

Unitarian Society of New Haven
Minutes of the Meeting of the Board of Trustees
December 8, 2016

Accepted January 12, 2017

Board Members Present: Kathy Garner, Daniel Gelperin, Holly Hawkins, Russell Heinrich, Peggy Myers, Pamela Miller, Pat Trotta

Board Members Absent: Bernice Marie-Daily, Bobbi Pace

Also Present: David Jones, Megan Lloyd Joiner

D. Gelperin called the meeting to order at 7:00 pm and P. Miller recorded the minutes. A quorum of Board Members was present, and the meeting proceeded with D. Gelperin presiding.

Gather

H. Hawkins lit the chalice and read an opening poem, *Smallest Ants Cast Long Shadows* by Casarah Nance. Attendees read the Board of Trustees Covenant.

Meeting Preparation for this evening

No changes were made to the agenda.

Create the Future & Learning

P. Myers spoke about sustainability of the USNH structure, presenting an update on the process and progress made to date.

We will talk to people, starting with MT members, asking what has been done and what could be done differently. Questions were sent out for review but only 1 response was received. There is still time for input on the questions. B. Marie-Daily and C. Cheney will help with the interviews. They will go over the questions together. S. Frawley is moving to Boston, so they will talk to her in December. They will see how the process works with the first interview.

Assess the Past (Monitoring)

1. Management Team Report for past month

a. Management Team Executive Limitations report

D. Jones presented the Management Team Executive Limitations report, which is attached at the end of the minutes.

There is a correction to the report. Spring Glen Church is not participating in the groups that are sponsoring refugees. Focus on the Community in Spring Glen is the group which is involved. The largest group at the meeting was from USNH. The arrival of the refugee family is scheduled for April 1st. Money has been largely handled. It has been recommended that \$6 - \$10K be available for expenses. Abraham's tent is that week, too. This will probably not an issue.

Increasing the size of the kitchen will be expensive, but it is the most favored proposal. We need an on demand hot water heater. The project will require planning and the budget has not been funded.

We may get a \$6500 rebate if any money is left in Southern Connecticut Gas's rebate program.

Leaking has started in the sanctuary roof. This is not related to previous work. It is related to having snow shoveled off the roof years ago. The roof is not taking patches very well. The top surface has deteriorated. We are hoping it is fixed for the winter. We will probably have to replace it in spring.

Aliases have been created for all committees' email. Committees will not be allowed to send email from their alias.

There is some concern that the MT will not have anyone to accept the MT position when D. Jones leaves at the end of the month. Some candidates have said "Not yet". We may be on the small side for a congregation starting Policy Governance in this manner.

P. Myers left at 7:32pm.

b. Minister's Ends report

The Minister's Ends report is attached to the end of the minutes. M. Lloyd Joiner is looking forward to tonight's conversation on how to measure Ends. The stewardship campaign will kick off on February 26. Pledge Sunday will be March 19. We are moving the drive earlier than in previous years. J. Watson and M. B. Congdon will be the chairs again this year.

2. Finance Report

K. Garner presented the finance report which was prepared the previous week. Everything in line with expectations. Some funds were released from the Emerson and Senn funds. Funds were also released to cover installation expenses. An additional amount may be needed to cover remaining installation expenses. Utility expenses have changed this year due to conversion to gas from oil.

S. Frawley is leaving at end of December. G. Seaman will be new Finance Committee chair. The committee needs 2 additional members. M. Losee, G. Seaman, and K. Garner are the only members of the team. Financial statements are not completely finalized. G. Seaman is working with the endowment committee to create a long term financial plan. He will be presenting their ideas in the near future.

The Board should review last year's finances. It is on this year's agenda. A board meeting will be held on this topic. M. Lloyd Joiner and K. Garner attended a webinar on finances, Financial Management for Your Congregation. M. Lloyd Joiner will send the files to BoT members.

Create the Future & Learning

1. Nominating Committee has proposed Bill Rice to fill Randall Spaulding's spot on Nominating Committee

R. Camm has asked for BoT approval to replace an open position on the Nominating Committee. This is an interim appointment. The process is to have a special congregational meeting to cover nominations issues. The BoT is down one member from the new bylaws number. D. Gelperin will reply to the committee.

D. Jones left the meeting at 7:50pm.

The MT Job Description may be changed as a result of recent interview's. MT is looking for someone with overarching view of needs. No portfolios have been spelled out for individual members of the MT.

2. Update on standing board working groups, progress, pauses & plans

D. Gelperin discussed standing board working groups. We haven't asked for updates from working groups in months. What is the sense of the board? We need to understand sustainability in the short term. In the longer term, how does the BoT act to figure out the best direction for USNH to go? Does this model work for us? Monitoring will be done in very different way. We may not have monthly updates. We will look backwards to see if we met our goals. This might be useful for asking linkage questions.

Is this a good time for a pause on interpretations? Financial interpretations are done. We can practice on making linkage questions and determining what monitoring should look like.

The Linkage group did not seem very directed when first small linkage meetings were held. The congregation really wants to be heard. It is important for the BoT to be in communication with them.

3. Prioritize Ends statements for the next two years.

All present participated in the discussion of USNH Ends statements.

The easiest way to think of the future of USNH is to revisit the Ends. How will we know that we are making progress toward the Ends? What kind of discussion should we have? Ends should be looked at frequently. We may change them every few years. Interpretations can change more often than Ends.

Our Ends are not SMART goals. Measuring may be done by congregational survey. Acting on responses may produce measurable items. Can conversations be used as was done with linkage group? We can compare results over the years. Questions would have to be consistent over time. Could a focus group help develop questions? Lack of continuity makes it difficult to follow this process over a few years. Can the MT be charged with taking input from a visioning BoT?

There is a difference between putting out fires and setting a fire intentionally and blowing on it to increase it. This is a different way of operating. It may be better to look at all in Within, Among or Beyond rather than selecting one from each group.

The BoT has to believe in the process. We have to put more emphasis on training next year's BoT. The BoT's job is to interpret Ends, not to lay it on the MT. We should give examples of how we may see progress toward an end.

We are trying to produce examples of what monitoring might look like for the MT. As an example, sponsoring a refugee would advance justice. Questions may include: How many people were involved? How many people did it make a difference for? We can do linkage and monitoring around this. We could start with cottage meeting style events to refine the questions.

What do we want the MT to do with the info? We could give examples and say go at it, and we will look at results on a predefined schedule to see how did we do relative to these endpoints? How does the MT know that they succeeded? The BoT would have to do another survey or

more linkage activities to provide answers. Some things could be done in a report. Others would require a survey. Still others might require the BOT to look at things.

All Ends would be on a different monitoring schedule. We can't overburden the MT. They have fires to put out before we start asking for this. The BoT needs a better way to educate itself. Perhaps the BoT could be given a comprehensive Executive Limitations report but not the Ends report.

A benefit of Policy Governance is that it gives a range of freedom to people doing things. It allows people to have a sense of what the BoT would be looking for to constitute progress. To the extent that the BoT gives clarity on which Ends are more important it gives the MT guidance.

The following Ends were favored from Relationships Within, Among, and Beyond:

Find meaning and purpose in our lives

Treat one another with respect

Advance justice in our community and beyond

We need concrete suggestions on what would constitute progress. Changing USNH culture will take time. It is hard to find examples of people in leadership saying "No" to proposals. Our purpose is to let things flourish with understanding of where we are going together. Should there be a linkage group to discuss each area? Could we start with linkage on just one end?

The BoT selected: "The people of USNH, together and with our partners, act on our values in the larger world. We: Advance justice in our community and beyond."

If anyone has ideas to continue this discussion, email them to the Bot before the next meeting.

Consent Agenda

a. November 10 BoT minutes

MOTION - H. Hawkins, to approve the consent agenda; **SECONDED - R. Heinrich**;

PASSED unanimously, with 0 opposed, and 0 abstentions.

Announcements

D. Gelperin will write an article for the January newsletter.

Thank-you's

R. Heinrich will write a thank you note for S. Frawley for all that she has done for USNH.

Adjournment

MOTION - D. Gelperin, to adjourn; **SECONDED - R. Heinrich**;

PASSED unanimously, with 0 opposed, 0 abstentions.

The meeting was adjourned at 9:03 pm.

Attachments

Management Team Executive Limitations report

Minister's Ends report

Management Team Description

USNH Ends Statement

We are a diverse, multi-generational faith community that

- **inspires lives of compassion and generosity**
- **nurtures spiritual growth**
- **cultivates transformative connections, and**
- **creates a more just world**

1. Recognizing
 Policy 1.3: *With respect to treatment of staff/volunteers, the Management Team may not act in a manner inconsistent with UU Principles or cause or allow conditions that are inhumane, unfair, or unprofessional.*

The Management Team Reports that:

- **The management team has endorsed USNH participation in a group to sponsor a refugee family in 2017. An informational meeting with Ashley Makar of IRIS was held at USNH with interested community members including a large USNH contingent. Marge Chapmen of St. Peter’s in Cheshire and Caroline Kerr of Spring Glen Church were also there to indicate the support of their congregations. Lurline deVos said an anonymous donor has offered \$4,500 towards the financial commitment of \$5,000-10,000. A core group of supporters will form out of the 3 churches.**
- **The search is moving forward for a permanent music director. Bobbi Pace will be providing the search committee with personnel assistance.**
- **A replacement for David Jones on the management team at the end of December is being sought. Georgia Jennings will assume the duties of the team leader in January.**

2. Recognizing

- Policy 1.4 ...Management Team may not:*
- a. *Recommend compensation and benefits that create obligations over a term longer than revenues can be safely projected.*
 - b.
 - c. *Establish current compensation and benefits that deviate materially from the non-profit, geographic, and professional market for the skills employed*

and

- Policy 1.5 ...the Management Team may not...cause or allow fiscal projections that:*
- a. *Contain too little detail to enable reasonably accurate projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.*
 - b.
 - c. *Deviate materially from Board-stated priorities and requirements (see Ends policies) in its allocation among competing fiscal needs.*
 - d.

and

Policy 1.5.1: The Management Team shall not fail to:

- a. Use realistic assumptions of income and expenses when creating budgets.*
- b. Create an annual operating budget for congregational approval at the Annual Spring Meeting of the Society.*
- c. Create an annual capital budget with the means to pay for one to present for congregational approval at the Annual Spring Meeting.*
- d. Consider multi-year financial projections and events that affect future operating income and expenditures and future capital expenditure requirements.*

and

Policy 1.5.2.2: The Management Team shall not fail to establish a capital fund for planned and unexpected facility and equipment expenses.

The Management Team reports that

- Preparation of the 2017-2018 budget continues.
- A proposal was made to the Endowment and Legacy Committee for the endowment to fund the mortgage when it is refinanced in July, 2018. A meeting with our current bank will occur on 11/14 along with Sandy Frawley and Greg Seaman to discuss what our options will be with them.
- A stewardship event on 11/13 after service was a big success. Georgia is analyzing the results and will be reporting on them.
- A discussion with interested congregants concerning future capital improvements to our facility was held after services on 11/20. A lot of interest was expressed for improving our kitchen. Major and minor kitchen renovations will be priced out after consultation with architects and engineers. Fundraising will be necessary after a plan is decided on.

3. Recognizing

Policy 1.7 The Management Team shall not allow the assets of the Society to be unprotected, inadequately maintained, inappropriately used, or unnecessarily risked.

And

Policy 1.7.2: The Management Team shall not fail to assure that:

The buildings and grounds and equipment are maintained to allow continued value and use.

The Management Team Reports that

- **A rebate for the new high efficiency gas boiler has been applied for from the Southern Connecticut Gas Company. Hopefully there is still money to fund it.**
- **Replacements of the long barrel skylight as well as one of the smaller skylights in the sanctuary have been completed. Just in time for winter! They also came in at only \$3400.**
- **Work on the front door replacement and security upgrades continue. Cost estimates are being sought before a decision is made.**

4. Recognizing

Policy 1.8: ...The Management Team may not: Fail to advise the Board if, in the Management Team's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Team Delegation.

UNITARIAN SOCIETY OF NEW HAVEN

MINISTER'S ENDS MONITORING REPORT TO TRUSTEES
December 8, 2016

We are a diverse, multi-generational faith community that
- inspires lives of compassion and generosity
- nurtures spiritual growth
- cultivates transformative connections, and
- creates a more just world

AMONG

USNH is a congregation of welcome and connection, where people of all ages:

** Treat one another with respect*

- The Permanent Committee on Right Relations is continuing their work with restorative circles and determining the best way to bring this practice into the life of USNH. I will be referring parties who have come to me with concerns about how we treat one another here at USNH to the PCRR.

** Give and receive support in times of joy, sorrow and transition*

- On November 30, Rev. Allie Perry joined the Lay Ministry Team for a facilitated conversation on the role of Lay Ministers and training in pastoral care.
- I have counselled a number of individuals in the aftermath of the election.

** Give generously of ourselves and our resources*

- Approximately 125 people participated by completing survey forms and/or joining a discussion group on November 13, 2016.
- Results of the survey and discussion group have been shared with Stewardship co-chairs and will be used in developing this year's Stewardship Campaign

** Embrace diversity*

- Approximately 25 people attended the mental health symposium on December 3. Speakers discussed inclusion and equality in supporting people with mental illness living fulfilling lives. I opened the symposium with a brief welcome and prayer.

** Engage in life-long learning*

- There has been conversation about the change of Small Group Ministry to Small Group meetings. The Permanent Committee on Right Relations will host a restorative circle with those concerned about the name change and members of the Small Group meeting Steering Committee.
- USNH is in the process of expanding our Our Whole Lives sexuality curriculum offerings. Currently we offer K-1, 4-5, 7-8, 8-9 and will offer Adult OWL in Fall 2017. We will possibly be a pilot congregation for a new Senior OWL curriculum that is in development.

WITHIN

Respecting different spiritual journeys, the people of USNH find inspiration and a safe place to

- * Develop our best selves*
- * Grow spiritually*
- * Live with more joy and open-heartedness*
- * Experience a connection to something larger than ourselves*
- * Find meaning and purpose in our lives*
- * Articulate our Unitarian Universalist identity*

Worship Report

Music and Meditation Service: 11/13 – 14, 11/20 – 7, 11/27 – 6, 12/4 – 6
10:30am Service: 11/13 – 202, 11/20 – 200, 11/27 – 165, 12/4 – 185

USNH will be closed on Christmas Day.

Services will be lay-lead on January 1, led by Beth Roth on January 8.

BEYOND

The people of USNH, together and with our partners, act on our values in the larger world.
We:

- * Advance justice in our community and beyond*
 - **The Black Lives Matter banner is in the process of being ordered.**
 - **It will be hung before January 15th and a dedication ceremony will occur on January 15th after the service.**
 - **We are on our way toward sponsoring a refugee family in collaboration with IRIS and other community groups and congregations. Mary Donohue is project manager and is working closely with Lurline deVos.**
- * Develop new understanding of ourselves and others through our justice work*
 - **The Sacred Conversations on Race partnership with Dixwell UCC will continue this spring. Dates are January 21, February 18, March 18, April 15, May 20, from 9am-noon.**
 - **Social Cinema will feature two films in collaboration with the Anti-Racism Task Force: December 17th: 13th (a documentary about the 13th amendment) by Ava Duvernay and March 25th: Traces of the Trade, A Story From the Deep North**
- * Expand our understanding and awareness of social and environmental issues*
- * Strengthen Unitarian Universalism*

Respectfully Submitted by Rev. Megan Lloyd Joiner

Unitarian Society of New Haven
Management Team - Description

MISSION

The MT is responsible for the day-to-day operations of the congregation, ensuring that the mission of the congregation and the Ends policies are being fulfilled while complying with the Board of Trustees' Executive Limitation policies.

STRUCTURE and TERM

- The Management Team is composed of the Minister and at least two Society Members appointed by the Board of Trustees and the Minister;
- Each Trustee-appointed Management Team member shall serve a two year term, beginning July 1 and ending June 30
- The Team Member whose term will next expire serves as Team Leader.
- The Team Member whose service is next in seniority serves as Team Recorder.

ACTIVITIES & RESPONSIBILITIES

The Management Team:

- Meets at least monthly
- Oversees the accomplishment of MT responsibilities and limitations as set forth in the USNH Governance Policies.
- Works with staff, committees and volunteers to assure day-to-day operations run smoothly, providing personal support when necessary.
- Establishes and carries out annual schedule of financial and administrative activities
- Provides the BOT with interpretations of policies that relate to the MT.
- Provides data based on BOT monitoring metrics according to a timetable established by the Board.
- Oversees all aspects of financial management and asset protection as specified in the Governance Policies.
- Oversees the preparation and presentation of a proposed annual operating budget and an annual capital budget to the Council, BOT and Congregation
- Establishes and maintains open lines of communication with the BOT, membership, the UUA, and the wider community.
- Convenes and conducts at least 3 meetings per year of the Council of Committee Chairs to inform members of policies, to share program and operation goals, to solicit input and support for operational programs and proposed budgets, and to offer MT encouragement and support.
- Prepares annual report of accomplishments of MT for the congregation.

The Team Leader:

- Chairs and proposes a draft agenda for all meetings of the Management Team and of the Council of Chairs;

- Insures appropriate scheduling and notice of all Management Team and Council of Chairs meetings;
- Leads the delivery of all Management Team reports required at Congregational meetings and Board of Trustees Meetings;

The Team Recorder:

- Records minutes of Management Team meetings
- Records and distributes minutes of Council meetings;
- Ensures appropriate records are maintained of all Management Team and Council policies

The Minister

- Acts as liaison between paid staff and the Management Team.
- Drafts staff compensation and support recommendations for proposed annual budget for discussion by the Management Team.

Purpose of USNH

A. Mission

We are a diverse multigenerational faith community that inspires lives of compassion and generosity, nurtures spiritual growth, cultivates transformative connections, and creates a more just world.

B. USNH Values Held in Common

Justice, Connection, Generosity, Compassion, Spirituality

C. Ends Statements

1) Relationships Within

Respecting different spiritual journeys, the people of USNH find inspiration and a safe place to:

- Develop our best selves
- Worship and explore opportunities for spiritual growth
- Live with more joy and open-heartedness
- Experience a connection to something larger than ourselves
- Find meaning and purpose in our lives
- Articulate our Unitarian Universalist identity

2) Relationships Among

USNH is a congregation of welcome and connection, where people of all ages:

- Treat one another with respect
- Give and receive support in times of joy, sorrow and transition
- Embrace diversity
- Engage in life-long learning
- Generously give of ourselves and our resources

3) Relationships Beyond

The people of USNH, together and with our partners, act on our values in the larger world. We:

- Advance justice in our community and beyond
- Expand our understanding and awareness of social and environmental issues
- Develop new understanding of ourselves and others through our justice work
- Contribute our resources to strengthen Unitarian Universalism

Mission, Values and Ends Statements Affirmed by the Congregation on March 30, 2014