group. Nashua has both a youth group and a young adult group. The funds are evenly split between the youth and the young adults. Because Nashua has a young adult group, it was chosen as the recipient for all the funds being given to young adults, \$897.54. Nashua will receive half of the funds being given to youth (the Manchester UU church will receive the other half), making the share going to the youth group at UUCN as \$448.77. PULSE stipulates that the money must be spent on what the group in each case agrees to spend it on, according to the letters presented to UUCN regarding the donation (see two attached letters from PULSE). Monica presented both checks to the BoT. Monica was originally scheduled to appear with one of the youth who was not named, but that person was unable to attend. Harry thanked Monica on behalf of the BoT. While PULSE is disbanded, there is still some ability for the BoT to reach the individual former members through Monica, who is aware of their identities. One possible reason for getting in touch with them would be to extend thanks for their efforts that have benefited UUCN, and the BoT desires to do just that.

It was decided to schedule a meeting with the Ministerial Search Committee for October 20th, contingent on that Committee's agreement. The purpose of the meeting is to review what they learned from the Beyond Categorical Thinking workshop last year. That meeting will be held during the BoT's regular meeting date for October, which will be October 20th. The BoT may also have a meeting with Unity Consulting on that date, depending on whether Unity Consulting consents.

In volunteering for tasks, the BoT agreed to a schedule for providing Words of Welcome at September and October services (see List #1), and for chalice lighting and timekeeping at BoT meetings for the rest of the church year (see List # 2). Upcoming dates are shown in List #3.

The next BoT Meeting is Monday, October 20th, 2014. Besides the BoT taking up regular business, the Ministerial Search Committee is expected to appear at the meeting, and possibly Unity Consulting will meet with the BoT.

Rev. Janet gave the closing words that accompanied the extinguishing of the chalice.

Lists #1 through #3

List #1

Words of Welcome
& Church Service
Announcements:

September 14	Kate
September 21	Mary
September 28	David
October 5	Rick
October 12	Harry
October 19	Pat
October 26	David

List #2

Chalice lighting

Sep 8 – Harry, Oct 20 – Carol, Nov 10 – Pat, Dec 8 – Mary, Jan 12 – David, Mar 9 - Rick
Feb 9, Apr 13, May 11, and Jun 8 – all 4 of these dates are blank

Timekeeper schedule:

Sep 8 – David, Oct 20 – Kate, Nov 10 – Mary, Jan 12 – Rick, Feb 9 – Pat,
Dec 8, Mar 9, Apr 13, Jun 8 – all 4 of these dates are blank

List #3

Upcoming Dates:

Saturday, September 20, Interim Minister Startup with five other churches in Concord.
Monday, October 20, Regularly scheduled BoT meeting, moved to this October 20 date

List #4

Attachments to these minutes:

1) two letters from PULSE (2014Sep8BoTltrs.pdf), 2) Appointment of Investment Review Committee, 3) June 9, 2014 minutes (located on uunashua.org), 4) BoT Calendar, 5) IDLRE Report, 6) Treasurer's Report (FYTD2014-09-03.pdf), 7) Minister's Report, 8) Taking It Deeper...pdf handouts (from Unity Consulting meeting at Providence, RI that was attended by Harry and Mary), and, 9) BoT Covenant

Reminder: regularly scheduled BoT meeting times have been moved to the second Monday night of the month.

//original signed//

Mary Licking,
Clerk, Unitarian Universalist Church of Nashua,
New Hampshire

Revision 3

Our Covenant of Right Relations (draft)

Mindful of one another's inherent worth and dignity, we all covenant;

- *To each bring our best selves to this place*
- *To listen intently*
- *To speak honestly and thoughtfully*
- *To trust in one another's good intentions and recognize that our actions and words have an impact regardless of our intentions*
- *And when we find communication is difficult, we will ask for help and be open to loving guidance from others.*

*****End of Our Covenant of Right Relations (draft)*****

Board of Trustees Covenant

Unitarian-Universalist Church of Nashua

September 8, 2014

The members of the Unitarian-Universalist Church of Nashua, New Hampshire, acting in the tradition of the Free Church, have entrusted us with the responsible governance of our congregation. To help us honor that trust we promise the following to one another. As fellow members of the Board of Trustees of the Unitarian-Universalist Church of Nashua, we will:

Show respect for one another. We will honor the dignity of our fellow Board members and respect their opinions. We will strive to ensure that everyone's voice is heard and refrain from interrupting each other. We will assume the best intentions of our fellow Board members, remembering that we are working toward common goals.

Take responsibility to express our opinions on the issues before us. We recognize that we each have an obligation to express our views on the important matters that come to the Board. We will keep an open mind when listening to the viewpoints of others, and express our disagreements respectfully.

Respect the dignity of Board decisions. We may offer varying opinions in our discussions, but we will stand behind the decisions the Board has made once the decision making process has been fairly completed.

Make efficient use of time. We will focus on the issue on the table with minimum distractions and complete our work in a timely manner. Making efficient use of time includes timely dissemination of meeting materials; taking time to read through materials and prepare for meeting discussions, respecting established time limitations; and keeping comments pertinent and succinct.

Conduct our business face to face. Whenever possible, we will conduct our discussions and deliberations in person.

Maintain a sense of the sacred. Even as we attend to matters of business, we will remember that we are a religious community, and our purpose is to advance the mission and covenant of this Church.

Inject fun in our work. Though our work together is serious, we shall not take ourselves too seriously.

Make our activities transparent to the Congregation. We are mindful that we have been entrusted by the members of this Church to carry out the business of governance. Therefore it is our duty and obligation to participate in and encourage open, two-way communication regarding our work on their behalf.

Keep mindful that we are part of a greater community. We shall remember that in our deliberations we must consider the needs of our larger community and the impact of our decisions on the world outside our doors.

This is a living document. As such, it can be reviewed and revised by consensus at any time.

*****End of Board of Trustees Covenant attachment to September 8, 2014 minutes*****

Appointment of Investment Review Committee

September 8, 2014

Article 11.3 of our bylaws allows the Board of Trustees to establish an Investment Review Committee to act as liaison between the Board and the investment advisors or managers the Board chooses to manage the church's invested funds. For the church year 2014-2015, voting members appointed to the committee are:

Robert Sampson

Joan Connacher

Jon Lasselle

June Haskell

Kathy Grossman

Mike Ballentine

Russell Leonard

Steve Ladew

There being no previous written direction given from the Board to the Committee, the Board issues the following long-standing instructions as to the conduct of the Committee and the management of the Church's invested funds:

1. The Committee shall recommend advisors/managers and investment policies to the Board and shall meet regularly with the advisors/managers. Further, that in consultation with advisors/managers, it shall develop and implement investment strategies based on the total return principle (income plus capital gains), and consonant with three purposes:

- Preservation of capital so that it is not eroded by inflation
- Increase of capital
- Provide income for Church programs and operations

2. For budgeting purposes, the Committee shall yearly recommend to the Board a prudent withdrawal rate without consideration of need.

3. The Committee shall also maintain contact with the two funds the managers of which were specified by the donors of the funds. The Church has no authority over how the two funds are managed, however for one of the funds the Committee may specify a withdrawal rate consistent with Item 2. above.

*****End of Appointment of Investment Review Committee attachment to September 8, 2014 minutes*****

Report on the Interim Ministry for the Board of Trustees, 9/8/14: Janet Newman

It is truly an honor to serve this fine congregation during your bonus year of Interim Ministry.

This first Board report will be brief. One detail needs your immediate attention: I ask the Board to vote on my parsonage/housing allowance for 2014-15, and this vote needs to be entered into the minutes. No discussion is needed; this notation is for the IRS in case they choose to look into my compensation.

The motion: The Board of UUCN allots \$25,000 of her salary of \$77050 to a parsonage allowance for Janet Newman, Interim Minister, from August, 2014, thru July, 2015.

Another motion: The Board recognizes and affirms the members of the Transition Team for 2014-15. These members are Mike Ballentine, Joan Connacher, Geri Davidson, Elaine Herring, and John Sanders.

As your second Interim Minister in this transition period, I celebrate the work of Rev. Olivia. You accomplished a great deal during her pastorate of 2012-14, and the Board worked very hard on infrastructure. The observations that I bring to your attention will not feel new to you. I would greatly appreciate hearing from you what the Board found most satisfying during the transition so far. And I am especially interested in hearing your thoughts about my observations.

A brief glimpse into what I notice:

a. Many in the congregation are reluctant to discuss money, especially as it relates to giving to the operation of the church, and

b. Communication continues to be a problem, especially in regard to committees. It seems that the lack of communication among the various committees leads to unexpected consequences. I'd like to hear the Board's take on this problem, which is prevalent in many if not all congregations.

One of my customs is to write memos to the Board on matters that need your attention. Watch for these from time to time. Also, my reports to the Board tend to outline the work that I seek to engage in with you and the congregation to make the most of this year's transitional ministry. Faithfully, Janet Newman

*****End of Report on the Interim Ministry... attachment to September 8, 2014 minutes*****

Report to the Board of Trustees
Interim Director of Lifespan Religious Education
Submitted by Meredith Olson
September 2014

Note

Please note that I have been overworking to get the programs and interim process off to a good start for the year. I will be shifting to working better in line with my contract. I've also been focused on understanding the big picture of the congregation to support me in leading the lifespan religious education (LRE) interim process well. While I'll be maintaining a very collaborative orientation, I'll be narrowing my focus to LRE. These changes will be reflected in my future reports.

Programmatic and Collaborative Activities

- Finalized basic plan for worship and Church School activities for the 2014-15 program year in collaboration with Janet Newman, RE leaders, Worship Associates, and Music Committee
- Attended Adult OWL Facilitator Team, Board of Trustees, Pastoral Care Team, Worship Associates, Choir, Religious Education, and Lifespan Religious Education (LRE) Transition Team meetings
- Led one Children's Chapel
- Led RE Teacher Orientation
- Participated in four worship services and coffee hours
- Visited Youth Group one Sunday
- Met with minister approximately weekly to plan and coordinate
- Met with Alternative Religious Education Activity (AREA) Task Force to plan AREA days
- Attended Youth Group meeting
- Met with Monica Staples to coordinate programming for youth and youth adults
- Met with Cecile Bonvouloir to discuss plans for Neighboring Faiths curriculum
- Engaged in numerous conversations with parents and RE teachers about curricula, relationships among the kids, plans for the year, etc.
- Met with minister and board president to review bylaws and other policies
- Attended RE-Start Workshop, day-long training on reinvigorating LRE, with minister and eight LRE leaders from our congregation
- Met with Rev. Emily Burr, Interim DRE at the UU Church of Concord, to collaborate
- Participated in day-long meeting of the North Atlantic Region of LREDA (Liberal Religious Educators Association)
- Supervised creation of bulletin board
- Created, updated, and tested RE website content

Additional Administrative Work

Worked on culling outdated books and curricula with the assistance of Amy Savoie, Mickey Shepherd, and others

- **Studied the church bylaws and other administrative documents**
- **Set up email and voicemail**
- **Email correspondence**

Professional Development Activities

- **Completed the Interim Religious Professionals training offered by the UUA (6-week training by internet and conference calls)**
- **Completed the Sexuality Issues for Ministers training offered by the Religious Institute (12-week training by internet and conference calls)**
- **Began fall seminary courses at United Theological Seminary of the Twin Cities: Theology of Religions, Spiritual Journey, Introduction to the New Testament, and Independent Study in Interim and Transitional Ministry**
- **Began participating in DRE mentoring group (support, sharing ideas, learning from others' experiences)**
- **Read books, articles, and other resources on learning, worship, and interim ministry**
- **Attended Rosh Hashanah services at two local temples**

*****End of IDLRE Report attachment to September 8, 2014 minutes*****

Besides the attachments incorporated into the September 08, 2014 minutes above:

The following are *.pdf attachments* to the September 08, 2014 minutes:

.pdf attachment: Treasurer's Report (FYTD2014-09-03.pdf)

.pdf attachment: BoT Calendar

.pdf attachment: Taking It Deeper...pdf handouts (from Unity Consulting meeting at Providence, RI that was attended by Harry and Mary)

.pdf attachment: two letters from PULSE (2014Sep8BoTltrs.pdf)

Unitarian Universalist Church of Nashua

58 Lowell St

Nashua, NH 03064

To The Board of Trustees,

Our group, PULSE (Providing Understanding, Leadership, Spirituality and Empowerment) has disbanded. We would like to donate \$448.77 of our remaining funds to your Youth Group, with the stipulation that the Youth Group must agree on how the funds are spent.

We would like to thank you for your support.

Signed,

A handwritten signature in black ink, appearing to be the initials 'P' and 'S' intertwined within a circular flourish.

On behalf of the youth and young adults of PULSE

Unitarian Universalist Church of Nashua

58 Lowell St

Nashua, NH 03064

To The Board of Trustees,

Our group, PULSE (Providing Understanding, Leadership, Spirituality and Empowerment) has disbanded. We would like to donate \$897.54 of our remaining funds to your Young Adult Group, with the stipulation that the Young Adult Group must agree on how the funds are spent.

We would like to thank you for your support.

Signed,

A handwritten signature, possibly initials, enclosed within a hand-drawn oval border.

On behalf of the youth and young adults of PULSE

Board of Trustees Calendar

Church Year 2014-2015

Day	Date	Time	Location	Activity
Sunday	Sept. 7	10am	Sanctuary	First formal service of 2014-2015
Monday	Sept. 8	7:00 pm	Youth Room	Regular board meeting
Saturday	Sept 20	9:00am-3:00pm	Concord UU Church	Interim Minister Startup Retreat led by NNED
Sunday	Sept 28	Afternoon?	Dining Room	Assembling 10,000 meals for Stop Hunger Now
Monday	Oct. 13	7:00 pm	Youth Room	Regular board meeting (This is Columbus Day/Native American Day)
Thursday	Oct. 16			Granny D Movie
Saturday	Nov. 1	9:00-3:00	Concord UU Church	NNED Training: Cultivating Systemic Change in your Congregation (Sent to Nominating Committee)
	Nov. 10	7:00 pm	Youth Room	Regular board meeting
Monday	Dec. 8	7:00 pm	Youth Room	Regular board meeting
Monday	Jan. 12	7:00 pm	Youth Room	Regular board meeting
Monday	Feb. 9	7:00 pm	Youth Room	Regular board meeting
Monday	Mar. 9	7:00 pm	Youth Room	Regular board meeting
Monday	Apr. 13	7:00 pm	Youth Room	Regular board meeting
Monday	May 11	7:00 pm	Youth Room	Regular board meeting

Monday	June 8	7:00 pm	Youth Room	Regular board meeting

Summary

Unitarian Universalist Church of Nashua, New Hampshire
Treasurer's Report for the Board of Trustees September Meeting
Monday, September 08, 2014

Notes especially for new members of the board

This report comes directly from QuickBooks so it reflects our financial situation as of now. If you have any questions feel free to ask. I am prioritizing accuracy and simplicity over crafting the message.

Most of the regularly planned expenses are at about 25% reflecting our current position in the fiscal year.

We need a new roof on the White Wing building which will use up all of our major maintenance budget for this year and some of next year as well.

The balance sheet shows that we need to catch up paying the retirement plans for our employees. This is complicated by the fact that we have some employees changing over in August so we need to reconcile June and July for our former employees and set up for our new employees.

Unitarian Universalist Church of Nashua, New Hampshire
Profit & Loss Budget vs. Actual
June 2014 through May 2015

	<u>Jun '14 - May 15</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Income				
100 Questions	288.00	999.96	-711.96	28.8%
Buddhist Meditation	63.00	200.04	-137.04	31.49%
Coffee Hour	-66.59	99.96	-166.55	-66.62%
Endowment				
Restricted	0.00	1,121.23	-1,121.23	0.0%
Unrestricted	41,141.54	153,576.84	-112,435.30	26.79%
Total Endowment	41,141.54	154,698.07	-113,556.53	26.6%
Fund Raisers				
Auction	0.00	9,000.00	-9,000.00	0.0%
Cal Libby Scholarship	0.00	0.00	0.00	0.0%
Fall cemetery clean-up	0.00	1,800.00	-1,800.00	0.0%
Other Fund-raisers	0.00			
Total Fund Raisers	0.00	10,800.00	-10,800.00	0.0%
Outreach Collections	5,105.86	30,000.00	-24,894.14	17.02%
Pledges				
Early Pledges	0.00	32,000.00	-32,000.00	0.0%
FY Pledges	41,275.50	203,000.04	-161,724.54	20.33%
Late Pledges	200.00			
Total Pledges	41,475.50	235,000.04	-193,524.54	17.65%
User Fees	1,950.00	6,999.96	-5,049.96	27.86%
WW Contrib	5,749.98	23,000.04	-17,250.06	25.0%
Total Income	95,707.29	461,798.07	-366,090.78	20.73%
Expense				
Budgeted Outreach				
Community dinners	406.54	1,249.92	-843.38	32.53%
GSOP	0.00	750.00	-750.00	0.0%
Nashua Area Interfaith Council	0.00	50.00	-50.00	0.0%
Soup Kitchen Food	0.00	999.96	-999.96	0.0%
Total Budgeted Outreach	406.54	3,049.88	-2,643.34	13.33%
Denomination				
District	0.00	4,579.00	-4,579.00	0.0%
UUA	14,700.00	14,460.00	240.00	101.66%
Total Denomination	14,700.00	19,039.00	-4,339.00	77.21%
EB Discretionary Fund	409.75	1,249.92	-840.17	32.78%
Membership				
Committee Budget	330.44	1,554.96	-1,224.52	21.25%
Coordinator				
Health	342.00	769.92	-427.92	44.42%

Unitarian Universalist Church of Nashua, New Hampshire
Profit & Loss Budget vs. Actual
June 2014 through May 2015

	<u>Jun '14 - May 15</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Life Insurance	77.11			
Prof Exp	635.58	1,560.00	-924.42	40.74%
Retirement	928.58	3,648.96	-2,720.38	25.45%
Salary	9,285.48	36,104.04	-26,818.56	25.72%
Taxes	710.34	2,790.96	-2,080.62	25.45%
Total Coordinator	11,979.09	44,873.88	-32,894.79	26.7%
Ferry Beach	121.00			
Leadership Devel	19.00	500.04	-481.04	3.8%
Social Activities	0.00	500.04	-500.04	0.0%
YUUMI	0.00			
Membership - Other	1.00			
Total Membership	12,450.53	47,428.92	-34,978.39	26.25%
Music				
Committee Budget				
Babysitting	0.00	800.04	-800.04	0.0%
Choir expenses	0.00	99.96	-99.96	0.0%
Guest musician	0.00	399.96	-399.96	0.0%
Octavos	0.00	2,100.00	-2,100.00	0.0%
Organ/piano R&M	115.00	1,099.92	-984.92	10.46%
Substitute Organist	100.00	350.04	-250.04	28.57%
Total Committee Budget	215.00	4,849.92	-4,634.92	4.43%
Director				
Health	0.00	0.00	0.00	0.0%
Prof Exp	0.00	698.00	-698.00	0.0%
Salary	3,753.40	13,964.04	-10,210.64	26.88%
Taxes	287.14	1,068.00	-780.86	26.89%
Total Director	4,040.54	15,730.04	-11,689.50	25.69%
Total Music	4,255.54	20,579.96	-16,324.42	20.68%
Operations				
Custodian				
Health	26.05	1,507.08	-1,481.03	1.73%
Retirement	782.73	2,640.00	-1,857.27	29.65%
Salary	7,827.46	26,400.96	-18,573.50	29.65%
Taxes	598.80	2,019.96	-1,421.16	29.64%
Total Custodian	9,235.04	32,568.00	-23,332.96	28.36%
Custodian Coverage	0.00	800.04	-800.04	0.0%
Electricity	1,366.98	8,000.04	-6,633.06	17.09%
Electronic Transaction Fees	651.03	1,500.00	-848.97	43.4%
Gas	384.85	14,000.04	-13,615.19	2.75%

Unitarian Universalist Church of Nashua, New Hampshire
Profit & Loss Budget vs. Actual
June 2014 through May 2015

	<u>Jun '14 - May 15</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Insurance	6,966.77	12,000.00	-5,033.23	58.06%
Internet	146.93	800.04	-653.11	18.37%
Janitorial Supplies	517.74	2,400.00	-1,882.26	21.57%
Laundry	219.22	999.96	-780.74	21.92%
Office machines	0.00	2,600.04	-2,600.04	0.0%
Office Supplies	483.16	4,500.00	-4,016.84	10.74%
Payroll Service	361.00	1,299.96	-938.96	27.77%
Pledge Drive	0.00	0.00	0.00	0.0%
Telephone	454.69	1,700.04	-1,245.35	26.75%
Trash removal	582.44	2,000.04	-1,417.60	29.12%
Water	980.06	5,000.04	-4,019.98	19.6%
Total Operations	22,349.91	90,168.24	-67,818.33	24.79%
Outreach Disburse	0.00	30,000.00	-30,000.00	0.0%
Property				
Alarm Systems	560.80	999.96	-439.16	56.08%
Building Inspections	0.00	1,200.00	-1,200.00	0.0%
Cleaning Services	787.00	999.96	-212.96	78.7%
Elevator	340.37	1,500.00	-1,159.63	22.69%
Groundskeeping	1,049.13	3,000.00	-1,950.87	34.97%
Major maintenance	21,215.62	44,000.04	-22,784.42	48.22%
Snow Removal	0.00	9,999.96	-9,999.96	0.0%
Total Property	23,952.92	61,699.92	-37,747.00	38.82%
Public Relations				
Advertising	0.00	3,000.00	-3,000.00	0.0%
Total Public Relations	0.00	3,000.00	-3,000.00	0.0%
RE				
Adult RE	0.00	500.04	-500.04	0.0%
Basketball	0.00	600.00	-600.00	0.0%
Committee Budget				
Appreciation	92.02	600.00	-507.98	15.34%
Curriculum/Books	32.93	600.00	-567.07	5.49%
Events	51.78	300.00	-248.22	17.26%
JR High OWL	0.00	0.00	0.00	0.0%
R.O.P.E.	43.78	399.96	-356.18	10.95%
RE Outreach	0.00	200.04	-200.04	0.0%
Refreshments	29.98	300.00	-270.02	9.99%
Senior High	31.69	399.96	-368.27	7.92%
Supplies	38.04	649.92	-611.88	5.85%
Training	0.00	649.92	-649.92	0.0%
Total Committee Budget	320.22	4,099.80	-3,779.58	7.81%
DRE				

Unitarian Universalist Church of Nashua, New Hampshire
Profit & Loss Budget vs. Actual
June 2014 through May 2015

	<u>Jun '14 - May 15</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Health	934.17	4,410.00	-3,475.83	21.18%
Moving	4,212.32	5,000.04	-787.72	84.25%
Prof Exp	2,987.97	4,460.04	-1,472.07	66.99%
Retirement	1,196.31	4,659.60	-3,463.29	25.67%
Salary	10,054.27	45,999.96	-35,945.69	21.86%
Taxes	915.19	3,564.96	-2,649.77	25.67%
Total DRE	20,300.23	68,094.60	-47,794.37	29.81%
Young Adult	0.00	500.04	-500.04	0.0%
Total RE	20,620.45	73,794.48	-53,174.03	27.94%
Search Committee	0.00	9,000.00	-9,000.00	0.0%
Social Justice	0.00	1,050.00	-1,050.00	0.0%
Spiritual				
Babysitters				
Salary	870.00	3,000.00	-2,130.00	29.0%
Taxes	66.55	225.00	-158.45	29.58%
Total Babysitters	936.55	3,225.00	-2,288.45	29.04%
Coffee Hour	241.24	1,500.00	-1,258.76	16.08%
Flowers	130.00	1,500.00	-1,370.00	8.67%
Minister				
Health	287.24	5,487.96	-5,200.72	5.23%
Moving	5,929.89	7,704.96	-1,775.07	76.96%
Prof Exp	7,449.33	9,404.04	-1,954.71	79.21%
Retirement	2,323.45	7,704.96	-5,381.51	30.16%
Salary/Housing	19,481.20	77,049.96	-57,568.76	25.28%
Taxes	0.00	5,894.04	-5,894.04	0.0%
Transportation	0.00	0.00	0.00	0.0%
Total Minister	35,471.11	113,245.92	-77,774.81	31.32%
Minister Discretionary	0.00	1,500.00	-1,500.00	0.0%
Worship & Services	82.03	999.96	-917.93	8.2%
Total Spiritual	36,860.93	121,970.88	-85,109.95	30.22%
WW Payroll	0.00			
Total Expense	136,006.57	482,031.20	-346,024.63	28.22%
Net Income	-40,299.28	-20,233.13	-20,066.15	199.18%

Sep 3, 14

ASSETS

Current Assets

Checking/Savings

Checking 83,994.59

Total Checking/Savings 83,994.59

Total Current Assets 83,994.59

Other Assets

Petty Cash 300.24

Total Other Assets 300.24

TOTAL ASSETS 84,294.83

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

ChurchRetireLiab 7,296.75

CMSMedical 69.90

Disability 1,880.54

FederalTax -12.31

FirstHealth 9.52

MNIncomeTax 170.82

OliviaFSA 837.70

UnitedOfOmaha 223.75

UUADental 21.90

UUAHealth 941.54

WWRetireLiab 91.60

Total Other Current Liabilities 11,531.71

Total Current Liabilities 11,531.71

Total Liabilities 11,531.71

Equity

Opening Bal Equity 34,157.30

Retained Earnings 78,905.10

Net Income -40,299.28

Total Equity 72,763.12

TOTAL LIABILITIES & EQUITY 84,294.83

Taking It Deeper: Linkage and Monitoring

June 26, 2014

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*How can governance liberate the
energy and creativity of our congregations to
awaken compassion, transform lives, and bless the world?*

Agenda

- Opening and Introductions
- Linkage: The Flame of Informed Connection
- Monitoring: Assessment to Empower Your Congregation
- Closing

Linkage: The Flame of Informed Connection

Three Enriching Questions

1. Who are our sources of accountability and authority? (see page 5)
2. What powerful question could guide our linkage work?
3. What methodology could best engage our sources of accountability and authority?

Powerful Questions and Linkage

Powerful questions:

- Are open-ended, starting with what, how or why.
- Fall within our scope to take effective action.
- Surface and alter our assumptions.

Consider:

- What “work” do I want this question to do? That is, what kind of conversation, meanings, and feelings do I imagine this question will evoke in those who will be exploring it?
- What assumptions or beliefs are imbedded in the way this question is constructed?
- Is this question likely to generate hope, imagination, engagement, creative action and new possibilities or is it likely to increase a focus on past problems and obstacles?

Source: *The Art of Powerful Questions* by Eric Vogt, Juanita Brown, and David Isaacs published by Whole Systems Associates

Five Reasons Boards Engage in Linkage

1. Build a relationship
2. Clarify values
3. Create the future
4. Be accountable
5. Educate the owners

Source: *Policy Governance Fieldbook*, Caroline Oliver, Editor; Mike Conduff, Susan Edsall, Carol Gabanna, Randee Loucks, Denise Paszkiewicz, Catherine Raso, and Linda Stier, Authors. Published by Jossey-Bass.

Possible Powerful Questions for Each Reason

To build a relationship:

Board to itself:

- Who shares our values and how could we connect with them about the future we might imagine together?

Board in conversation:

- How could we see our values aligning?
- How could we know one another more deeply?
- What do you care about deeply?

To clarify values:

- What's our owners' experience of the holy, and how do those experiences reflect the values we should embody in our religious community?

To create the future:

- What could we build on our congregation's strengths for the future?
- What differences could we make in lives now that would transform the quality of lives 25 years from now?
- What could church community mean 25 years from now and what could that mean for our church community?
- Who will be living near our church in 25 years and what impact could that have on the differences we want to make now?

To be accountable:

- How do our results reflect the advancement of our moral owners' values and dreams? (Presentation)
- How do you see our results reflecting the advancement of your values and dreams? What new insights about our future do these results provoke? (Conversation)

To educate the owners:

- What information or perspectives have we the board gathered that would help our owners better serve their ownership role?

Linkage Success Factors

- Start with the concrete and work up to the abstract
- Listen effectively to hear people into their deepest truth.
- Respond to any feedback as a well-differentiated leader or board.

On Linkage and Moral Ownership

Linkage that allows a board to connect to and lead from an organization's highest values and purposes begins with the board identifying in whose interest it does its work, with identifying its moral owners, its sources of authority and accountability.

How does a board identify its moral owners? By reflecting upon and discussing together questions such as:

- Whose are we?
- Whose voices need to be heard as the board discerns and articulates our congregation's/organization's values, mission, and ends?
- Who should influence what our future will hold?
- Who cares about the future of our congregation/organization and the differences it's called to make in the world, beyond the benefits they receive from it?
- Who deserves to hear about the congregation's/organization's progress in order to validate the effects of our ministries?

These are some of the powerful, deeply religious questions a board considers, particularly in our covenantal communities, where we gather together to address the question of "What shall we promise each other and in what interest?" And it's not enough to name the legal owners (such as the members of a congregation) as the moral owners. Putting this in a liberal religious context, Rebecca Parker in *A House of Hope* reminds us of James Luther Adams' assertion that "those within the covenant need to hold themselves accountable to something or someone beyond their own group." For example, in answering the questions above do you think about those in the larger local and global communities who call you to your highest purpose? Do you think about those with whom you share values? Do you think about past and future generations? Do you think about your larger faith movement? Who else comes to mind in answering the questions above?

Part of what helps a board name their moral owners is distinguishing moral ownership from

- Stakeholders -- those affected by the actions of the organization;
- Beneficiaries – those who receive services or benefits from the organization.

While the board may want to gather information from stakeholders and beneficiaries to inform their work, they won't articulate the future based on particular stakeholder and beneficiary interests, but on the best interests of their moral ownership as a whole. Some moral owners and stakeholders and beneficiaries may be the same people at different times. For example, members of the congregation can at different times be in the role of moral owners or stakeholders or beneficiaries. So, board members need to systematically and intentionally connect with these people as moral owners, at the level where the board is in dialogue with them about the values and future of the organization.

Thus, with its moral owners identified, the board can begin its accountable linkage practice, a practice of deep listening and intentional dialogue around higher questions that brings the board into right relationship with its sources of accountability and authority, and where the board truly listens for the deepest values, yearnings and truths of their moral owners and holds them in trust.

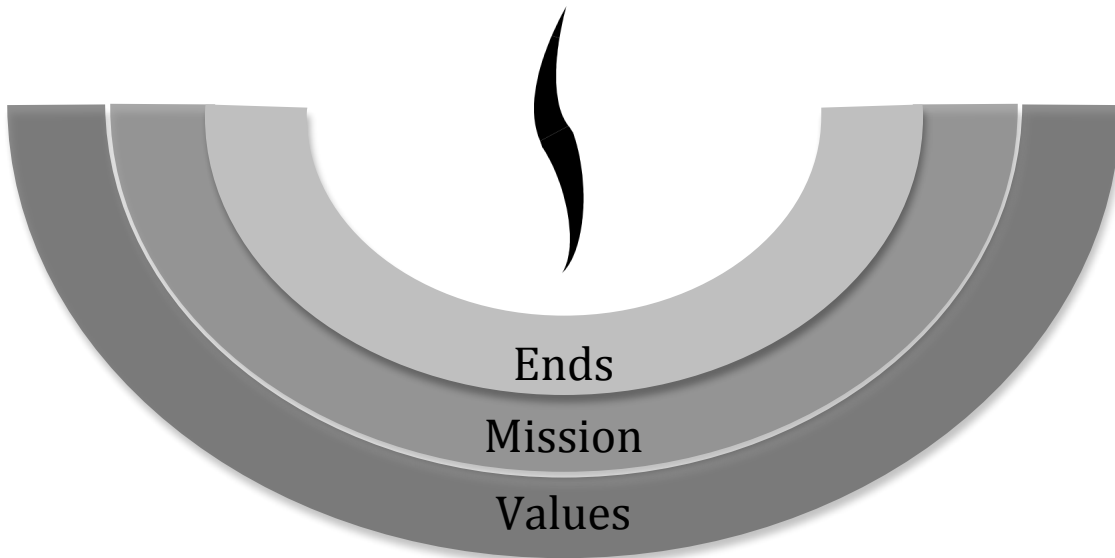
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The Nested Bowls



Values: What transcendent, timeless qualities of our religious community will we embody in all we do?

Mission: What's our transcendent purpose--what overarching difference are we here to make and for whom? Whose lives will we change and in what way?

Ends: What specific, measurable differences will we make and for whom?

Moral ownership, the flame that lights the bowls: Close connection to your sources of authority and accountability, including, but not limited to, your members.

Monitoring Principles

Effective Monitoring in Congregations:

- Evaluates the ministry we share and its impact in our lives and in our world
- Focuses on results, not people or activities
- Takes the time it needs
- Intentionally evolves
- Adds value

Monitoring reports include two items for each level of policy:

1. A reasonable *interpretation* which includes:
 - The Executive's (Senior Minister's) explicit operational meaning (the interpretation) for each item in the policy
 - The *metrics and/or indicators (of desired outcomes)* that will demonstrate compliance with the policy
 - *Justification or rationale* for the interpretation, metrics and/or indicators.
 - Note:
 - a. Executive not expected to second-guess what board's interpretation would have been.
 - b. Any reasonable interpretation means *any*, not just the interpretation of one board member or of the whole board.
 - c. Where the board's voice stops, the Executive's voice begins.
2. *Evidence of compliance*
 - The statement of compliance (or noncompliance) with actual metrics/indicators and outcomes.

Board asks:

- Are each of the policy items reasonably interpreted and supported by a rationale, including metrics, that will demonstrate compliance?
- Is there sufficient evidence to support compliance?
- If non-compliance is reported, is there a reasonable commitment to come into compliance within a reasonable timeframe?
- What insights or questions does the monitoring report raise?

Board notes reasons for concern or need for clarification.

Additional Resources on Monitoring

Rev. Dr. Gil Rendle's five monographs in his series entitled *Doing the Math of Mission: Fruits, Faithfulness and Metrics*. The first monograph is still available on the Texas Methodist Foundation website (<http://www.tmf-fdn.org/learning-transformation/resources-conversations/written-materials/counting-resources-and-measuring-ministry>), and it appears the others are about to be published in a book (<http://www.amazon.com/Doing-Math-Mission-Faithfulness-Metrics/dp/1566997224>). These monographs provide an excellent overview of the difference between counting and measuring and why churches need to get better at measuring their fruitfulness on a mission that matters. The five titles:

1. Counting Resources and Measuring Ministry
2. Getting to the Why: The Prerequisite of Outcomes
3. Phronesis and the Task of Figuring It Out for Ourselves
4. Counts, Measures, and Conversations: Using Metrics for Fruitfulness
5. Be Careful What You Measure

Jannice Moore, The Governance Coach, *Meaningful Monitoring*. A practical guide to the classic Policy Governance[®] approach to monitoring with lots of samples. Available from her website <http://estore.governancecoach.com/en/Monitoring-CEO-Performance/Meaningful-Monitoring-Tool-Kit-/tkmm1.aspx>

Ends Monitoring Worksheet: Interpretation

Policy Number	Reasonable interpretation of policy language?		Reasonable metrics?*		Reasonable rationale, given current context?		Interpretation addresses the whole policy?		Comments, concerns and questions for the Executive
	Yes	No	Yes	No	Yes	No	Yes	No	

What insights or questions has this interpretation generated that the board should consider?

*Reasonable metrics:

- Demonstrate desired results (and avoid lists of activities).
- Balance cost/difficulty and accuracy.
- Say what standard should be reached.

Ends Monitoring Worksheet: Assessment

Policy Number	Reasonable data (reliable and relevant)?		Reasonable analysis?		Reasonable progress, given current context?		Assessment addresses the whole policy?		Comments, concerns and questions for the Executive
	Yes	No	Yes	No	Yes	No	Yes	No	

What insights or questions has this assessment generated that the board should consider?

Limitations Monitoring Worksheet: Interpretation

Policy Number	Reasonable interpretation of policy language?		Reasonable metrics, that clearly show limitation was followed?		Reasonable rationale, given current context?		Interpretation addresses the whole policy?		Comments, concerns and questions for the Executive
	Yes	No	Yes	No	Yes	No	Yes	No	

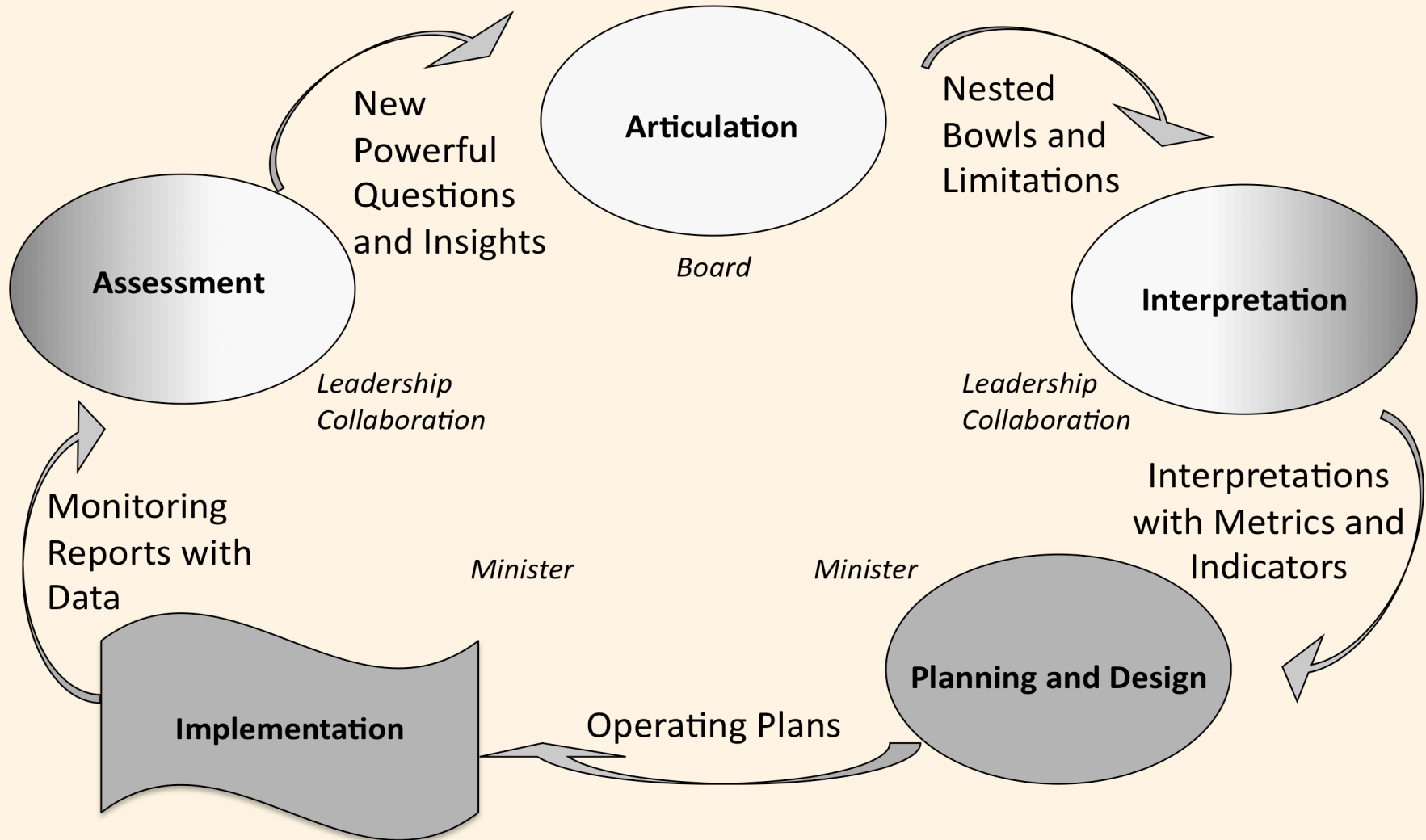
What insights or questions has this interpretation generated that the board should consider?

Limitations Monitoring Worksheet: Assessment

Policy Number	Reasonable data (reliable and relevant)?		Reasonable analysis?		Reasonable assurance limit has been followed, given current context?		Assessment addresses the whole policy?		Comments, concerns and questions for the Executive
	Yes	No	Yes	No	Yes	No	Yes	No	

What insights or questions has this assessment generated that the board should consider?

Leadership Cycle in the Mission-Focused Congregation



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