

Unitarian Society of New Haven
Minutes of the Meeting of the Board of Trustees
October 8, 2020

Accepted November 12, 2020

Board Members Present: President Nancy Apfel, Vice President Emily McCave, Clerk Becky Friedkin, Past President Al Bosch; Trustees at Large, Craig Machado, Bernice Marie-Daly, Rich Stockton, Tina Santoni; Youth Trustee Elizabeth S.

Absent: Rev. Lindasusan Ulrich, ex officio

Others Present: Gwen Heuss-Severance and David Stagg (Management Team)

1. Gather

Due to the COVID-19 pandemic, the Board met online via Zoom.

Nancy called the meeting to order at 6:34 pm.

Tina lit a chalice and read the poem *A Winter Blessing* by Kathleen McTigue.

We read the FY22 Board Covenant, then followed with a life check-in.

There were no changes to the agenda

2. Reports

Treasurer Resignation

Michele DeMuis has had to resign from the Board. Nancy expressed gratitude for Michele's service. Currently we need a Treasurer and an At-Large Trustee. Nancy invited current Board members to consider stepping into the Treasurer role. The Nominating Committee has been apprised of these openings. Craig will be moving to Northampton, MA in December and will be stepping down later this year.

Becky will continue to serve as Board Representative to the Nominating Committee for this congregational year.

Minister's Report

Rev. Lindasusan is on Study Leave, so there is no Minister's Report.

Management Team Reports

Budget review: David shared that the final financial statement for FY20 was only recently completed, due primarily to FY20 pledges fulfilled through August. The approved budget had projected a \$10,000 deficit. Although there were significant reductions in rental revenue, committee reductions in spending were also significant. Pledges were fulfilled at the typical rate of 97%. The final deficit is approximately \$5,000.

Note that the report shared at the Board meeting was preliminary for the entire fiscal year 2019-20. The final FY20 financial statement can be found on the congregational website under USNH Online, in the **2020-2021 Operational Budget** file and is attached to these minutes.

The most recent Profit & Loss Statement, through August 31, 2020, is attached. Pledge income is low but similar to last year. Sunday speakers' fees are already close to 50% of the budget, but we had several paid summer speakers.

Policy Review: David walked us through the compliance report on Policy 1.9 (Grants and Contracts), which the Board accepted. He also noted that compliance with Policies 1.5 (Financial Planning/Budgeting) and 1.6 (Financial Condition and Activities) is to be reported on by the Treasurer, but that practice has been inconsistent. David and Nancy will work to ensure that this monitoring is occurring as scheduled.

Building Reopening Advisory Group (BRAG): Gwen reported that the committee has had 9 meetings since April. Gwen receives information from the Governor's office and follows daily reports of *COVID Act Now*. BRAG has developed protocols for using the building and using the outdoor space. The video camera installed this summer has aided in building monitoring. Jamie is responsible for the monitoring and dealing with requests to use the building.

Unfortunately, the positivity rate is increasing in CT. There have been requests to meet at various places inside the building, but this is only possible outside, in small groups. The choir is rehearsing in the parking lot on Sunday mornings, masked. Jesse is using the building for very controlled CYRE classes.

The committee expects to continue as it is going, hoping to allow some re-opening if positivity rates go down. The next BRAG meeting is on October 21.

Belonging Goals: David and Gwen reported that Rev. Lindasusan had asked for a history of the "Belong" project, and they reviewed it briefly for the Board.

The project began in March 2018, spearheaded by Peggy Myers, Al Bosch, and Rev. Megan. In August 2019, the final draft (attached) became the working document for the Management Team. During FY20, Gwen presented the goals to the Council of Chairs and later asked each committee to report on any activities in support of the Belong goals. Responses were shared with the congregation and are included in the October 7, 2020 Board Package on the Board Google site. Rev. John Marsh agreed to revisit that document and clarify responsibilities in accordance with our policy governance manual. Unfortunately, that did not get fully realized, largely because of the emerging pandemic. The Management Team does not have a clear sense of what is next.

Board member comments:

These goals are still on our minds and important in this time of COVID. Specific needs have changed because of our remote contact and lack of in-person interactions.

The Belong goals are part of what we do as a matter of course. We can't say we have met them, but we can prioritize and emphasize them.

How do the Belong Ends relate to the book *The Nested Bowls* – is there a connection? Sunday's worship service is on UU the Vote, which has asked congregations to inventory its volunteer base with a lens toward specific resources that might be needed should post-election protests come to greater New Haven. Would it be helpful to look at how these intersect.

3. Future Planning

Board Retreat Planning: We discussed the fall Board retreat planned for Saturday morning, November 21. Nancy, Emily, Becky, and Bernice will be meeting the next morning to flesh out ideas. All are welcome to join the conversation and to send thoughts to the entire Board.

Board member comments

Extending and/or amending the emphasis on Belonging, in the context of the pandemic. Some people feel very disconnected.

The Board's role is the vision, the Management Team's role is implementation.

We tend to get into the weeds, but we need to focus on the big picture - where we are and where do we want to go?

Think about what is special about **this year**, what do we want to do this year, as a Board. We often have discussions that don't lead to action.

Time is well spent if we have some questions before we gather, that we can think about ahead of time. The more clarity we have in terms of what we will focus on, the better the meeting will go.

The Board is supposed to focus on what difference we want to make, for whom, and at what cost or priority. The Board delegates the ends to the Management Team to implement and controls **what not to do**, not what to do.

Perhaps our goal this year is to focus on grounding the congregation this year during all this turmoil?

When this Belonging document was decided upon, the Board had been working on it for a long time, sometimes spinning its wheels.

Although Management Team members have attended past Board Retreats, the focus (vision) isn't their purview.

Size of the Board:

We discussed the size of the Board and the possibility of experimenting with a smaller Board. Policy Governance generally calls for a smaller Board, since the Board is a visioning, rather than working, board. This was never implemented. Ours is on the large side, with 11 members (ten officers and At-Large Trustees plus a Youth Trustee). Rev. Lindasusan had told us that boards that rate themselves as highly effective were 7 or 8 members.

Board member comments:

It can feel superfluous to be on the Board unless one is involved in a specific project (e.g., being the Board Representative to the Nominating Committee). Making more opportunities for such involvement might be a good idea.

We are very decentralized and siloed and the Board doesn't necessarily know what's happening in committees and other groups. Some church boards are positional – there are members from

key constituencies on the Board. Maybe there are ways to increase this communication from committees to the Board

Additionally, the responsibilities of the Treasurer need to be clarified.

MOTION: Becky moved and Emily seconded that the Board recommend to the Nominating Committee and Congregation that we experiment with a smaller board through FY22, filling the role of Treasurer, and maintaining at least 8 board members.
The motion passed unanimously.

4. Consent Agenda

There were no changes to the minutes of the September 10, 2020 Board meeting, which were accepted.

5. Meeting Process Observations

Rich noted that we started on time. It often happens that tough topics go beyond the original time estimate. Both the Belonging Goals and the Board size discussions went long but were good discussions and we came to good conclusions. It is also a good idea to invite all to tomorrow's retreat planning meeting. As some suggested during the discussion, preparing questions ahead of time might move things along more.

Craig will be the process observer for November .

Chalice lighters:

November – Emily

December – Al

January – Tina

Tina January

6. Thank you notes

We agreed on a number of thank you notes to write. Al and Craig will write them this month.

9. Adjournment

The meeting was adjourned at 8:30 pm

Respectfully submitted,
Becky Friedkin, Clerk

Attachments:

P&L Report through August 30, 2020

MT Monitoring Report: Policy 1.9

FY21 Operating Budget, including final FY20 financials

“Belong” Ends document

Unitarian Society of New Haven
 2020–2021 Budget vs. Actual
 July through August 2020

	Jul - Aug 2020	Budget	\$ Over Budget	% of Budget
Income				
4000 · Pledges				
4010 · Current Year Pledges				
4011 · Pledge Challenge	2,800			
4010 · Current Year Pledges - Other	50,330	473,360	-423,031	11%
Total 4010 · Current Year Pledges	53,130	473,360	-420,231	11%
Total 4000 · Pledges	53,130	473,360	-420,231	11%
4100 · Collection Plate	1,992	22,000	-20,008	9%
4200 · Flower/Coffee donations	0	1,500	-1,500	0%
4300 - Rentals				
4310 · Long-term rental	10,027	48,133	-38,107	21%
4320 · Incidental rental	100	7,000	-6,900	1%
Total 4300 · Rentals	10,127	55,133	-45,007	18%
4400 · RE Tuition Income	0	500	-500	0%
4500 · Fundraising income				
4511 · Stop & Shop Cards revenue	486	0	486	100%
4512 · Shop Rite Cards revenue	38	0	38	100%
4523 · CONECT fundraising	0	2,500	-2,500	0%
4500 · Fundraising income - Other	0	14,000	-14,000	0%
Total 4500 · Fundraising income	524	16,500	-15,976	3%
4600 · Interest Income	444	3,500	-3,056	13%
4800 · Miscellaneous Gain/Loss				
4840 · Miscellaneous donations/refunds	24	0	24	100%
Total 4800 · Miscellaneous Gain/Loss	24	0	24	100%
4900 · Endowment contribution	3,143	38,854	-35,712	8%
Total Income	69,383	611,348	-541,965	11%
Expense				
5100 · Facility				
5110 · Utilities	2,446	25,500	-23,054	10%
5120 · Maintenance and Repair	50	7,000	-6,950	1%
5130 · Property Management	783	9,500	-8,717	8%
5140 · Custodial Supplies	89	2,109	-2,020	4%
5150 · Landscape	523	11,000	-10,477	5%
5160 · Security / Alarm system	850	4,000	-3,150	21%
Total 5100 · Facility	4,741	59,109	-54,368	8%
5200 · Office/Communications/Media				
5210 · Office Supplies	549	1,282	-733	43%
5220 · Postage	0	500	-500	0%
5230 · Office Service Contracts	1,882	4,666	-2,784	40%

5:43 PM
 09/23/20
 Accrual Basis

**Unitarian Society of New Haven
 2020–2021 Budget vs. Actual
 July through August 2020**

5240 · Internet, Phone, TV, wi-fi	984	4,000	-3,016	25%
5250 · Office contingency	0	100	-100	0%
5260 · Web Hosting and Software	550	3,000	-2,450	18%
Total 5200 · Office/Communications/Media	3,964	13,548	-9,584	29%
5300 · Member Services/Committee Supp.				
5310 · Membership Committee	0	750	-750	0%
5320 · Covenantal Relations Committee	0	563	-563	0%
5330 · Sunday Morning Team	0	1,125	-1,125	0%
5340 · Stewardship/Canvass	38	1,125	-1,087	3%
5350 · Endowment and Legacy	0	1,000	-1,000	0%
5360 · Small Group Ministries	0	113	-113	0%
5370 · Library, History, Archives	0	150	-150	0%
5380 · Lay Ministry Team	0	150	-150	0%
Total 5300 · Member Services/Committee Supp.	38	4,975	-4,937	1%
5400 · Denominational Affairs				
5410 · UUA Program Fund	3,125	12,500	-9,375	25%
Total 5400 · Denominational Affairs	3,125	12,500	-9,375	25%
5500 · Financial Affairs				
5510 · Mortgage				
5511 · Building loan principal	3,008	0	3,008	100%
5512 · Building loan interest	3,277	0	3,277	100%
5510 · Mortgage - Other	0	37,715	-37,715	0%
Total 5510 · Mortgage	6,286	37,715	-31,429	17%
5520 · Insurance	0	7,485	-7,485	0%
5530 · Accountant's review	0	3,900	-3,900	0%
5540 · EFT fees	17	0	17	100%
5560 · Bank fees	16	50	-34	32%
5565 · Paypal fees	187	500	-313	37%
5570 · CT sales tax	0	250	-250	0%
5580 · Merrill Edge sales commission	0	50	-50	0%
Total 5500 · Financial Affairs	6,506	49,950	-43,444	13%
5600 · Personnel Expenses				
Total 5610 · Salaries	49,449	296,061	-246,613	17%
5620 · Child Care Services	252	4,100	-3,848	6%
5625 · Bookkeeping services	2,375	14,250	-11,875	17%
Total 5630 · Medical Insurance	9,107	47,420	-38,313	19%
5640 · Insurance				
5641 · Dental Insurance	64	3,187	-3,123	2%
5643 · Disability Insurance	473	3,153	-2,680	15%
5644 · Life Insurance	300	2,037	-1,737	15%
5645 · Workers Compensation Ins.	0	3,031	-3,031	0%

**Unitarian Society of New Haven
 2020–2021 Budget vs. Actual
 July through August 2020**

Total 5640 · Insurance	837	11,408	-10,571	7%
Total 5650 · FICA Payroll Taxes	3,964	22,962	-18,998	17%
Total 5660 · Pension Expense	4,019	24,255	-20,236	17%
5670 · Payroll administration fees				
5671 · Payroll service fees	211	3,200	-2,989	7%
5672 · Section 125 administration	75	0	75	100%
Total 5670 · Payroll administration fees	286	3,200	-2,914	9%
Total 5680 · Professional Expense accounts	987	15,747	-14,760	6%
Total 5600 · Personnel Expenses	71,276	439,403	-368,127	16%
5690 · Minister UUA Training	0	1,500	-1,500	0%
5700 · Trustees Research & Development	0	500	-500	0%
6100 · Music Program				
6130 · Sheet Music and Library	0	500	-500	0%
6140 · Piano tuning/repair	0	700	-700	0%
6150 · Dues, Tapes, Misc.	0	100	-100	0%
Total 6100 · Music Program	0	1,300	-1,300	0%
6200 · Religious Education Program				
6201 · Adult RE	0	900	-900	0%
6202 · CYRE Discretionary fund	0	300	-300	0%
6203 · Teacher training & support	0	225	-225	0%
6204 · Curriculum, Supplies, Equipment	0	900	-900	0%
6205 · YRUU Support	0	525	-525	0%
6206 · Family Multigen. Activities	0	375	-375	0%
6207 · Teacher/volunteer bgd checks	0	150	-150	0%
6208 · OWL Teacher training	0	375	-375	0%
6209 · Affirmation Class budgeted exp.	0	1,350	-1,350	0%
Total 6200 · Religious Education Program	0	5,100	-5,100	0%
6300 · Social Justice Programs				
6308 · Waverly Project	-875	0	-875	100%
6300 · Social Justice Programs - Other	0	13,500	-13,500	0%
Total 6300 · Social Justice Programs	-875	13,500	-14,375	-6%
6340 · CONECT	1,750	7,000	-5,250	25%
6400 · Worship				
6410 · Speaker's fees	500	1,125	-625	44%
6420 · Worship Supplies	0	300	-300	0%
6430 · Flower expenses	0	1,463	-1,463	0%
6400 · Worship - Other	0	75	-75	0%
Total 6400 · Worship	500	2,963	-2,463	17%
Total Expense	91,025	611,348	-520,323	15%
Net Ordinary Income	-21,642	0	-21,642	100%

MT monitoring of Policy Governance Section 1.9

(MT responses in red)

(The Management Team last reported on this section on October 10th 2019)

1.9 Grants or Contracts

1.9.1 Grants

The Management Team shall not fail to assure that it is aware of grants applied for and received by the Society.

Approved by the Board: May 14, 2015

Under leadership from Greg Seaman of the Finance Committee, USNH applied in April 2020 for a loan under the Paycheck Protection Program. On May 1st we received \$74,800 to pay salaries and utilities for a period of 8 weeks. In June 2020 the program was amended to allow us to use the money over a 24 week period. Greg Seaman has started the process to request forgiveness of the loan and we expect that at least 95% on the loan will be forgiven. MT has been informed of each step in the process.

We report compliance with section 1.9.1

1.9.2 Contracts

No one other than the Management Team, its express designees, or the Board President (or the Vice President in the President's absence) shall execute any contract on behalf of USNH.

The Management Team shall not fail to assure that each contract for work or services in excess of \$2,500 is awarded only after

preparation of specifications/requests for proposals, and

procurement and evaluation of two or more price proposals, or approval from the Board for a sole-source justification.

MT Interpretation:

While this section is always applicable for NEW contracts, MT believes that it may not be appropriate to require this section when certain existing contracts are expiring and being considered for renewal. For example, it may be appropriate to renew the yearly snow removal contract with the existing contractor when the performance has been satisfactory and there is no reason to think that another contractor would provide superior service. MT would not want to renew any contract indefinitely, but it seems reasonable in a case such as this to renew up to 3 times before rebidding the contract.

Approved by the Board: May 14, 2015

MT Interpretation Approved by the Board: March 8, 2018

Last winter we renewed our contract with CDN Landscaping for a second year without obtaining new bids. For the coming winter MT is working with our Building and Grounds Committee to obtain at least 3 new quotes for snow clearance before signing a contract.

MT monitoring of Policy Governance Section 1.9

Beginning in April 2020, MT joined in discussions with the Cooperative Purchase Agreement arm of CONECT in choosing options for renewal of the contract for electricity supply. We were assisted by colleagues from B&G and the Finance Committees. At the end of May we joined with 73 other CONECT members in signing a 3 year contract to purchase Electricity and Renewable Energy Credits from Constellation.

Our copier contract with CBS was due to be renewed in August 2020. Thanks to a very generous donation of an office copier/printer by Carol Cheney we decided not to renew our existing (very expensive) contract. The Finance Committee has negotiated a very low cost maintenance contract for our new printer that allows for our current much reduced printing costs by being based on a per page cost with no minimum charge.

We report compliance with section 1.9.2

MT 10/8/2020

Operating Budget V3.19 2020-21 Approved 5/31/2020	2017-18 Budget	2017-18 Actual	2018-19 budget	2018-19 Actual	2019-20 Budget	2019-20 Actual	% of Budget	2020-21 Budget	2020-21 Comments.
INCOME									
1 Pledge Goal								488,000.00	Best estimate of final number
2 Pledges	461,742.00	472,653.98	445,000.00	433,003.38	458,000.00	439,837.36	96.03%	473,360.00	Assume 97% collected at year end
3 Collection Plate	25,000.00	23,540.30	25,000.00	24,800.88	22,500.00	22,157.06	98.48%	22,000.00	Small reduction from 2019-20 Budget
4 Coffee and Flower donations	0.00	1,259.67	1,500.00	1,060.62	1,500.00	638.90	42.59%	1,500.00	\$1,250 is flower donations
5 Regular Tenant									
6 Incidental	8,000.00	8,505.00	7,000.00	8,185.00	7,000.00	6,605.00	94.36%	7,000.00	Assume back to 100% September 1st revert to 2019-20 figure
7 RE Income	0.00	250.00	500.00	660.00	500.00	225.00	45.00%	500.00	same as 2019-20
8 Fundraising	21,500.00	19,971.11	18,000.00	17,177.33	16,000.00	9,923.57	62.02%	14,000.00	assume no tag sale
9 CONECT Fundraising					2,500.00	2,304.00	92.16%	2,500.00	Social Justice commitment
10 Interest	500.00	780.64	1,700.00	2,899.50	5,200.00	4,347.20	83.60%	3,500.00	Finance Committee recommendation
Restricted Funds Released									
11 Released from Emerson fund	10,000.00	10,000.00	10,000.00	10,000.00	12,693.80	12,694.31	100.00%	0.00	Fund now depleted
12 Released from Sabbatical Fund					2,513.86	2,513.86	100.00%	0.00	Fund now depleted
13 Miscellaneous Gain/Loss	1,500.00	-263.88	0.00	-1,474.52	0.00	782.11		0.00	Profit/Loss from sales of stock
14 Endowment contribution (2%)	27,000.00	27,289.50	23,827.50	23,827.50	30,615.66	30,615.66	100.00%	38,854.41	Increase to 3.5% for this year
Total Income	618,242.00	626,767.32	594,027.50	581,222.69	619,239.32	583,383.35	94.21%	611,347.74	Total Income
EXPENSES									
Facility									
18 Utilities									water 15%, gas 25%, electricity 60% plus cost increase (including ~\$1600 in savings)
19 Maintenance and Repair	27,000.00	25,255.16	25,000.00	25,610.02	25,500.00	24,393.82	95.66%	25,500.00	HVAC 10% Elevator maint 13%
20 Property management	9,200.00	7,995.51	7,000.00	10,052.93	9,000.00	2,525.21	28.06%	7,000.00	cleaning 20%, waste removal 40%, hvac contracts 2%, elevator 10%, pest control 10%
21 Custodial Supplies	9,000.00	8,837.30	10,000.00	11,931.21	10,000.00	7,802.14	78.02%	9,500.00	reduced per CuddleTime cleaning agreement
22 Landscape	2,700.00	3,055.43	2,700.00	2,598.31	2,700.00	2,008.78	74.40%	2,109.00	Mostly snow removal (expecting less snow)
23 Security/Alarm system	10,000.00	10,553.50	11,000.00	10,652.84	12,000.00	5,303.90	44.20%	11,000.00	unchanged from 2019-20
24 Facility total	3,000.00	2,948.76	3,000.00	4,515.09	4,000.00	3,735.03	93.38%	4,000.00	Generally reduced costs
Communication, Media	60,900.00	58,645.66	58,700.00	65,360.40	63,200.00	45,768.88	72.42%	59,109.00	
26 Office Supplies (copier paper, supplies)	2,000.00	1,680.09	2,000.00	1,483.08	1,700.00	1,725.24	101.48%	1,282.00	Finance Committee recommendation
27 Postage	1,000.00	630.75	1,000.00	514.90	800.00	565.00	70.63%	500.00	Finance Committee recommendation
28 Office service contracts (copier, Poland Spring)	10,000.00	8,620.49	10,000.00	8,761.86	9,000.00	8,999.18	99.99%	4,666.00	Zerox \$1166 2 months, \$2,000 new Canon paper & print charge, \$1,500 other = \$4,666
29 Cable service: internet, phone, TV, wi-fi	3,500.00	4,042.69	4,000.00	3,763.31	4,000.00	4,438.40	110.96%	4,000.00	Finance Committee recommendation
30 Office contingency	300.00	0.00	0.00	0.00	0.00	0.00	0.00%	100.00	Finance Committee recommendation
31 Tech: hosting, software, licensing	1,800.00	2,308.83	1,800.00	1,936.03	2,000.00	2,998.93	149.95%	3,000.00	Added \$1,000 for broadcasting licenses
Communication total	18,600.00	17,282.85	18,800.00	16,459.18	17,500.00	18,726.75	107.01%	13,548.00	Reduced mainly due to copier service changes
Committee Support/Member Services									
34 Membership Committee	1,000.00	879.49	1,000.00	903.89	1,000.00	662.34	66.23%	750.00	
35 Covenantal Relations Committee	1,500.00	1,000.00	1,500.00	938.48	750.00	0.00	0.00%	562.50	
36 Sunday Morning Team	1,800.00	1,844.55	1,800.00	1,997.19	1,500.00	821.14	54.74%	1,125.00	
37 Stewardship/Canvass	1,800.00	1,072.72	1,800.00	1,061.01	1,500.00	515.64	34.38%	1,125.00	
38 Endowment & Legacies	1,500.00	1,842.30	2,000.00	1,007.00	2,000.00	1,077.36	53.87%	1,000.00	per Greg Seaman for Endowment & Legacies
39 Small Groups	150.00	0.00	150.00	50.00	150.00	0.00	0.00%	112.50	
40 Library/Archives	200.00	131.50	200.00	212.60	200.00	135.03	67.52%	150.00	
41 Search Committee					10,000.00	4,999.45	49.99%	0.00	
42 Committee/Member Services total	8,150.00	6,770.56	8,650.00	6,318.17	17,300.00	8,210.96	47.46%	4,975.00	mostly 25% reduction
Denominational Affairs									
44 UUA dues	26,732.00	26,732.00	14,702.50	14,702.50	17,800.80	17,800.00	100.00%	12,500.00	70% of contribution for 2019-20
Finance									
46 Mortgage	85,234.00	84,931.07	38,813.60	37,714.92	37,714.92	37,714.92	100.00%	37,715.00	don't include Stucco work (Dryvit)
47 Insurance	7,900.00	7,791.00	7,900.00	7,253.00	7,900.00	7,266.00	91.97%	7,485.00	
48 Accountant's Review	3,500.00	3,600.00	3,600.00	3,700.00	3,700.00	3,800.00	102.70%	3,900.00	Finance Committee recommendation
49 EFT (VANCO) Fees	270.00	432.50	400.00	255.99	400.00	226.88	56.72%	0.00	Eliminate for 2020-21
50 Bank fees		96.02	200.00	68.98	0.00	63.99	0.00%	50.00	no mortgage fees
51 Paypal Fees (~3.0% of contrib using paypal)	500.00	511.95	600.00	513.50	500.00	640.69	128.14%	500.00	Same as 2019-20
52 CT Sales Tax	250.00	285.82	250.00	193.00	250.00	180.00	72.00%	250.00	
53 Merrill Edge sales commission	50.00	28.69	50.00	56.49	100.00	41.16	41.16%	50.00	Fees associated with stock donations
Finance total	97,704.00	97,677.05	51,813.60	49,810.88	50,564.92	49,933.64	98.75%	49,950.00	doesn't include \$41,000 for Stucco work (Dryvit)
Personnel									
56 Salaries (Minister, DLRE, Administrator, Directors of Music, Associate Director of Music)	243,640.00	241,164.66	249,010.80	251,776.13	255,512.35	247,041.56	96.68%	257,856.50	0.5% COLA
57 Hourly Wages (Sexton, Membership Coordinator, Child Care)	35,346.00	34,626.40	43,704.29	38,795.08	42,093.63	41,594.95	98.82%	42,304.10	0.5% COLA
58 Contractor (Bookkeeping Services)	12,000.00	12,093.75	14,250.00	14,250.00	14,250.00	14,250.00	100.00%	14,250.00	

	Operating Budget V3.19 2020-21 Approved 5/31/2020	2017-18 Budget	2017-18 Actual	2018-19 budget	2018-19 Actual	2019-20 Budget	2019-20 Actual	% of Budget	2020-21 Budget	2020-21 Comments.	
59	Medical insurance (Minister, DLRE, Administrator, Sexton)	26,659.00	23,781.47	24,970.49	25,891.86	38,818.50	50,837.98	130.96%	47,419.68		59
60	Other Insurance (dental, disability, workers comp, life)	8,149.00	7,724.60	8,460.69	7,973.68	8,594.22	8,691.87	101.14%	11,408.82		60
61	Federal Insurance Contributions Act (FICA) Tax	21,342.00	20,206.32	22,392.70	20,939.85	22,766.86	19,899.34	87.40%	22,962.29	7.65% of salary total	61
62	Pensions (Minister, DLRE, Administrator, Sexton)	22,898.00	22,622.15	23,405.20	23,775.09	24,028.43	23,199.27	96.55%	24,255.23	10% of eligible salaries	62
63	Payroll service, admin fees, etc	3,000.00	2,766.28	3,200.00	2,620.58	3,200.00	2,432.63	76.02%	3,200.00		63
64	Professional Expense Accounts (Minister, DLRE, Administrator, Director of Music)	13,700.00	11,730.11	13,700.00	10,607.33	15,365.00	11,202.73	72.91%	15,747.08		64
65	Minister Relocation Expense								0.00	create Temporary Restricted Fund for relocation	
	Minister UUA Training								1,500.00	new item this year	
66	Personnel total	386,734.00	376,715.74	403,094.18	396,629.60	424,628.99	419,150.33	98.71%	440,903.69		66
67	Trustees Research and Development	500.00	582.81	1,500.00	1,459.88	1,500.00	437.78	29.19%	500.00	major reduction for this year	67
68											68
69	Management Team Discretionary Fund	1,000.00	200.00	1,000.00	3,177.23	1,000.00	0.00	0.00%	0.00	remove for this year	69
70	Music										70
71	Paid instrumentalists	1,150.00	0.00	1,150.00	800.00	500.00	450.00	90.00%	0.00	use Apfel Music Fund this year	71
72	Accompanist for memorials			0.00	0.00		0.00	0.00%	0.00		72
73	Sheet Music/Library	500.00	1,940.79	500.00	508.20	500.00	578.98	115.80%	500.00	same as 2019-20	73
74	Piano Tuning/Repair	700.00	375.00	700.00	900.00	700.00	225.00	32.14%	700.00	same as 2019-20	74
75	Dues, Tapes, Misc	100.00	50.00	100.00	0.00	100.00	0.00	0.00%	100.00	Miscellaneous	75
76	Music total	2,450.00	2,365.79	2,450.00	2,208.20	1,800.00	1,253.98	69.67%	1,300.00		76
77	Religious Education										77
78	Adult RE	1,300.00	1,132.21	1,300.00	924.97	1,200.00	660.99	55.08%	900.00		78
79	CYRE discretionary fund	400.00	422.04	400.00	400.00	400.00	133.75	33.44%	300.00		79
80	Teacher Training & Support	300.00	337.69	300.00	300.00	300.00	232.19	77.40%	225.00		80
81	Curriculum, supplies, equipment	1,200.00	1,011.48	1,200.00	1,140.33	1,200.00	647.18	53.93%	900.00		81
82	YRUU Support	700.00	429.87	700.00	607.43	700.00	80.28	11.47%	525.00		82
83	Family Multigenerational Activities	500.00	392.03	500.00	382.48	500.00	500.00	100.00%	375.00		83
84	Teacher/volunteer background checks	150.00	36.00	150.00	173.00	200.00	181.77	90.89%	150.00		84
85	OWL Teacher Training	500.00	400.00	500.00	504.67	500.00	490.00	98.00%	375.00		85
86	Affirmations Class Expense	1,500.00	1,500.00	1,800.00	1,800.00	1,800.00	432.21	24.01%	1,350.00		86
87	Religious Education total	6,550.00	5,661.32	6,850.00	6,232.88	6,800.00	3,358.37	49.39%	5,100.00		87
88	Social Justice									Don't cut \$9000 for Waverly. Remaining \$6,000 for other programs is cut 25%	88
89	Abraham's Tent/Columbus House (HEART)	450.00	449.97	500.00	666.66		696.20				89
90	Anti-Racism TF	400.00	526.94	400.00	475.00		105.05				90
91	Peace TF	650.00	650.00	500.00	490.59		0.00				91
92	Kids' Service Team TF	1,000.00	1,017.29	1,100.00	1,054.41		572.81				92
93	Immigration and Refugee TF	1,300.00	1,353.59	1,400.00	1,250.00		815.50				93
94	Green Sanctuary TF	280.00	190.00	635.00	553.18		532.04				94
95	Preventing Gun Violence TF	400.00	227.05	365.00	239.58		0.00				95
96	Waverly/USNH Partnership TF	9,000.00	8,990.00	10,000.00	10,033.07		9,494.27				96
97	JU-UNO TF (Dues)	570.00	123.29	250.00	235.00		0.00				97
98	UJSC TF (Dues)	350.00	350.00	350.00	350.00		0.00				98
99	Social Justice Council Reserve	650.00	447.09	500.00	0.00		211.69				99
100	Mental Health Awareness	400.00	420.90	500.00	500.03		200.00				100
101	Social Justice Programs - Other	550.00	550.00	500.00	1,002.48		0.00				101
102	CONNECT			1,000.00	1,000.00	7,000.00	7,462.35	106.61%	7,000.00	Don't cut \$7,000 for CONECT. Full request is \$10,000	102
103	Social Justice total	16,000.00	15,296.12	18,000.00	17,850.00	22,000.00	20,089.91	91.32%	20,500.00		103
104	Worship										104
105	Speakers	2,000.00	1,504.00	1,500.00	1,599.25	1,500.00	778.00	51.87%	1,125.00		105
106	Sanctuary supplies	400.00	393.30	400.00	185.98	400.00	0.00	0.00%	300.00		106
107	Sunday Flowers	1,000.00	1,746.70	1,500.00	2,241.26	1,950.00	1,239.00	63.54%	1,462.50		107
108	Worship - Other			150.00	150.00	100.00	0.00		75.00	Seder expense	108
109	Worship total	3,400.00	3,644.00	3,400.00	4,176.49	3,950.00	2,017.00	51.06%	2,962.50		109
110	Capital Fund Contribution			1,567.22	0.00	1,194.62	1,194.62	100.00%	0.00	no contribution to the Capital Fund this year	110
111	General cut to committees									25% cut applied to committees	111
112	Total Expenses	628,720.00	611,573.90	594,027.50	587,937.41	629,239.33	587,942.22	93.44%	611,348.19	Total Expenses	112
113	Income - Expenses	-10,478.00	15,193.42	0.00	-6,714.72	-10,000.01	-4,558.87			Negative means Deficit	113



Overarching theme of the next congregational year:

“Celebrating, embracing, nourishing and supporting our community”

We are very good at reaching out into the world around us and providing care and services. We also want to have the means to continue and enhance our support to our fellow congregants and staff. Therefore, in an effort to focus on and to strengthen our support of our USNH Covenant, we have developed the following ends or goals.

Specific ends to be achieved in the near term with clear and specific interventions:

- 1) Provide lively and frequent opportunities for developing closer relationships among the congregation: pot luck suppers, “family” groupings, neighborhood groupings, possible Thanksgiving dinner at USNH, etc.;
- 2) Strengthen structure of pastoral care ministry with the addition of increased clergy support to assist with

pastoral support as increasing demand puts a strain on one minister and the lay ministry team;

- 3) Enable better connections among all congregants, including newcomers, people confined to their homes or nursing facilities, youth and young adults. Identify people's gifts and interests. This might well require help from additional staff.
- 4) Support existing staff by strengthening committees - this would be a part of the follow-up to intervention #3 - using those identified skills and interests to better populate our committees. Develop clear descriptions of each committee's purpose and authority.

Under the direction of the Management Team (MT), perhaps with an ad hoc committee, or committees, each of these interventions would have a person or working group responsible to develop strategies to achieve the ends. The MT would monitor the progress of implementation. The MT would then periodically report this progress back to the Board of Trustees (BoT). The BoT would provide moral support to the success of this implementation. The MT would report on how things were going at the year-end congregational meeting in 2020.

2/1/19