Board Meeting

4:00 Convene Meeting
4:01 Review Agenda
4:02 Approve April’s Minutes
4:03 Opening Words – Kathy
    Timekeeper – Randy
4:04 Open “mic” for congregants (2-3 minutes per congregant)

Updates

4:15 ET Update
4:20 Finance Committee Update
4:25 Communications Committee Update
4:30 Policy Evaluation Committee Update

4:35 Consent Agenda
Endorse the Nominating Committee’s Slate for the Board and Nominating Committee
    • Board: Ameena Amdahl-Mason, Maryann Roulier, Laura Milne, Darin Stewart
    • Nominating Committee: John Bishop, Steve Nelson, Pat Malone

Insurance Levels
Statement about the Employee Management Policy

4:40 Break

Action Items

4:50 Vision, including voting on vision statement – see information from the
    Communications Committee
5:20 Discussion of the revised elements
5:40 Executive Session
5:55 Communications Check
5:57 Process Observer – Aimee
5:59 Closing Words
6:00 Adjourn
March
1. Finance Committee to receive from ET/Staff final annual budget proposal. A special meeting may be called, if necessary, for review and approval of final budget.
2. Board meeting:
   • Receive/approve final multi-year plan
   • Receive/approve final annual budget
3. NomCom slate due not less than 60 days prior to Annual Meeting: 3/19/15

April
1. Board Meeting:
   • Monitoring Report – Receive/review ET’s Monitoring report re compliance with Church Governing Policies for (1) Management of Personnel; (2) Financial Parameters; (3) Records; (4) Communications with and Support of the Board; and (5) Support of Church Leaders.
2. Petition candidates to file not less than 30 days prior to Annual Meeting: 4/17/15
3. Annual Meeting notice mailed at least 21 days prior to Annual Meeting: 4/23/15
4. Pre-Annual Meeting info sessions for congregants on items being voted upon (except candidates, which are the NomCom’s responsibility).
5. BOC begins one-on-one discussions with continuing Board members regarding their interest in serving as an officer and on other Board committees.

May
1. Pre-Annual Meeting info sessions for congregants on items being voted upon.
2. Annual Meeting: 5/17/15
3. Board Meeting:
   • Certify election results
   • Welcome newly elected Board members
   • Set date for Annual Board Retreat

Board Goals 2014-2015
1. The Board will devote significant time at each Board meeting to generative thinking, focusing on how First Unitarian Church is living out our mission.
2. The Board and Board Officers’ Committee will support and engage with the congregation in the ongoing visioning process, and approve a vision statement by the end of 2014-2015 church year.
3. The Board committees and officers will create a working document outlining the norms and roles of Board work, including the role and function of Board Committees and the relationship of the Board to the Executive Team and Nominating Committee.
4. The Board will be informed and participate as a linkage to the congregation for the Fund Drive, 150th Anniversary of First Church, and the 2015 General Assembly.

Scheduled Agenda Items for the rest of the 2014-2015 Church Year

• April: Review the Budget, revisit the norms and roles Board goal, PEC Self-Evaluation
• May: focus on Vision, including the listening project and approving a vision statement, compliance report
• June: Board Retreat with incoming Board member(s) [beginning of the 2015-2016 term for Board members]
Reflection - With spring and the holy season in mind, where do you find new life springing for you?

Auction Update: Evie led quick discussion - Board will sponsor Karaoke Night May 28, 7-9pm with donations from each board member; and an Italian Dinner & Bocce Ball September 12, 7pm. Volunteers stepped forward, Evie has list.

Meeting called to order at 7:00pm by Ameena Amdahl-Mason
Attending: Ameena Amdahl-Mason, Maryann Roulier, Evie Zaic, John Hutzler, John Thompson, Michael Cunningham, Randy Russell, Laura Milne, Aimee Santos-Lyons, Andy Parker, Rev Bill Sinkford, Rev Tom Disrud, Kathryn Estey, Kathy Ludlow
Absent: Roger Robinson

Review Agenda - Budget approval moved to Action Item.

Minutes from the March Board meeting were approved as corrected. (Change policy to elements in PEC update.)

Open Mic for Congregants -
Jacquie Jones - shared concerns about transparency and asks that our ministers take a salary cut to jump-start and show good faith to Justice Begins at Home request. Documents attached.
Terri Martin - shared thoughts that transparency is fundamental in finances and governance. She asked for full explanations. Document attached.
Bill Michtom - shared concerns about lack of transparency and congregant’s need to know salaries of employees, what budget needs are, and he wants higher paid to give us some. Employees went to the congregation when they were stonewalled by the Administration. Congregation will step up if they know. No written statement.
Sally Schorr and other woman were observing.

Announcement: Our May 7 Board meeting is early - 4:00-6:00pm so we can be represented at a special Ecumenical Ministry Awards Celebration and Dinner. Board members are encouraged to join our church’s table, we have ten spots to fill.

Updates:

Executive Team - Bill, Tom, Kathryn -
Board Members are welcome to join the $100/plate dinner at Hilton Hotel, Ecumenical Ministry.
Holy Week, four services on Easter
Pastoral load is heavy - many deaths
Fourth negotiation session w/union and making progress
$91,000 from the Justice Begins at Home - very gratified by the response
Sewell Lecture April 9, Susan Griffin speaking on sustainability and the environment
Early registration for General Assembly ends April 30
Planning for our 150th Anniversary - June 15 is the opening of the exhibit at Oregon Historical Society.
Slim Moon, intern minister, is not returning next year as planned. He’ll complete his time May 31.
Rev Bill will take a 2 month sabbatical from mid-January to mid-March. Guest preachers will fill part of the Sunday services.

Finance Committee - Michael - see attached report
- Budget review meetings on April 12 with congregation.
- Financial review of policies is moving from April (busiest time) to May.
- Month opened with an operating surplus of $22,000. Good control on expenditures.
- Year to Date is the same general progression.
- Budget variance is net $31,000 ahead.
- Dashboard pledge goal % received is less than 1% variation from last year.
John H - Comment that projections for where budget will be at end of year would be helpful.
Why aren’t we getting them? Kathryn Estey - additional staff time is needed, will put on financial committee agenda.

Note: Board packet is not on website. Will happen next month.

Policy Evaluations Committee - John T - see attached report
- Congregational Survey is on-line.
- Compliance Review - stratify by risk with High done yearly, Moderate done every 2 yrs, Low done every 3 yrs.
- Areas in our governing policy where changes are needed - timing is the issue and some process collaboration with the ET - still wrestling with this.

Justice Begins at Home - Laura handed out call sheets for board members to thank pledgers.

No Consent Agenda items.

Action Items:
(Initials refer to board member names)

Draft Norms Discussion - one of the board goals for this year.
Laura shared draft for General Board Norm - more aspirational of what we bring to board work. She feels constrained by Policy Based Governance (PBG) - an oversight role checking off the policy compliance. Invites broader discussion on how we have impact, as well as the topic of generosity. This fits our generative discussion goal perfectly.
RR - have we gone too far from our active role in church operations?
JH - everyone in church can aspire to this norm. Board has primary responsibility of governance and that has to be done first. We already have a policy of generosity - we should be asking ET to submit this plan.
AAM - not all board members have drilled down into the policies as we could. These two approaches may not be mutually exclusive.
EZ - agrees with Laura - we need to make our presence known as leaders of this church.
LM - is what we expect of ET realistic? Could we ask for a generosity policy?
JT - talked to Cindy Cumfer - real task is looking at what’s best for church then let policy follow. General policies leave room for confusion. Is what we have written doing that? KL - we need the generative conversations to take a broad look.
MC - what is needed to look at aspirations policy-wise and how a policy will work for the church.
LM - Balance is needed between governance and being actively involved with congregation.
ASL - this is a very highly functioning board. Spirit that animates board is looking for visionary leadership. Our voice in unionization - we provide checks & balance & perspective. Good place for the ET to pose complex questions.
RR - can this be a focus of discussion at our retreat?
AP - sees both sides - these are complicated jobs and not enough time to do all we want. How do we all work together in PBG? It’s the roadway that takes advantage of our skills as individuals.
MC - Policy states our role is “cooperate with ET and Congregation to achieve mission of the church”.
AAM - by putting together our norms we can do our jobs moving into a flow versus checking things off. Putting norms together is a good summer job.

Budget Discussion
MC - uncertainty makes this budget more difficult than usual.
It’s essentially flat.
ET - the $120,000 is for salaries and they will go up, even if not all the money is raised. The lump payroll $1,478,851 assumes $120,000 in it. Dept payroll expenses do not include the $120,000.
Contingency Reserve won’t be used unless something unanticipated happens. Last place to draw from.
Financial Update - Bill
We need to adjust salaries driven by our call to justice not bargaining table.
The Justice Begins at Home ask $158,000 includes $38,000 for the Buchan mortgage. If we don’t meet that goal we can’t make all the salary adjustments we’d like until other choices are made in the structure of our ministry.
Visioning process identified reshaping our ministry - spiritual deepening in our lives, more profound justice voice, exploring virtual ministry. How will we make shifts? Craig Towers retirement in June (with 1/2 time replacement) and a reduction in front office staff leave some flexibility that will cover the Buchan mortgage for one year - not a long term solution. Mark Slegers retirement June 2016 will be a major event in the life of our congregation. What will our music program look like as we move forward? All this means, rather than force changes to staffing we may do a bridging using existing personnel changes and reserve funds to let the retirements occur and take time for careful discernment.
We’re recommending a contingency budget with a promise to start increases in salary with our lowest paid employees but not to the extent we want.
7/1/15 changes - Increase in hourly compensation goes up - planning for $15 although may need to step that. COLA adjustment to salary staff. Start making adjustments to lower paid salary employees in September. Not waiting until labor negotiations are complete to raise wages although there will still be unknown financial obligations as part of the outcome.
JH - will take careful messaging if we can’t do $15 in the beginning.
JT - adequately informing congregation of what’s happening - the process is iterative. Give an interim report of what we can do with this amount and what will not happen. Bill agrees.
Confirmation that a contingent budget is what we want. Question is when and how often to share. Need balance to satisfy those who think we’re always asking for money, to the need to share budget concerns. Budget meetings April 12 and update in E-News.
ASL do we want to think outside the box. Look at other revenue streams. Membership drive - inviting more people to join the church and ease the financial burden. Bill - we need to look at the fee structure for some programs.
RR do we want to put $15 as the pay increase? Are we making assumptions of what will come from the negotiations?

Vote on budget acceptance - motion by Maryann, 2nd by Evie, JH no, all others yes, no abstentions.

Almost 9:00 pm.
Postpone discussion of change to 3.2.1 Staff Retention and Compensation to May meeting.

Ideas on how to make time for all the discussions needed at board meetings - discuss in BOC swapping updates with Action agenda to give more time. Use e-mail for continued discussion on topics.

Communications Check - Need detailed budget at the meetings with greater transparency. Kathryn and Michael will update.

Process Observer - Michael - focus on ends - 50/50, input as desired & time for comments 50/50, communication open & sought diverse viewpoints - good, honor roles and spiritual work - yes.

Meeting adjourned 9:10pm.

Respectfully submitted,
Kathy Ludlow, Secretary

Transparency – What it is and why it is fundamental to effective policy-based governance
There are two components of transparency in churches – financial and governance. In a financially transparent church, congregants have access to financial information that shows them in some detail how their donations have been and will be spent. It also means that decisions about how compensation is set for ministers and staff (the single largest budget category) are explained, and detailed compensation data is provided to the congregation and its elected Board (a single budget line labeled “personnel” does not meet this standard).

In a transparently governed church, congregants are informed about how and why decisions are made by ministers and the Board. These decision-makers share the criteria they use to make various types of decisions, deliberate policy issues openly, are clear about the ways they intend to measure the success of their strategizing, and provide regular, objective assessments of progress toward stated goals.

Research shows that churches that are more transparent tend to have more generous congregants, because people who understand how their donations are being spent and how the church’s priorities have been set feel more comfortable with maximizing their giving. For this and many other reasons, I pray that First Church embraces and practices transparency in finances and governance.

Teri Martin, First Unitarian Church of Portland member since 1992.

See the link below for the Church Transparency Project, “a group of lay Christian churchgoers from a variety of different denominations (who) created this site and provide these resources because we believe that transparency is good for the church.” Though the wording is Christian, the principles apply to all churches.  
http://churchtransparency.org

Remarks made at February 2015 First Unitarian Church Board Meeting
I am here as a concerned member of this congregation, asking that the Board and the ET consider
the potential negative impacts of continued resistance to staff efforts to organize and bargain collectively, and
• the potential benefits of becoming the first Unitarian church (I think?) to embrace a staff-led union. If the
  Archdiocese of Portland can do it, we can do it.*
Doing so would bring us into alignment with the many UU principles and values that have long led UU’s to “support the right to organize and bargain collectively.” (1997 UUGA resolution)**
I will leave you with a few more thoughts to consider in your deliberations:
− Covenants and contracts are not mutually exclusive, but in fact can and do coexist in workplaces. The
  UUA describes a covenant as a written agreement among individual community members promising to
  behave in ways consistent with shared values and principles. We have many examples in our church
  community, including the one that speaks for our congregation as a whole, the Board’s covenant, and
  many developed by other church groups and committees. Contractual relationships are defined by
  written legal agreements; there is no logical reason that the parties to a contract cannot also have a
  covenantal relationship.
− I have seen no evidence to support the fear that staff efforts to unionize have or will in future disrupt
  congregational worship or interfere with my sense of being supported by this church community. In fact,
  administrative and sexton staff I depend on to support my church volunteer efforts have acted very
  professionally, continuing to do their jobs with dedication and excellence in the midst of what appears to
  have been a very stressful situation for all concerned.
− In the communications these church staff sent to some congregants, and between the lines of the ETs
  letter sent in response to that outreach (and echoed in Rev. Sinkford’s most recent blog post), I see that
  people are feeling hurt, misunderstood and betrayed. I don’t believe that the best path toward healing
  this distressing conflict lies through lawyers’ offices or the pages of NLRB precedents and court opinions.
− As a next step on the path, I encourage the Board and the ET to engage the services of a neutral
  professional mediator (different from facilitator) to work with them and staff to collaboratively define
  issues, explore solutions and reach practical, workable and mutually satisfactory agreements that I hope
  will be both contractual and covenantal.

Thank you for the opportunity to speak.
Teri Martin

Just as oxygen is required for optimal healing of physical wounds, shaken trust also heals best with
transparency. Our community needs to know that its Board, ministers and staff can and will speak
openly on issues of fairness and on how decisions to invest our church budget should be made. This is a
time when we all should be calling ourselves back into our covenantal promises, particularly to "trust that
others have good intentions," "ownership of my actions and their consequences," and commitment to
sustaining this church for those who will follow after." This will require courage and honesty, and a
recommitment to democratic governance (in our case, representative democracy where the elected Board
is empowered to make policy decisions on behalf of the congregation). Board discussions of operating
and financial policies should be held in open sessions observable by congregants, reserving executive
sessions primarily for issues related to individual personnel. Congregants will be open to giving more of
their personal resources, financial and intangible, to the degree that they trust these resources will be
wisely invested.
Teri Martin, March 2015 Board meeting remarks (read by Isabel Sheridan)
Dear Bill and Tom,

I’m writing in response to your plea for increased pledges because of our budget shortfall.

I’d like to tell you a story. As you know I own a small business, Stonehenge Designs. For the last five years my sales have been relatively flat. And of course, my expenses have increased… a lot. I have two employees, one full time, one part time. I could never sleep at night if I paid either of them less than $15 per hour. So a couple of years ago I decided that instead of asking them to shoulder the brunt of the shortfall, I reduced my salary by 33%. I even gave Sarah a large increase in her pay because she deserves to be paid what she is worth and I wanted to show her how much I value her and depend on her. The result of that decision has been three fold.

1. Sarah is happy; she has a nice living wage and she is extremely loyal to me and to Stonehenge.
2. I have learned that I can still live frugally yet comfortably. I’ve been able to change my priorities, stay on top of my budget, and so have been able to increase my pledge to First U every year.
3. I have learned that my personal sacrifice set an example to Sarah and those around me who know about my situation. This has been my big lesson.

Why am I telling you all this? Because I was hoping to hear something similar from you. I feel you both have missed an opportunity to inspire the congregation to raise their pledges by hearing of the personal sacrifices that you, as our leaders, are making to help the church stay afloat. I believe that it would have been very effective if you had told the congregation something like, “I’m in this with you. We all need to step up to the plate and I am opening up my wallet, too. In fact, I am decreasing my salary by $20,000 this year to kick-start our campaign to ensure our loyal employees get what they deserve.”

There would have been a gasp and perhaps even applause. And I’m sure your gesture would have resulted in a flood of pledges with people saying to themselves, “Wow, if they are willing to do that I can pull up $100 more per year.”

It all starts with self. And human nature is such that when we see those around us, especially those of us in leadership roles, making sacrifices we are more willing to follow suit. I probably don’t need to reiterate that a minister or leader’s role is to set a standard of how to be and do right in the world. Our congregants yearn for connection, recognition and appreciation. They will follow the example of a dynamic leader who is willing to make sacrifices and who encourages and recognizes those who do likewise. Then we would all feel that we are in this together.

This letter is written with love and I hope you take these suggestions to heart. This is my attempt to help the church and to impart some of the wisdom gained from my 67 years.

Go in peace and practice love,

Jacquie Jones

April 2, 2015

I am pleased to speak to the board this evening especially at this important time for our church.

Hearing the heartfelt plea for additional funding to pay the sextants a living wage, I was inspired to write a letter Bill and Tom discussing sacrifice and leadership and used an example in my own life.

The part of the letter that I want you to hear is as follows:
"Human nature is such that when we see those around us, especially those of us in leadership roles, making sacrifices we are more willing to follow suit. I probably don’t need to reiterate that a minister or leader’s role is to set a standard of how to be and do right in the world. Our congregants yearn for connection, recognition and appreciation. They will follow the example of a dynamic leader who is willing to make sacrifices and who encourages and recognizes those who do likewise. Then we would all feel that we are in this together."

While was writing this letter I started thinking about how much the ministers could afford to contribute to the cause and I realized that I had no idea what their salaries are. And I thought of how we really are all in this together. And that brought me to what I believe is missing in our church. I am very concerned about the lack of transparency. I’m afraid we are losing the history of this important and vital cornerstone. I remember with fondness that in years past we had church meetings every spring. There was a sense of togetherness and family as we gathered to listen to music, find out who the board members were for the next year, the announcement of Unitarian of the year and finally to obtain and vote on the line item budget for the year. I think it is the prerogative of every church member to know exactly where our funds are going. All church salaries should be published. If the congregation had known about insufficiently reimbursed staff members earlier, we might have come to the rescue of Sextons and other insufficiently reimbursed staff much earlier. I imagine we would have dealt with it as the justice-seeking church that we are.

I'm not sure what the answer is, but I should think that everyone would be willing to step up to the plate with pledges if they truly understand where all fund are allocated and why it's so expensive to run a large institution such as ours.

Thank you for this opportunity to speak to you and I will leave you with a few copies of my letter to Tom and Bill - in the spirit of transparency.

Jacquie Jones
After a moment of silence together, each shared a short personal check-in.

**Upcoming Dates:**
April 26 - Introduction of Board Candidates at each service.
June 5 & 6 - Board Retreat, Friday evening at John Thompson’s, Saturday at Evie Zaic’s.
June 7 - 10:30-11:00am Board meeting to elect officers, sign-ups for banking, consent agenda only

**ET Update:**
Justice Begins at Home is continuing to receive pledges - gross level now at $100,000 and we are very gratified.
Next union/covenant conversation meeting is Thursday 4/16.
Budget meetings with the congregation - 2 were held with 25 attending. Take-aways:
- lots of information requests - salaries
- would like more input into process - budget numbers early on
- how does budget align with mission - congregation more involved
- want to know what will happen if budget is short - at the time of the pledge drive
- need more information details on website for congregants throughout the year
  - We'll have pie charts in the mail-out budget, then reference if more detail is wanted.
  - Compensation Discussion - ET role and Board role - and policy implications. Board has signed contracts with Bill and Tom, so it’s board discretion to disclose and/or what to disclose of their compensation. Rest of the staff compensation is managed by ET and there is no agreement by staff to make salaries public. There are political implications of staff knowing each other’s salaries.
  - Policy discussion needed concerning who on the Board reviews what, at what level of detail, and who determines we’ve reviewed compensation and the policy is met. This will be a topic at the Board Retreat. Fairness is the policy and the Board then approves the ET interpretation of that policy.
  - In May Michael & Randy will do a salary survey looking at our current wages compared to living wage & prevailing wages in the metropolitan area. This was done last year and this new one will be reported at the July Board Meeting. We note we’re out of compliance with policy.

**Honor outgoing Board Member** - Roger Robinson. Evie & Kathy will do a write-up for the “Book” acknowledging his contributions to our Board and Church, to be read at the June 14 dessert hosted by Bill & Maria at their home.

**Board Leadership and Committees** - discussion of board officers and committee heads for next year. After conversations with board members, expressed assignments are:
Ameena - Moderator, Randy - 1st vice Moderator, Maryann - 2nd vice Moderator, Michael - Treasurer, Kathy - Secretary, Laura - liaison to the Foundation & Finance Comm, John T - chair PEC comm, Andy - PEC comm, John H - Finance & PEC comm, Evie, Ameena & Kathy -
Communications comm. All board members can talk to an officer about any role they would like.

**Vote Count on May 17** - (update) Chimes Room is reserved and Randy, Michael and Jean Omelchuck will assist Kathy in the count. Another volunteer or 2 may be asked.

**PEC Agenda Item** -
Policy 3.2.1- change presented at the March board meeting was discussed at the PEC meeting and a sub-committee is drafting new language. Following PBG process the proposed change would move from PEC to BOC to Board meeting agenda. How do we honor the process. It’s acknowledged the policy will have to change. Is it prudent to do that now. The PEC is divided on timing. A topic for generative discussion is how and why some policies are followed and others not.

BOC entered a closed session and ended at 7pm.

Respectfully submitted,
Kathy Ludlow, Secretary

Call to Order:  4:30 PM, Buchan Room B310

Reading:  Laura Milne shared a reading.

Check-in:

Minutes:  The minutes of the March meeting were reviewed and approved.

Review Date and Time for Next Regular Meeting:  Tuesday, May 26, 2015, 4:30-6:00 pm Room B310

Board Notifications
The Board approved the budget as recommended by the Finance Committee (FC).

Announcements and Reports:
Ballots for the annual meeting are in the mail. The budget portion of the packet includes a link to the on-line budget materials. These materials include pie charts, a glossary of budget categories and line-item budget spreadsheets.

Review Action Items from Prior Meetings:
Michael reported on the congregant budget meetings held April 12th. Congregants asked for earlier input into the budget process and more clarity in how the budget is presented. A summary of all comments has been sent to all participants.

Review and Discussion of Financial Statements

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<thead>
<tr>
<th>March Financial Summary</th>
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<tr>
<td><strong>Month</strong></td>
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<td><strong>Operating Income</strong></td>
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<td><strong>Operating Costs</strong></td>
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The Finance Committee reviewed the March financials. Highlights follow.
Overall results through March show an operating surplus of $116,524, compared to a budgeted surplus of $122,208. We are below of budget by $5,684. However, the budget includes $68,000 in transfers from the Foundation and other accounts that did not occur this month. The majority of this income should be transferred in April.

March pledge collections and contributions are above budget projections by $5,400. We are $58,400 below budget in these categories for the year. This is an improvement over last month. Program, rental income and other income are $95,400 ahead of budget for the year. This includes a one time sale of the tax credit on the Buchan Building. Total income is $30,900 below projections. This is primarily due to budgeted transfers not received.

Operating costs to date are $26,050 below budget, primarily driven by lower than expected program and occupancy expenses. Salaries are over budget by $25,574 due to work on the house and grounds and additional costs for events. Sexton costs are largely offset by other income from church events. Overall expense control continues to be very good.

The Cash and Securities Report and Cash Flow Statement are in balance. Our Cash and Securities balance increased by $16,227 this month.

The dashboard report shows that 83 new members enrolled since July, 2014. Pledges received are $1,378,867, 96.76% of our goal. Pledges are essentially flat compared to last year. March plate contributions generated $3,486 for the Second Chances

Old Business:
Kathryn shared the details of the Church's current crime insurance coverage with the FC. This is an area the audit recommended we review. The committee recommended that theft coverage be expanded to include the Eliot Chapel. Otherwise the committee concurred with the current coverage. Darin asked how the policy treats collusion by two or more employees. Kathryn will check with our insurer.

The committee reviewed the types of audits provided by our auditors. Our loan with Wells Fargo does not require a full annual audit. John Hutzler pointed out that policy 4.10.2 specifies that the finance committee contract for an audit each year, not a review. The committee opted to have an audit review this year, and if the review meets our needs to ask the Policy Evaluation Committee to amend the policy to include audit reviews. Motion to have a review rather than an audit this year by Laura Milne. 2nd by Ameena Amdahl-Mason. Votes in favor: Ameena, Laura and Michael Cunningham. Opposed: John Hutzler. The committee will be out of compliance with this policy for the coming year. Kathryn will check to see that the review covers the specific areas required under policy 4.10.2

The committee reviewed John Hutzler's concern that Finance Committee and the Board have not been performing their responsibilities to review the compensation of insiders as required by the Conflict of Interest and Executive Compensation Policy. The discussion focused on whether the Executive Team's (ET) role in setting salaries constitutes a conflict of interest that triggers a salary review under Section 3 of Conflict of Interest and Executive Compensation Policy. Committee members disagreed on whether current salary practices and cost of living adjustments are a conflict of interest. John Hutzler
moved that the Finance Committee is not fulfilling its obligations under policy 4.10.2. (This policy requires the FC to review the salaries of key employees if there is a conflict of interest as described in the Conflict of Interest and Executive Compensation Policy.) There was no second and no further discussion.

**New Business:**
Kate Birdsall presented how the budget might look if we moved towards program based budgeting which allocates overhead costs to operating departments. The budget would then reflect the true cost of our programs. This would allow congregants to see whether or not the budget reflects our mission and their vision for the Church. Kate shared colored pie charts which showed how the current budget might look with this approach. She hoped that a subgroup of the FC would be able to work with her and the ET on developing this type of budget presentation. The committee strongly supported her and felt that this approach could give additional transparency to the budget process. Kathryn pointed out the preparation of the budget is the responsibility of the ET. Kathryn and Kate will meet with Bill to discuss implementing this approach and report back to the FC in May.

Michael Wade volunteered to bring a reading to the May meeting.

**Adjourned:** The meeting was adjourned at 6:20 pm.

**Submitted by:** Michael Cunningham
# First Unitarian Church
## FY2015 Year-To-Date Operating Summary
### As of March 31, 2015

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<td>(48,190)</td>
<td>1,335,090</td>
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<tr>
<td>Contributions</td>
<td>109,698</td>
<td>121,556</td>
<td>(11,858)</td>
<td>119,942</td>
<td>(10,244)</td>
<td>149,768</td>
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<tr>
<td>Program Income</td>
<td>173,242</td>
<td>187,525</td>
<td>(14,283)</td>
<td>165,106</td>
<td>8,136</td>
<td>206,350</td>
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<tr>
<td>Rental Income</td>
<td>280,194</td>
<td>238,833</td>
<td>41,360</td>
<td>254,802</td>
<td>25,392</td>
<td>339,857</td>
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<td>Other Income</td>
<td>87,779</td>
<td>24,918</td>
<td>62,862</td>
<td>25,894</td>
<td>61,885</td>
<td>30,500</td>
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<tr>
<td>Transfer from Foundation</td>
<td>-</td>
<td>51,497</td>
<td>(51,497)</td>
<td>52,500</td>
<td>(52,500)</td>
<td>52,500</td>
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<td>Transfer In</td>
<td>8,399</td>
<td>(8,399)</td>
<td>15,382</td>
<td>(15,382)</td>
<td>78,782</td>
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<tr>
<td><strong>Total Operating Income</strong></td>
<td>1,711,227</td>
<td>1,681,669</td>
<td>29,558</td>
<td>1,742,130</td>
<td>(30,903)</td>
<td>2,192,847</td>
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<tr>
<td><strong>Operating Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,132,420</td>
</tr>
<tr>
<td>Payroll Expenses</td>
<td>1,030,872</td>
<td>997,885</td>
<td>(32,987)</td>
<td>1,005,299</td>
<td>(25,574)</td>
<td>1,391,671</td>
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<td>Occupancy Expense</td>
<td>186,789</td>
<td>180,752</td>
<td>(6,037)</td>
<td>202,355</td>
<td>15,567</td>
<td>264,673</td>
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<td>Program Expense</td>
<td>226,199</td>
<td>234,206</td>
<td>8,008</td>
<td>246,860</td>
<td>20,661</td>
<td>311,076</td>
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<td>Rental Expense</td>
<td>16,457</td>
<td>21,844</td>
<td>5,387</td>
<td>17,000</td>
<td>543</td>
<td>22,000</td>
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<tr>
<td>Administration Expense</td>
<td>36,120</td>
<td>48,432</td>
<td>12,313</td>
<td>43,537</td>
<td>7,418</td>
<td>63,600</td>
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<td>Interest Expense</td>
<td>50,759</td>
<td>51,981</td>
<td>1,222</td>
<td>56,250</td>
<td>5,491</td>
<td>75,000</td>
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<td>Other Expense</td>
<td>1,356</td>
<td>2,817</td>
<td>1,461</td>
<td>3,300</td>
<td>1,944</td>
<td>4,400</td>
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<td>Buchan Principal Payment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Operating Costs</strong></td>
<td>1,548,551</td>
<td>1,537,918</td>
<td>(10,634)</td>
<td>1,574,601</td>
<td>26,050</td>
<td>2,132,420</td>
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<tr>
<td><strong>Net Church Operations</strong></td>
<td>162,675</td>
<td>143,751</td>
<td>18,924</td>
<td>167,528</td>
<td>(4,853)</td>
<td>60,427</td>
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<tr>
<td><strong>Reserve Account Deposits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Equipment Reserve</td>
<td>-</td>
<td>3,750</td>
<td>3,750</td>
<td>-</td>
<td>-</td>
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<td>Annual Operating Reserve</td>
<td>32,570</td>
<td>33,194</td>
<td>623</td>
<td>32,570</td>
<td>-</td>
<td>43,427</td>
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<tr>
<td>Major Repair &amp; Equipment Reserve</td>
<td>12,750</td>
<td>9,000</td>
<td>(3,750)</td>
<td>12,750</td>
<td>-</td>
<td>17,000</td>
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<td><strong>Total Reserve Deposits</strong></td>
<td>45,320</td>
<td>45,944</td>
<td>623</td>
<td>45,320</td>
<td>-</td>
<td>60,427</td>
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<tr>
<td><strong>Net Church Operations After Reserve Deposits</strong></td>
<td>117,355</td>
<td>97,808</td>
<td>19,547</td>
<td>122,208</td>
<td>(4,853)</td>
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<tr>
<td><strong>Investment Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Dividend &amp; Interest Income</td>
<td>419</td>
<td>581</td>
<td>(162)</td>
<td>-</td>
<td>419</td>
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<tr>
<td>Realized Stock Gain (Loss)</td>
<td>(628)</td>
<td>(391)</td>
<td>(237)</td>
<td>-</td>
<td>(628)</td>
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<tr>
<td>Unrealized Stock Gain (Loss)</td>
<td>(622)</td>
<td>-</td>
<td>(622)</td>
<td>-</td>
<td>(622)</td>
<td></td>
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<tr>
<td><strong>Net Investment Income</strong></td>
<td>(831)</td>
<td>190</td>
<td>(1,021)</td>
<td>-</td>
<td>(831)</td>
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<tr>
<td><strong>Operating Surplus (Deficit)</strong></td>
<td>116,524</td>
<td>97,998</td>
<td>18,527</td>
<td>122,208</td>
<td>(5,684)</td>
<td>0</td>
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# First Unitarian Church Monthly Operating Summary

## 3/31/2015

<table>
<thead>
<tr>
<th>ACTUAL OPERATIONS CURRENT</th>
<th>ACTUAL OPERATIONS PREVIOUS</th>
<th>OPERATIONS MO to MO VARIANCE</th>
<th>BUDGET MONTH</th>
<th>BUDGET VARIANCE</th>
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<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
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## Church Operations

### Operating Income

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL</th>
<th>PREVIOUS</th>
<th>VARIANCE</th>
<th>BUDGET</th>
<th>VARIANCE</th>
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</thead>
<tbody>
<tr>
<td>Pledge Income</td>
<td>119,018</td>
<td>128,034</td>
<td>(9,015)</td>
<td>112,226</td>
<td>6,792</td>
</tr>
<tr>
<td>Contributions</td>
<td>8,545</td>
<td>5,307</td>
<td>3,238</td>
<td>9,942</td>
<td>(1,397)</td>
</tr>
<tr>
<td>Program Income</td>
<td>15,953</td>
<td>18,499</td>
<td>(2,546)</td>
<td>10,676</td>
<td>5,277</td>
</tr>
<tr>
<td>Rental Income</td>
<td>27,296</td>
<td>35,234</td>
<td>(7,937)</td>
<td>27,719</td>
<td>(423)</td>
</tr>
<tr>
<td>Other Income</td>
<td>4,373</td>
<td>10,519</td>
<td>(6,146)</td>
<td>2,851</td>
<td>1,522</td>
</tr>
<tr>
<td>Transfer from Foundation</td>
<td></td>
<td>-</td>
<td>-</td>
<td>52,500</td>
<td>(52,500)</td>
</tr>
<tr>
<td>Transfer In</td>
<td></td>
<td>-</td>
<td>-</td>
<td>6,450</td>
<td>(6,450)</td>
</tr>
<tr>
<td><strong>Total Operating Income</strong></td>
<td>175,185</td>
<td>197,592</td>
<td>(22,406)</td>
<td>222,364</td>
<td>(47,178)</td>
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</table>

### Operating Costs

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL</th>
<th>PREVIOUS</th>
<th>VARIANCE</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll Expenses</td>
<td>110,743</td>
<td>113,703</td>
<td>2,960</td>
<td>111,700</td>
<td>957</td>
</tr>
<tr>
<td>Occupancy Expense</td>
<td>19,548</td>
<td>18,402</td>
<td>(1,146)</td>
<td>27,193</td>
<td>7,644</td>
</tr>
<tr>
<td>Program Expense</td>
<td>24,716</td>
<td>22,930</td>
<td>(1,786)</td>
<td>22,839</td>
<td>(1,877)</td>
</tr>
<tr>
<td>Rental Expense</td>
<td>811</td>
<td>2,404</td>
<td>1,593</td>
<td>1,667</td>
<td>856</td>
</tr>
<tr>
<td>Administration Expense</td>
<td>2,020</td>
<td>1,931</td>
<td>(89)</td>
<td>4,021</td>
<td>2,000</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>5,164</td>
<td>5,728</td>
<td>564</td>
<td>6,250</td>
<td>1,086</td>
</tr>
<tr>
<td>Other Expense</td>
<td>488</td>
<td>-</td>
<td>(488)</td>
<td>367</td>
<td>(121)</td>
</tr>
<tr>
<td>Buchan Principal Payment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Operating Costs</strong></td>
<td>163,490</td>
<td>165,098</td>
<td>1,608</td>
<td>174,036</td>
<td>10,546</td>
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</table>

### Net Church Operations

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL</th>
<th>PREVIOUS</th>
<th>VARIANCE</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11,696</td>
<td>32,494</td>
<td>(20,798)</td>
<td>48,328</td>
<td>(36,632)</td>
</tr>
</tbody>
</table>

### Reserve Account Deposits

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL</th>
<th>PREVIOUS</th>
<th>VARIANCE</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Operating Reserve</td>
<td>3,619</td>
<td>3,619</td>
<td>-</td>
<td>3,619</td>
<td>-</td>
</tr>
<tr>
<td>Major Repair &amp; Equipment Reserve</td>
<td>1,417</td>
<td>1,417</td>
<td>-</td>
<td>1,417</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Reserve Deposits</strong></td>
<td>5,036</td>
<td>5,036</td>
<td>-</td>
<td>5,036</td>
<td>-</td>
</tr>
</tbody>
</table>

### Net Church Operations After Reserve Deposits

<table>
<thead>
<tr>
<th></th>
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<th>PREVIOUS</th>
<th>VARIANCE</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,660</td>
<td>27,458</td>
<td>(20,798)</td>
<td>43,292</td>
<td>(36,632)</td>
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</table>

### Investment Income

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL</th>
<th>PREVIOUS</th>
<th>VARIANCE</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividend &amp; Interest Income</td>
<td>(359)</td>
<td>125</td>
<td>484</td>
<td>-</td>
<td>(359)</td>
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<tr>
<td>Unrealized Stock Gain (Loss)</td>
<td>(287)</td>
<td>(128)</td>
<td>159</td>
<td>-</td>
<td>(287)</td>
</tr>
<tr>
<td><strong>Net Investment Income (Loss)</strong></td>
<td>(646)</td>
<td>(3)</td>
<td>643</td>
<td>-</td>
<td>(646)</td>
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</table>

### Operating Surplus (Deficit)

<table>
<thead>
<tr>
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<th>ACTUAL</th>
<th>PREVIOUS</th>
<th>VARIANCE</th>
<th>BUDGET</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,014</td>
<td>27,456</td>
<td>(20,155)</td>
<td>43,292</td>
<td>(37,278)</td>
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</table>
### Cash/Securities Balances

**First Unitarian Church of Portland**

<table>
<thead>
<tr>
<th>Dept Fund Name</th>
<th>General Ledger Fund Balance</th>
<th>Change from Prior Month</th>
<th>General Ledger Fund Balance</th>
<th>1010 WF Business Checking</th>
<th>1011 WF Money Market</th>
<th>1020 UBS Investment</th>
<th>1035-10 WF SUI Deposit</th>
<th>1060 Federated &amp; Franklin</th>
<th>1012-10 Wells Fargo HYS</th>
<th>1060-42 Chas Schwab (MJS Lecture)</th>
<th>1014-10 Wells Fargo Tax Rebate</th>
<th>On Point Anniversary</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 Cash for Operation</td>
<td>179,164.51</td>
<td>20,920.23</td>
<td>200,084.74</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sub-Total Operating Fund**

| Dept Fund Name                  | General Ledger Fund Balance | Change from Prior Month | General Ledger Fund Balance | 1010 WF Business Checking | 1011 WF Money Market | 1020 UBS Investment | 1035-10 WF SUI Deposit | 1060 Federated & Franklin | 1012-10 Wells Fargo HYS | 1060-42 Chas Schwab (MJS Lecture) | 1014-10 Wells Fargo Tax Rebate | On Point Anniversary |
|---------------------------------|-----------------------------|-------------------------|-----------------------------|----------------------------|----------------------|----------------------|------------------------|----------------------------|----------------------|---------------------------------|-------------------------------|                        |
| 3412 Annual Operating Reserve   |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 3414 Major Donor Reserve Fund   |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 3415 Sabbatical Reserve         |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 3423 Special Projects Reserve   |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 3430 Major Repairs & Equipment Reserve |            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 3413 Safety Reserve             |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |

**Sub-Total Reserve Funds**

| Dept Fund Name                  | General Ledger Fund Balance | Change from Prior Month | General Ledger Fund Balance | 1010 WF Business Checking | 1011 WF Money Market | 1020 UBS Investment | 1035-10 WF SUI Deposit | 1060 Federated & Franklin | 1012-10 Wells Fargo HYS | 1060-42 Chas Schwab (MJS Lecture) | 1014-10 Wells Fargo Tax Rebate | On Point Anniversary |
|---------------------------------|-----------------------------|-------------------------|-----------------------------|----------------------------|----------------------|----------------------|------------------------|----------------------------|----------------------|---------------------------------|-------------------------------|                        |
| 30 General Capital              |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 34 Buchan Bldg Capital          |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |

**Sub-Total Capital Funds**

| Dept Fund Name                  | General Ledger Fund Balance | Change from Prior Month | General Ledger Fund Balance | 1010 WF Business Checking | 1011 WF Money Market | 1020 UBS Investment | 1035-10 WF SUI Deposit | 1060 Federated & Franklin | 1012-10 Wells Fargo HYS | 1060-42 Chas Schwab (MJS Lecture) | 1014-10 Wells Fargo Tax Rebate | On Point Anniversary |
|---------------------------------|-----------------------------|-------------------------|-----------------------------|----------------------------|----------------------|----------------------|------------------------|----------------------------|----------------------|---------------------------------|-------------------------------|                        |
| 1011-40 Commemoration           |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 41 Chesney (Intern Minister)    |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 42 MDS Lecture Series           |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 43 Hessler-Deale (Women in Ministry) |                |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
| 46 Anniversary                  |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |

**Sub-Totals Restricted Funds**

| Dept Fund Name                  | General Ledger Fund Balance | Change from Prior Month | General Ledger Fund Balance | 1010 WF Business Checking | 1011 WF Money Market | 1020 UBS Investment | 1035-10 WF SUI Deposit | 1060 Federated & Franklin | 1012-10 Wells Fargo HYS | 1060-42 Chas Schwab (MJS Lecture) | 1014-10 Wells Fargo Tax Rebate | On Point Anniversary |
|---------------------------------|-----------------------------|-------------------------|-----------------------------|----------------------------|----------------------|----------------------|------------------------|----------------------------|----------------------|---------------------------------|-------------------------------|                        |
| Total All Funds                 |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |

**Per Bank Rec.**

| Dept Fund Name                  | General Ledger Fund Balance | Change from Prior Month | General Ledger Fund Balance | 1010 WF Business Checking | 1011 WF Money Market | 1020 UBS Investment | 1035-10 WF SUI Deposit | 1060 Federated & Franklin | 1012-10 Wells Fargo HYS | 1060-42 Chas Schwab (MJS Lecture) | 1014-10 Wells Fargo Tax Rebate | On Point Anniversary |
|---------------------------------|-----------------------------|-------------------------|-----------------------------|----------------------------|----------------------|----------------------|------------------------|----------------------------|----------------------|---------------------------------|-------------------------------|                        |
| Petty Cash                      | 500.00                      |                        | 500.00                      |                            |                      |                      |                        |                            |                      |                                |                               |                        |

**Lines of Credit**

| Dept Fund Name                  | General Ledger Fund Balance | Change from Prior Month | General Ledger Fund Balance | 1010 WF Business Checking | 1011 WF Money Market | 1020 UBS Investment | 1035-10 WF SUI Deposit | 1060 Federated & Franklin | 1012-10 Wells Fargo HYS | 1060-42 Chas Schwab (MJS Lecture) | 1014-10 Wells Fargo Tax Rebate | On Point Anniversary |
|---------------------------------|-----------------------------|-------------------------|-----------------------------|----------------------------|----------------------|----------------------|------------------------|----------------------------|----------------------|---------------------------------|-------------------------------|                        |
| 2120-10 Wells Fargo Buchan Loan  |                            |                        |                            |                            |                      |                      |                        |                            |                      |                                |                               |                        |
CAMPAIGN MONTHLY TRACKING

Pledge Drive Statistics

<table>
<thead>
<tr>
<th></th>
<th>2015 Campaign 03/31/15</th>
<th>2014 Campaign 03/31/14</th>
<th>2013 Campaign 03/31/13</th>
<th>2012 Campaign 01/31/12</th>
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</thead>
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<tr>
<td><strong>All Members</strong>--</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledge Goal</td>
<td>1,425,000</td>
<td>1,430,532</td>
<td>1,419,000</td>
<td>1,512,500</td>
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<tr>
<td>Pledges Received</td>
<td>1,378,867</td>
<td>1,354,582</td>
<td>1,321,927</td>
<td>1,251,241</td>
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<td>Justice Begins At Home</td>
<td>85,652</td>
<td>Match Challenge</td>
<td>101,745</td>
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<tr>
<td>Percent of Goal</td>
<td>96.76%</td>
<td>94.69%</td>
<td>93.16%</td>
<td>82.73%</td>
</tr>
<tr>
<td>Pledging Households</td>
<td>1,001</td>
<td>966</td>
<td>988</td>
<td>961</td>
</tr>
<tr>
<td>Average Pledge Received</td>
<td>1,377</td>
<td>1,402</td>
<td>1,338</td>
<td>1,302</td>
</tr>
<tr>
<td>Payments Received</td>
<td>493,201</td>
<td>485,696</td>
<td>449,565</td>
<td>404,333</td>
</tr>
<tr>
<td>Match Payments Received</td>
<td>17,052</td>
<td></td>
<td>66,871</td>
<td></td>
</tr>
<tr>
<td>Percent of Pledge</td>
<td>35.8%</td>
<td>35.9%</td>
<td>34.0%</td>
<td>32.3%</td>
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</table>

Attendance

<table>
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<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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<tr>
<td>For the month</td>
<td>3,488</td>
<td>3,496</td>
<td>-0.23%</td>
<td>4,292</td>
</tr>
<tr>
<td>Total for the Church Year</td>
<td>24,038</td>
<td>24,136</td>
<td>-0.41%</td>
<td>25,682</td>
</tr>
<tr>
<td>Average per Sunday for month</td>
<td>698</td>
<td>699</td>
<td>-0.14%</td>
<td>858</td>
</tr>
<tr>
<td>Average per Sunday YTD</td>
<td>801</td>
<td>779</td>
<td>2.91%</td>
<td>828</td>
</tr>
</tbody>
</table>

** = 5-Sunday month
*2/9 = snow day  *Easter
Christmas Eve 2,201 2,035 -2.23% 2,025 1,864

New Members

<table>
<thead>
<tr>
<th></th>
<th>7/14-3/15</th>
<th>7/13-2/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled</td>
<td>83</td>
<td>71</td>
</tr>
<tr>
<td>Number of Pledges Received</td>
<td>57</td>
<td>50</td>
</tr>
<tr>
<td>Total Amount of Pledges Received</td>
<td>35,923</td>
<td>-15.66% 42,592</td>
</tr>
<tr>
<td>Average Pledge</td>
<td>630</td>
<td>-26.02%</td>
</tr>
</tbody>
</table>

Plate Contributions

<table>
<thead>
<tr>
<th></th>
<th>FY15 (after donation)</th>
<th>FY15 (after donation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>2,936</td>
<td>SW Comm Health Ctr/Kids in Def</td>
</tr>
<tr>
<td>Aug</td>
<td>2,719</td>
<td>Community Warehouse</td>
</tr>
<tr>
<td>Sep</td>
<td>4,035</td>
<td>Coffee Creek Puppy Program</td>
</tr>
<tr>
<td>Oct</td>
<td>3,857</td>
<td>Doctors w/o Borders/UUUNO</td>
</tr>
<tr>
<td>Nov</td>
<td>4,895</td>
<td>13 Salmon Family Shelter</td>
</tr>
<tr>
<td>Dec</td>
<td>3,115</td>
<td>Imani Project</td>
</tr>
</tbody>
</table>
## First Unitarian Church

**Statement of Cash Flows**

**For the Month Ending 3/31/2015**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Cash &amp; Equivalents Balance</strong></td>
<td>1,148,844.52</td>
</tr>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
</tr>
<tr>
<td>Pledges &amp; Contributions Received</td>
<td>127,563.59</td>
</tr>
<tr>
<td>Events/Weddings/Memorials</td>
<td>2,066.72</td>
</tr>
<tr>
<td>Rents Received</td>
<td>25,229.38</td>
</tr>
<tr>
<td>Program Receipts</td>
<td>60,506.98</td>
</tr>
<tr>
<td>Special Events</td>
<td>2,011.76</td>
</tr>
<tr>
<td>Miscellaneous Receipts</td>
<td>2,361.35</td>
</tr>
<tr>
<td>Interest/Gain-Loss on Investments</td>
<td>(1,359.40)</td>
</tr>
<tr>
<td>Increase/Decrease Accounts Receivable</td>
<td>(3,280.50)</td>
</tr>
<tr>
<td>Restricted Fund Receipts</td>
<td>115.00</td>
</tr>
<tr>
<td>Operating Receipts</td>
<td>215,214.88</td>
</tr>
<tr>
<td>Buchan Building Receipts</td>
<td>388.75</td>
</tr>
<tr>
<td><strong>Total Receipts</strong></td>
<td>215,603.63</td>
</tr>
<tr>
<td><strong>Payments</strong></td>
<td></td>
</tr>
<tr>
<td>Payroll/Taxes/Benefits</td>
<td>(110,742.57)</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>(40,394.46)</td>
</tr>
<tr>
<td>Program Expenses</td>
<td>(56,821.94)</td>
</tr>
<tr>
<td>Special Events</td>
<td>(5,604.28)</td>
</tr>
<tr>
<td>Increase/Decrease Prepaid Expenses</td>
<td>2,368.21</td>
</tr>
<tr>
<td>Acquisition of Property &amp; Equipment</td>
<td>380.00</td>
</tr>
<tr>
<td>Increase/Decrease Accounts Payable</td>
<td>15,886.25</td>
</tr>
<tr>
<td>Miscellaneous Expenses</td>
<td>(330.10)</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>(195,258.89)</td>
</tr>
<tr>
<td>Wells Fargo Buchan Building Loan</td>
<td>(3,723.48)</td>
</tr>
<tr>
<td><strong>Total Payments</strong></td>
<td>(198,982.37)</td>
</tr>
<tr>
<td><strong>Net Cash In/(Out)</strong></td>
<td>16,621.26</td>
</tr>
<tr>
<td><strong>Ending Cash &amp; Equivalents Balance</strong></td>
<td>1,165,465.78</td>
</tr>
</tbody>
</table>
May 2015 Board Meeting

Communications Committee Report

The committee, along with Ameena, Andy, Maryann and Randy completed the Vision Listening Project.

1. We had three 1-1/2 hour sessions on Sunday afternoon, March 29, Tuesday and Wednesday evenings, April 7 and 8.
2. On average we had about 10 attendees at each session. Please see the Listening Project Summary for more demographic information.
3. Andy acting as facilitator and did a wonderful job of keeping everyone on task and for allowing everyone a chance to express themselves.
4. Kathy served as flip chart scribe at all the sessions. Ameena served as computer scribe on Sunday and Roger on Tuesday and Wednesday. Evie coordinated the snacks and helped facilitate at all sessions.
6. Many other board members attended and brought snacks.
7. We met afterward for a postmortem and crafted the summary and the rough draft of the visual.
8. After the postmortem we created the summary and Kathy finalized the visual.

We would like to integrate some of Bill’s words and the pathways into the final version, along with any revisions or enhancements the board comes up with.

The Communications Committee would like to thank Andy, Ameena, Randy and Maryann for their wonderful assistance in this project. We would also like to thank the board members who will be helping out with this too.

========

PEC Report

The PEC didn’t meet this month. The self survey is completed, and the congregational survey is underway. The compliance review is pending time to meet with the ET.
Listening Project Summary
Sessions held March 29, April 7, April 8

First Unitarian Church Core Vision:
We build an intergenerational, diverse community relevant to all aspects of our lives that:
• Deepens our Spiritual Growth,
• Serves as our Moral Compass
• Becomes a Beacon in the 21st Century.

Building Community
• Young Adults - coordinator
• Young Families
• Intentionality in creating community
• Paid Volunteer Coordinator
• "One Shot" Classes and volunteer service opportunities
• Music & RE & Bldgs. & Grounds are pathways to community
• Volunteer Work for Families
• Social Justice
• Family Ministry
• Serving families in Transition
• Neighborhood Connections
• Culture
• Can we learn more from the kids
• Weaving our stories together group to group (breaking down the silos)

Deepens Our Spiritual Growth/ Serves as Our Moral Compass
• To bring out my best - challenge us
• Discussion Groups after Service
• Spiritual Paths
• Prayer Circle
• Diversity, awareness, action, solidarity
• Wellspring
• Sermon Discussion
• Function of Church for Congregation
• Integration of Activities/Ideas from Sunday through the week.
• How to practice ritual and enrichment at home

Becomes a Beacon in the 21st Century
• Integrating w/ larger community to increase resonance
• Contribute to a community of Goodness
• Social Justice

Strategies:

Shifting Culture (from Silo Effect)
Moving toward wholeness
Intergenerational
Topic Oriented
Don't Know How to Connect
Inside Circle/Outside Circle
Activity/Volunteer Communication Board-Things Coming Up- visible when at church

Improved Communications
Marketing Ourselves (Trinity Episcopal)
Catch-up w/ new ways to share info
Volunteer Match-up
Address - how do I feel invited

Listening Session Facts:

30 participated out of 100 people called
Age range: 29 to 89
Length as members: 6 months to 60 years
Majority were white women
Good mix of families with kids and families without kids
Everyone appreciated being asked to participate
Many people stayed afterward to talk among themselves
Dear

The Board of Trustees would like to thank you for participating in our visioning project in helping plan for our church's future. You were one of 30 people who met in one of three sessions. The group consisted of congregants who have been members from 6 months to 56 years with an age span of 27-89. It was a great cross section from the members of our church.

Your ideas on how to deepen spiritual growth and build community are ones that we want to present to the church to continue making First Unitarian Church a beacon in our community.

Enclosed you will find the report we will be presenting to the Board at our next meeting on May 5. We will keep you informed as the project progresses and at any time if you have more ideas to share please contact us at our email address.

Thank you
Board of Trustees
BOARD SELF EVALUATION: POLICY REVIEW

As discussed earlier this year, we have elected to do our board self review process online this year. Under each major heading a section has been added for your comments. Please feel free to comment on any area you wish. If there are sections where you don’t feel a comment is indicated, just leave it blank. Since this document is in “word” format, you may take as much space as you wish and the remaining text will move further down the page. When everyone has had a chance to respond, I will collate the results for presentation at our May Board meeting, noting themes that emerge. In order to have time to perform this synthesis, please attach your reviews to an e-mail and send them to me by April 15.

Board Governance Policies -

4.1 Governing Style. The Board will govern with an emphasis on vision; strategic leadership more than administrative or programmatic detail; oversight of the organization’s affairs; clear distinction between Board and administrative roles; open communication and information; encouragement of diversity in viewpoints, and collective rather than individual decisions.

Comments on governing style:

• There are some issues with the distinction between Board and administrative roles, and there have been some deviations into programmatic detail. Occasionally, the emphatic and repeated nature of some viewpoints have made it difficult for all viewpoints to be expressed.

• In my opinion, the board works hard at collective decisions, allowing the often broad diversity of opinions to be fully aired and thoughtfully challenged. The board works hard to maintain the distinction between its own roles and those of the ET but it has become increasingly clear to me that the board and ET need to further explore exactly where these lines lie, and why they sit in the places they do. I do not always feel like there is clear, timely, open communication of important information from the ET to the board. I do not, however, believe that to be the result of any negative intent on the part of the ET, but rather part of the larger issue of sharing responsibility and leadership in a way that is most transparent and helpful to the health of the church.

• With regard to 4.1 Governing Style, I believe the Board has fallen short on vision and strategic leadership. Our work needs to be more than assuring ourselves of compliance and I am frustrated by our inability to aim higher. I would strongly encourage a deep examination of our role and functioning at the next board retreat.

• This has emerged as a significant issue this church year. The question is what level of detailed information is needed by the board to reasonably certify that policies are being appropriately followed. We are currently working through the PEC and with the ET to clarify how to achieve this goal. This, while still maintaining as our major foci vision and strategic leadership.

• The board should concentrate on strategic leadership. The board should be taking a much more active role in the visioning process, whether that is through the BOC or on its own in conjunction with the ET.

• We have made good progress this year in attempting to have generative discussions during Board meetings, but we continue to struggle to keep ourselves out of administrative details. It is so tempting to “help” solve problems. I think we have been very good at encouraging diversity in viewpoints and in reaching collective decisions, though it is sometimes tempting to repeat and reiterate our point of view, if we feel that another one has majority support. Though I believe our communication is very open, I fear that sufficient communication with the congregation is probably an unrealistic goal. I doubt that “sufficient” communication can ever be achieved.
• I think we have been spending too much time focusing on details rather than vision or leadership. Some items have been brought to the board without going through the committee process and we have spent time discussing items that have already been decided on the committee level.

• The Board focused on the visioning process, particularly at the beginning of the year. However, the Board has not provided much strategic leadership. It failed to lead on the issue of the right of church employees to organize and bargain collectively. The Board has allowed a blurring of Board and administrative roles by effectively allowing the ET to set policy by failing to implement or comply with Board policies. Communication and information sharing about the church budget and employee salaries has been insufficient. Diverse viewpoints have been expressed, if not always encouraged. Decisions are for the most part made collectively, although only the Treasurer receives enough information about the budget to make a truly informed decision.

• I felt that the listening project was a good example of the emphasis on helping with vision for the church. I appreciate John H. speaking up for a diverse viewpoint. I still struggle with the governance style for the board.

• We have been diverted from our focus on vision this year by events such as the hourly staff desire to unionize, as well as pursuing an unnecessarily adversarial approach, both with each other as well as the ministers. We should revisit our covenant and rebuild the relationships necessary for us to pursue our board functions successfully.

4.2 Board Job Description. The job of the Board is to work in collaboration with the Executive Team and through two-way communication with the congregation to lead the church to realize its mission. To perform its job, the Board shall:

a. Discern the major church goals for the next five years, in collaboration with the Executive Team, and hold the Executive Team responsible for developing a strategic plan based on these goals.

b. Determine the parameters within which the Executive Team is expected to achieve the goals.

c. Monitor the performance of the church relative to the achievement of the goals within the Executive Team parameters.

de. Evaluate the ministry of the church annually as required by the bylaws.

e. Set and realize annual Board goals related to fulfilling the Board’s role in advancing the church’s mission.

f. Ensure financial solvency and compliance with the law and good practices.

g. Provide on an ongoing basis a variety of forums for exchanging information with the congregation.

h. Speak with one voice to support Board decisions after subjects have been discussed and decided. Trustees’ interactions with public, press or other entities must recognize the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions. The Moderator has the authority to speak to the press in the event that the Board needs to communicate more than its Board decisions.

i. Act as required in compliance with the Governing Policies.

j. Fulfill special responsibilities to encourage generosity by the congregation by:

1) Acting as leaders in generosity by pledging very generously within the trustee’s means.
2) Participating in the annual fund drive and other fundraising campaigns in some capacity—as advocates, as advocate supporters, as callers thanking donors, etc.—under the direction of the Executive Team.

3) Ensuring that potential Board candidates are aware of this policy about the Board’s role in generosity.

4) Communicating with potential members and other congregants about the meaning and importance of generosity.

5) Cooperating in other ways as requested by the Executive Team to nurture the culture of generosity in the church.

k. Arrange for periodic reviews of the church’s Articles, bylaws, policies, minutes and governance practices to ensure that the Board is properly governing the church.

l. Provide potential trustees with adequate briefings on the role and expectations of Board service and provide new trustees with a comprehensive orientation and training. All new Board members shall be provided with a copy of the Articles of Incorporation, bylaws and Governing Policies.

m. Provide trustees with trainings and resources adequate to perform their duties.

Comments on the Board’s job description:

• There have been differences in opinion about the parameters in within which the ET is expected to achieve church goals, as well as about the nature of evaluating ministry of the church. While I believe that we will achieve our church goals, I feel like much of the work on the second and third goals has been pushed to the last portion of the year. The working document on Board norms will assist in training new board members.

• Not sure I see evidence that we’ve been able to effectively monitor the performance of the church or ET in a meaningful way, although I think we’re taking steps to improve in this area. It’s clear to me that we should explore creating paths of greater transparency regarding our budget in order to broaden the congregation’s knowledge and personal stake in the church’s budget needs. I think we need to continue to broaden our opportunities to communicate directly with congregants in a variety of forums. I think we need to continue our work to do a deeper review of some of our policies in the coming year, specifically focusing on those policies that facilitate effective working relationships between the board and ET and that allow a meaningful, responsible evaluation of important areas of the administration of church business. But I think we’ve initiated important steps in that direction.

• The job description as laid out focuses on the evaluative nature of our role. I’d like to see the job description also capture the idea of vision and strategic leadership.

• Items b, c, h, i and k have all been challenges this church year. I would like to see us discuss these in some depth at the board retreat. I believe that the board has done a fair job on the rest of the items—though board training is something the 2nd Vice Moderator should give more attention.

• We do well on all with some additional work needed on a, b, g, j4. I’m not sure (and this shows my lack of knowledge) how the 5 year goals are established.

• As mentioned above, the board needs to play a much more active role in a. through c.

• a. Do we still have 5 year goals? b. We don’t seem to be clear about parameters for Executive Team. Perhaps we need some more work in this area. c. This evaluation is in process. d. Congregational survey is live and we are encouraging participation. e. We do have Board goals ad Ameena has been assiduously reminding us of them and our progress on them. f. With the help of the ET and Finance Committee, I believe we are on track financially, though, of course, we could use more income! g. Between the Listening Project and the budget meetings, we have had good participation from the congregation this year. I think quarterly budget/financial meetings are a great idea for next year and we
probably need to create other forums as well. h. I believe that as Board members, when we speak in a public forum with an opinion that does not reflect the Board position, we need to identify that we are speaking as a congregant and not as a Board member, if we offer an opposing view at all. i. I regret that not all e-mail exchanges have been respectful. It is incumbent upon all of us to monitor our behavior in this regard. j. 1. Though we can’t know, I do hope Board members have pledged generously within their means. j 2. Board members have certainly been involved in thanking donors. j 3. We have tasked the Nominating Committee with this responsibility. j 5. I’m not sure that Board members have been involved in generosity in other ways. Perhaps there is more we could do. k. PEC has been involved in looking at some Articles and bylaws. I believe it is time for an overall review to determine where policies reflect unrealistic expectations. l. Developing our norms this year will surely be helpful in preparing new trustees for their role and expectations of Board service. Of course, orientation needs to include more than copies of the Articles, bylaws, and Governing Policies. I don’t think I have ever received a copy of Articles of Incorporation; it would probably be interesting in our 150th year.

- The recent concern in the Church (which may be a vocal minority) about transparency makes us wonder if the Board is doing enough under 4.2.g. I think some congregant info on policy governance would be helpful. During recent budget meetings folks were not clear on roles for the ET, Board and congregation and how they work together.

- (a.) The Board did not set five year goals this year, and has not held the ET responsible for developing a strategic plan. (c) The Board has not monitored the performance of the church relative to the achievement of goals within the ET parameters. Since goals are not stated in SMART terms (specific, measurable, attainable, realistic and time-bound), performance cannot be effectively monitored. The Board’s ability to monitor whether the ET performs within Board parameters (management limitations) has been hampered by the ET’s failure to timely provide data and information. (d) Evaluation is difficult since goals are not SMART. (e) The Board did establish its goals for the year and has largely accomplished those. (f) There are significant financial risks that the Board and the ET have not fully addressed – no approved capital plan for repayment of the Buchan loan, flat pledging, inadequate long-range maintenance plan, no financial trends report from ET. (g) A variety of forums have been provided. (h) Concept of “speaking with one voice” was clarified. (i) The Board has not acted as required in compliance with several Governing Policies – for example, the Conflict of Interest and Executive Compensation Policy. (j) The Board has promoted generosity a requested by the ET. I have no knowledge of the giving of other Board members. (k) the PEC is charged with periodic review of bylaws and policies. (l) done. (m) Trustees would benefit from additional training and resources. Several have limited board experience. No financial resources are provided for board training.

- Helpful that we rewrote the descriptions for the different positions on the board. People were grateful for the board calling them to thank them for their donations. I felt this was an important for us to have interaction with the members of the church.

- Our unnecessarily adversarial process this year has made it difficult to achieve many of these functions successfully. We need to rebuild our trust and relationships to carry out these tasks.

**4.3 Standards of Performance for Duties of Trustees.** The Board expects that its trustees will act responsibly and ethically in managing the church. To do this, trustees must act with due care and with loyalty to the church.

**4.3.1 Duty of Due Care.** Trustees should act with due care in carrying out their responsibilities and in making Board decisions. Trustees shall be attentive to the church by attending meetings and preparing themselves as necessary to make informed decisions. Trustees will maintain confidentiality appropriate to issues of a sensitive nature.

**4.3.2 Duty of Loyalty.** Trustees have a duty to be loyal to the church—that is, to place the church’s interests above their own or those of their family or business in any transaction in which the two may come into conflict. A Trustee must disclose the existence of any conflict of interest to the Board. The Board must then follow the Conflicts of Interest and Executive Compensation Policy (see Appendix). Each year each Trustee shall sign a Disclosure and
Acknowledgment form similar to the one in the Conflicts of Interest Policy (see Appendix) and file it with the Secretary of the church.

Comments on Duties:

• We have acted with care and loyalty to the church, but I think that additional diligence in attending and preparing for meeting, particularly in terms of bringing up issues with the agenda prior to meetings, would be something we could work on.

• Neither definition addresses the need for board members to bring energy, commitment and initiative to their role. I believe we should have a stated expectation for this level of engagement. Sometimes it feels like we fall back on our committee assignments to tell us what we need to be doing when there are opportunities for us to stand up, individually, and own issues. I believe the visioning process would have strongly benefited from this type of proactive attitude.

• I believe that the boards care and loyalty are both very much in evidence even through some serious debate.

• Agreed.

• We have had some discussion re the Conflict of Interest policy and probably need to continue the discussion and reach some consensus on the matter.

• None

• No comments

• We could do better!

4.4. Moderator’s Role. The Moderator’s primary role is to manage the Board. The Moderator ensures that the Board follows its rules. The Moderator chairs the Board meetings, retreats, and Board Officers Committee and sits on all Board committees. The Moderator occasionally represents the Board to outside parties. The Moderator is expected to maintain close contact with and work collaboratively with the Executive Team but does not supervise or direct the Executive Team. The Moderator may delegate the authority described in this policy but remains accountable for its use.

4.5 First Vice Moderator’s Role The First Vice Moderator acts in the place of the Moderator whenever required due to absence or inability to perform the functions outlined above. The First Vice Moderator shall also perform, or cause to be performed, the following duties:

a. communication with the Board of Stewards of the church Foundation regarding issues related to the annual membership meeting and election of the Board of Stewards of the Foundation; and

b. updating the website with a list of Board Committee chairs as needed.

4.6 Second Vice Moderator’s Role. The Second Vice Moderator leads the orientation of new Board members, assigns a buddy for their first year, and handles the exit interview process when a member leaves the Board. The Second Vice Moderator also works with the Moderator and other Board members to ensure periodic training and development for Board members.

4.7 Secretary’s Role. The Secretary has overall responsibility for all Board record keeping. The Secretary shall perform, or cause to be performed, the following duties:
a. official recording of the written consent actions and minutes of all proceedings of the Board of Trustees meetings actions, of all actions and proceedings of any committee that exercises Board authority, of Board retreats, and of membership meetings;

b. provision for notice of all special meetings of the Board of Trustees;

c. ensuring that the agenda and accompanying background materials, reports and previous minutes shall be sent to all trustees prior to each regular or special Board meeting;

d. provision for notice to members of the annual meeting of the members and ensuring that voting is properly carried out at that meeting;

e. provision for notice of any special meetings of the members and ensuring that voting is properly carried out at that meeting; and

f. provision for voting by mail (written ballot) in lieu of the annual or special meeting of the members and ensuring that the vote is properly carried out;

g. maintenance of the Governing Policies as provided in Part 6 below; and

h. obtaining the Acknowledgements signed by Board members required by the Conflicts of Interest and Executive Compensation policy (see Appendix).

The Secretary may delegate performance of some or all of these duties but shall oversee the performance to ensure that it is satisfactory.

4.8 Treasurer’s Role. The Treasurer has overall responsibility for Board oversight of the corporate finances. The Treasurer shall act as chair of the Finance Committee. The Treasurer will report to the Board regarding the church’s financial situation in an appropriate and timely manner.

Comments on roles of officers:

• The work on norms has clarified the roles of the officers, including responsibilities not stipulated by the policies.

• Writing of job descriptions for the officer and committee chairs has been quite helpful. Roles seem appropriate and have been appropriately fulfilled.

• Agreed.

• 4.4 The Moderator has done an outstanding job this year trying to manage this herd of cats. I think it is incumbent upon the rest of us to operate within the guidelines for the Board to make her life a little easier. 4.5. The First Vice Moderator has done neither of the above tasks (!), having only recently become aware of them while compiling her norms!! Mea culpa! 4.7. The Secretary had done her usual amazing job of all she has to do! Thank you, Kathy, for all that you do for us. 4.8. Likewise, the Treasurer! Michael has been diligent and very responsible in his role as Treasurer in yet another challenging year. Thank you, Michael.

• None

• No particular comments on most of the remaining items. In general, Board officers and the BOC are acting as described. Conflicts are resolved appropriately.

• Good job of rewriting
• Our board officers have tried very hard this year, despite our process.

4.9 Board Meetings. The Board shall set a schedule for regular Board meetings. The Board Officers Committee shall set the Board agenda. The Secretary or the Secretary’s designee shall ensure that the agenda and accompanying background materials, reports and previous minutes shall be sent to all trustees prior to the Board meeting. In addition to other business, the Board will regularly evaluate and discuss its own process and performance to ensure that Board meeting time is devoted to leadership and policy-making rather than to programmatic or other details.

Comments on Board meetings:

• The change to meeting on the first Thursday of the month has been a positive one. However, some Board meeting time has been spent on details rather than leadership and policy-making. Some agenda items have been forwarded through other channels than the BOC.

• This has been a difficult year, see comments under board goals – Generative Thinking.

• Well attended to.

• I don’t think we have been in the policy making business this year……it’s been more sitting by and watching or responding to issues - unionization; and linking to the congregation on specific events - vision, 150th. I at times, think the board meetings are too short. There doesn’t seem to be time to have generative conversations, the thinking ahead business of the board.

• Agreed.

• We successfully changed the regular meeting time for the Board, which seems to work well. We have determined that we will review the calendar over the summer to update other meeting times and deadlines to insure they are synchronized with the new schedule. The BOC has tasked itself with preparing the Board agenda. I think we need to be disciplined about suggesting miscellaneous items after the agenda has been compiled, limiting them to only the most urgent. We have made good progress on preparing written reports from committees to shorten the time committee reports take during Board meetings. We probably need to exercise a bit more discipline in preparing ourselves with these reports and eliminating duplicate reporting time during meetings.

• See comment under 4.1; it applies to the last sentence of the board meeting info. (I think we have been spending too much time focusing on details rather than vision or leadership. Some items have been brought to the board without going through the committee process and we have spent time discussing items that have already been decided on the committee level.)

• There appear to be some challenges to getting materials into the Board packet since Kate F. left. Of particular concern is the fact that the Budget was not included in the packet for the meeting at which it was to be approved, and several Board members did not see it until just before the vote to approve.

• When someone comes to share a concern with the board I feel very uncomfortable this year with listening and thanking them with no comments or even for us to discuss afterwards about their concerns. I understand that we cannot talk about their concerns because it is not on the agenda but it is just dropped. If I was someone sharing I would feel very disrespected. I feel that we should have in the next board meeting time to talk about their concerns and get back to them about what was discussed. Now I feel it goes into a void.
• As above, we need to rebuild trust and relationships. Without doing so, we will have difficulty exploring areas where differences of opinion exist.

4.10.1 Board Officers Committee. The Board Officers Committee is a standing committee of the Board. The BOC consists of the moderator, vice moderators, secretary and treasurer, with the senior minister and/or ministers designated by the senior minister serving ex-officio as nonvoting members. When the Board is not in session, the BOC has all powers of the Board to manage the affairs of the church in connection with matters that must be decided before the next regular Board meeting. The BOC meets each month to plan the monthly Board agenda, which shall consist primarily of issues related to Board policies and oversight of the church, and to deal with other matters that come before it.

Comments on Board Officers Committee:

• The BOC has fulfilled its role.
• Committee has functioned well this year.
• It seems we on the BOC could be bringing more topics to these meetings. This is the place the generative ideas come up (I think). I will also try to get the BOC minutes to the rest of the board before the packet goes out. It is a way of keeping us all connected.
• Agreed.
• As above.
• None
• Set up well
• Have tried hard.

4.11. Board Internal Communications. Communications from Board leadership to Board members and among Board members will be clear and timely. Care will be taken to ensure that Board members are not excluded or disadvantaged by internal communications policies. With reference to email communications, Board members shall ensure that the email addresses used for Board business are confidential and not shared with another person.

Comments on Board Internal Communications:

• Board members have not always communicated when they have not received or believe they have not received pertinent information. Not all information that should be in Board packets has been submitted in a timely fashion. However, overall the use of reminders has been helpful and the Board email listed has allowed for online discussion.
• We have striven to be open with one another.
• I’ve been made aware of letters to the board concerning the union negotiations that I haven’t seen. Is there a place these can be put that we can all access? I don’t need to know everything, it’s just awkward when a congregant mentions a letter and I can’t say I’ve seen it.
• Agreed.
I believe our internal communication has been clear and timely and I think we have made some good use of e-mail to discuss issues, though we need to be vigilant about respect for other points of view.

None

As a Board and Finance Committee member, I feel excluded and disadvantaged by internal communications about the church budget. The Treasurer does not communicate to the FC or the Board sufficient information regarding staff salaries for me to make an informed decision regarding the church budget and ET compliance with Board policy on compensation.

fine

We need to improve our process in order to be successful in meeting our mission.

4.12 Conflict Resolution Process Involving Board Members and Ministers. Conflicts between and among two or more Board members, or between Board member(s) and minister(s) shall be resolved in a timely manner as follows:

a. The Board members shall attempt to resolve the conflict outside of a Board meeting. Reference to and use of the congregational covenant is highly recommended.

b. If a. does not resolve the conflict, the Board members shall approach the highest ranking officer not involved in the conflict for help in resolving the conflict.

c. If the conflict is not resolved at b. above, the Board members shall bring the conflict to the attention of the Board. The Board shall determine a mechanism for resolving the conflict.

Comments on the Conflict Resolution Process Involving Board Members and Ministers:

This process has not been used this year.

There have been some contentious moments and the board has worked to maintain civility, trust and a shared respect.

Regrettably, there has been conflict between Board members, which seems to arise primarily from not understanding the norms of Board behavior. In addition, there has been some insensitive and abusive e-mail communication, which borders on bullying. I believe it is incumbent upon each of us to behave and communicate in a way that is consistent with the values of our church.

We should revisit our covenant!

Board Goals 2014-2015

1. The Board will devote significant time at each Board meeting to generative thinking, focusing on how First Unitarian Church is living out our mission.

Comments:

While we have devoted time to generative thinking, time taken to discuss updates and other non-action items has limited the success of this goal.

I am sorry to say that the board has largely failed on this crucial goal. Two issues arose that prevented our being effective. First, the issues of unionization usurped much time on numerous board meetings. Second, when the board did have the opportunity to engage in generative thinking the time was too often consumed by persistent questioning and challenging of the E/T. The time to engage in detailed examination is during committee meetings or other governance meetings including the year-end policy compliance review. This pattern was repeated too many times and had a negative impact on the board’s efforts. This style is a real mismatch with the
intended collaborative governance style of our board. Our Board Covenant states that we promise to: “support our church ministers and the staff so that their efforts can be most productive, acknowledge and appreciate others, act with heart, respect and care for each other, and honor the fact that our ministers are called, not hired. I see this level of detailed dissection pushing out trust and collaboration. And, I see this approach as sapping not just time but also the energy of board members and the ministers. I am reminded of Cindy Cumfer’s training on policy based church governance. She stated the goal of PBG was to foster a relationship of trust and accountability -- to create a collaboration in support of the Beloved Community. To that end, the ministers of our church are our “treasure” and it is the board’s role is to support them. We must find a way to get back to “supporting”, “acknowledging”, “appreciating” and “acting with heart”. It is crucial that we find a way to work more effectively within our collaborative framework. We all have important contributions to make but these contributions cannot be advanced in a manner that leaves people dispirited or usurps time that the board could be using for generative thinking.

• Our work on the vision has ramped up this year. The listening project looks like a good success and will raise some important topics for the board to explore. The employee union issue has also caused us to take a deeper look at our commitment to social justice.

• We started out well with this. It has gone by the way due to the issues at hand with budget and union. We need more time to be sure this discussion happens.

• This was not successfully achieved. If this becomes a goal for the next year I would suggest that either an Ad Hoc committee or the BOC develop a framework to guide the board in this process.

• Regrettably, there has been conflict between Board members, which seems to arise primarily from not understanding the norms of Board behavior. In addition, there has been some insensitive and abusive e-mail communication, which borders on bullying. I believe it is incumbent upon each of us to behave and communicate in a way that is consistent with the values of our church.

• I do not think we have been faithful to this charge.

• I am not sure we do this with intention.

• This has been thwarted by our process.

2. The Board and Board Officers’ Committee will support and engage with the congregation in the ongoing visioning process, and approve a vision statement by the end of 2014-2015 church year.

Comments:

• I believe that this goal will be achieved this year.

• Returning to the idea of ownership, it feels that the board fell short on supporting the visioning. It is now coming together as a team effort far too late in the church year. We need to ask ourselves, what would have been different if one or two people stood up and took responsibility for seeing the visioning through to completion? I’m not saying do all of the work, but rather, make sure this important project is moving ahead and on track. Would the ministers have felt more supported by a proactive approach like this?

• See above.

• We will meet this goal. And I hope in a process that lets the board have a strong say in the statement.
• See comments above.

• We had 3 successful Listening sessions and a vision statement is forthcoming!

• This is coming along well. Kudos to the communications committee.

• I feel this process has been overshadowed by other events.

3. The Board committees and officers will create a working document outlining the norms and roles of Board work, including the role and function of Board Committees and the relationship of the Board to the Executive Team and Nominating Committee.

Comments:

• This goal has been achieved and will be an ongoing project.

• The Norms document is helpful, although somewhat theoretical. I appreciate the effort to better document the board’s role and expectation. This will help future board members and officers. I view the current board as “caretakers” of the role, which we will ultimately pass along to another set of team members. In that light, we are leaving it in better shape than we found it.

• Made good progress.

• I see this in development right now.

• Great progress was made this year! What we have produced probably needs editing and refining, but a great beginning was made.

• Great progress was made this year! What we have produced probably needs editing and refining, but a great beginning was made.

• In process. Will be accomplished.

• good

• These efforts should be very helpful in coming years.

4. The Board will be informed and participate as a linkage to the congregation for the Fund Drive, 150th Anniversary of First Church, and the 2015 General Assembly.

Comments:

• This goal has been achieved and will be an ongoing project.

• Again, too theoretical. What does it mean to be a “linkage”? Who owns each of these linkages? Randy clearly owns the 150th anniversary but, actually, he owned it before he rejoined the board. Laura owns the AFD, and did so before, independent of her board service. But, who “owns” the linkage to the GA
and have we adequately performed in this arena? I can’t say. I think this goal could have been better articulated as to expectations.

- Fund drive support was adequate with the exception of Laura who was outstanding. Support for 150th has largely been through a board member co chairing the committee. Not much participation in GA.

- Other than being informed, I’m not sure we’ve been participating as linkage for the 150th and GA. Not sure it has been needed, in retrospect.

- This has been achieved and should continue.

- We have certainly been informed re these big projects within our church. There is probably more we could do to actually be supportive and helpful.

- None

- I feel we have done a good job with this for the fund drive (phone calls) and the other 2 events have not happened to comment on.

- We need to expand our support for these efforts.