

BOARD OF TRUSTEES MEETING AGENDA

THURSDAY, APRIL 25, 2019

24 Farnsworth Street Boston, Massachusetts

	CLOSED SESSION	
6:00 - 7:00	Dinner at 24 Farnsworth	
7:00 – 7:45	Vespers	Elandria Williams
- 45 0 45		
7:45 – 8:15	Check-In	Mr. Barb Greve
8:15	Adjourn for the Day	

V.10 4/23/2019



BOARD OF TRUSTEES MEETING AGENDA

FRIDAY, APRIL 26, 2019

24 Farnsworth Street Boston, Massachusetts

Pre-9:00	Breakfast on Your Own	
9:00 – 9:20	Welcome and Worship	
9:20 – 9:50	Introduction and One Phrase or One Word Check-In	Mr. Barb Greve
9:50 – 10:00	Consent Agenda Agenda and Goals / Outcomes Review	Elandria Williams
10:00 – 10:05	Mission of the UUA and Board Covenant	Barb Greve
10:05 – 12:00	President's Report Fiscal Year 2020 Budget and Finance Conversation UU World and Mission	Susan Frederick-Gray Carey McDonald Tim Brennan Lucia Santini Field Kathy Burek Barb Greve
12:00 – 1:00	Lunch at 24 Farnsworth	
1:00 – 3:15	Executive Limitations Policies Elections Practices Recommendations and Bylaws	Elandria Williams Carey McDonald
3:15 – 3:30	Break	
3:30 – 5:00	Moderator Search Description, Job Description, and Selections Committee Principles Task Force and Charge Ministerial Fellowship Committee Leadership and Bylaw Changes	Barb Greve Patrick McLaughlin Elandria Williams
5:00 - 6:00	Conflict of Interest (including Ann Arbor consulting)	Barb Greve
6:00	Adjourn for the Day and <i>Dinner on Your Own</i>	

V.10 4/23/2019



BOARD OF TRUSTEES MEETING AGENDA

SATURDAY, APRIL 27, 2019

24 Farnsworth Street Boston, Massachusetts

Pre-9:00	Breakfast on Your Own	
9:00 – 9:25	Worship and Check-In	
9:25 – 9:30	Outcomes and Goals Review CLOSED SESSION	Elandria Williams
9:30 – 11:00	Racial Audit – Visions	Visions Team
11:00 – 11:15	Break	
11:15 – 12:15	General Assembly (including Post-GA Meeting)	Mr. Barb Greve Elandria Williams
12:15 – 1:00	Lunch at 24 Farnsworth	
1:00 – 2:30	Voting and Affirmations Paying for Expenses for Non-Board Members Policy Budget Election Campaign Practices/Recommendations Ministerial Fellowship Committee Bylaw Changes Executive Limitations Policies Principles Task Force and Charge Appointments	Barb Greve Elandria Williams
2:30 – 3:00	Closing	Barb Greve
2.00 0.00		Dai S Giovo
3:00	Adjourn and Depart	

V.10 4/23/2019

Board of Trustees

MEETING: March 11, 2019, 8:00 pm, Eastern Time

Pursuant to notice duly given, this meeting of the Board of Trustees of the Unitarian Universalist Association was held via Zoom conferencing.

MEMBERS PRESENT: Greg Boyd, Kathy Burek, Susan Frederick-Gray (President), Mr. Barb Greve (Co-Moderator), Manish Mishra-Marzetti, Patrick McLaughlin, Lucia Santini Field (Financial Advisor), Elandria Williams (Co-Moderator)

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & Executive Vice President), Tim Brennan (Treasurer), Danielle DiBona (Chaplain), Marcus Fogliano, Leslie Takahashi, Debra Gray Boyd, Mary Heafy, Earl Daniels, Ben Gabel, Elaine McArdle, CB Beal, Lori Stone Sirtosky, Bill Young, Inanna Arthen, Christine Lunsford, Suzanne Fast, Kim Hampton, Cassie Withey-Rila, Andree Mol, Leela Sinha, Carolina

Meeting Minutes

Co-Moderator Elandria Williams opened the meeting at 8:05 pm with a chalice lighting, and welcomed all members and participants to offer a brief personal check in.

Kathy Burek moved and Lucia Santini Field seconded, and the Board unanimously approved a motion to accept of the January minutes.

Patrick McLaughlin moved, Kathy Burek seconded, and the Board unanimously approved a motion to authorize Treasurer Tim Brennan to receive and sell of a bequest property in Dedham, ME.

The Co-Moderators revised the agenda to make space to discuss the harm caused by the recent *UU World* magazine article "After L, G and B" about experiences with transgender people. Other agenda items were postponed to future meetings. Co-Moderator Mr. Barb Greve suggested that the attendees separate into caucuses of cisgender and transgender/ nonbinary. Breakout caucus groups were asked to address "what do we need from the UUA to ensure this does not happen again?" and met for 25 minutes.

The transgender and gender nonbinary group reported back the following items in response to the state question:

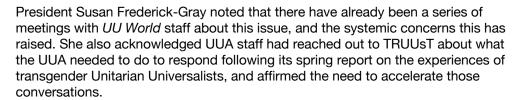
- Ensure trans* seats at the table
- Create accountability plans to support change
- Do a deep review of the purpose of *UU World* and its staffing
- Create and maintain resources to bring trans laity into the community
- Continued support of Transgender Religious professional Unitarian Universalists (TRUUsT)
- Fostering and resourcing opportunities for TRUUsT and laity to work together



- Support prison ministry among the Church of the Larger Fellowship's incarcerated members, many of whom are queer or nonbinary, and receive the print edition of *UU World*
- Make our cisgender friends learn

Reports from the two cisgender breakout caucus groups included:

- Remember UU World is part of the UUA, but there are systemic structures
 to protect editorial freedom, so there is a need to look systemically to
 prevent the same thing from happening again
- Focus on anti-racist, anti-oppressive, and multicultural competencies for *UU World* staff
- Look to work done in other areas of the UUA ensure folx who have been historically marginalized have a seat at the table
- Model accountability, the apology offered was only a beginning step, there
 is the opportunity to create a different way to move forward
- Welcoming Congregation recertification to be LGBTQ-welcoming should be encouraged
- Desire to have a faith where people who are hurt can speak from that hurt, and not be shut down by white or cisgender fragility
- The next print issue of UU World needs to address the pain caused by this article
- Continue updates to Our Whole Lives lifespan values-based sexuality education curriculum, support for TRUUsT, and enhance Beyond Categorical Thinking training for congregations considering calling a minister with an historically marginalized identity



Members and participants offered a brief personal check-out. Co-Moderator Williams closed the meeting at 9:28 pm.

Respectfully submitted,

/s/ Carey McDonald

Recording Secretary



Board of Trustees

MEETING: February 11, 2019, 8:00 pm, Eastern Time

Pursuant to notice duly given, this meeting of the Board of Trustees of the Unitarian Universalist Association was held via Zoom conferencing.

MEMBERS PRESENT: Greg Boyd, Kathy Burek, Susan Frederick-Gray (President), Sarah Dan Jones, Tanner Linden, Manish Mishra-Marzetti, Patrick McLaughlin, Denise Rimes, Lucia Santini Field (Financial Advisor), Elandria Williams (Co-Moderator), Latifa Woodhouse

ADDITIONAL PARTICIPANTS: Carey McDonald (Recording Secretary & Executive Vice President), Chris Buice, Leslie Takahashi, Marcus Fogliano, Debra Gray Boyd, Earl Daniels, Kim Hampton, Mary Heafy, Elaine McArdle, Viola Abbit, Natalie Fenimore

Meeting Minutes

Co-Moderator Elandria Williams opened the meeting at 8:02 pm, and members and participants offered a brief personal check-in. Co-Moderator Williams also shared an opening reading from the recent book "Revisiting the Empowerment Controversy."

Board members adopted the January Executive Session minutes, with revised attendance.

Board members provided updates to their working groups:

Executive Limitations Policies – Received Board surveys from December 2017, planning to meet soon

Principles Task Force - Planning to meet soon

Election Practices Task Force – Group met in Las Vegas last week, and the Board will receive the report and recommendations in the coming weeks.

Financial Secretary Role – Kathy Burek as Financial Secretary met with Treasurer Tim Brennan to plan for the April presentation of the UUA budget to the Board.

Board Covenant – Latifa Woodhouse and Denise Rimes volunteered to join this working group.

It was noted that the Presidential Search Committee, which per the bylaws should have received nominations through the Nominating Committee this year, but due to a lack of communications those nominations did not happen. The Appointments Committee will be asked to provide appointments for June.



DRAFT - NOT YET APPROVED BY THE BOARD

Members reviewed issues that will be prepared for approval at the March meeting:

- Moderator job description Feedback on the draft circulated before the meeting included integrating role and job description, de-emphasizing Roberts Rules of Order and emphasizing Board and team leadership
- Paying for observer attendance Kathy Burek and Elandria Williams will recommend a policy for how and when the Board pays the cost of observers to attend when they are requested at Board meetings

Denise Rimes and Manish Mishra-Marzetti reported on their work as acting cosecretaries, affirming that there will be no scheduled election at General Assembly 2019 since no nominations were received by petition.

Kathy moved and Patrick seconded the affirmation of the statement moving away from policy-based governance, and the Board unanimously approved the following statement:

In order to facilitate moving the UUA to an anti-racist, multi-cultural, future which enables a wider range of UUs to participate in UUA governance, the UUA Board affirms that it will use policy-based governance, but will no longer be strictly adhering to the Carver Policy Governance Model[®]. The UUA Board will continue to focus on policy and holding the administration accountable, while emphasizing collaborative relationships with the President and their staff. We respect the Administration's responsibility in programming and implementation.

The Board affirmed the historic merger of the First Unitarian Church of Cleveland and the UU Society of Cleveland. Manish Mishra-Marzetti moved, Sarah Dan seconded, and the Board unanimously accepted the newly-created UU Congregation of Cleveland into membership as a congregation of the UUA.

Participants did a brief check-out, and Co-Moderator Williams ended the open meeting at 9:12. The Board moved into Executive Session for the purpose of considering appointments.

EXECUTIVE SESSION

Sarah Dan moved, Kathy seconded and the Board approved moving into Executive Session for the purpose of considering appointments. It was later reported that Patrick McLaughlin had been appointed Secretary through General Assembly 2019, to fill the role vacated by Christina Rivera's resignation.

The meeting adjourned at 9:32 pm

Respectfully submitted,

/s/ Carey McDonald

Recording Secretary



Changes in Congregational Status April 2019 UUA Board of Trustees Meeting

NEW CONGREGATION:

Tapestry UU (Cong ID #7817), Houston, TX
Separated from 1st UU Church of Houston multisite and became an independent congregation.

DISSOLVED CONGREGATIONS:

Original Blessings, Brooklyn, NY dissolved 3/17/2019.

All Souls UU Community, WA dissolved 9/10/2018.



ITEMS FOR INFORMATION, AND REPORTING TO THE BOARD:

Name Change: UU Congregation of Green Valley changed its name to Borderlands UU. They are located in Amado, AZ.

Goodloe Learning Community, Bowie, MD has been recognized as a Covenanting Community.

UU Fellowship of Vermillion, SD has been recognized as a Covenanting Community.

First Unitarian Church of Albuquerque closed the Desert Springs branch congregation in Carlsbad, NM in 2018. We were notified 3/7/2019.

Heather Bond Budget and Safe Congregation Manager Congregational Life

To the UUA Board of Trustees:

The members of the Goodloe Memorial UU Congregation (GMUUC) in Bowie, Maryland have decided to dissolve as of June 30, 2019. They are holding a congregational meeting on April 28 to discuss disposition of the financial assets of the dissolved congregation. While Goodloe is dissolving as a congregation, thereby triggering the need to transfer assets, GMUUC is spinning off its education ministry for 500 homeschooling families to be a self-sustaining organization called Goodloe Learning Community. GLC is organized around UU principles and welcomes people from other faith traditions. It is a statewide organization with five regional coordinators from other UU congregations in Maryland. This organization has been approved as a UU Covenanting Community. President Ken Shilling has stated: "While assets needed to keep the new Covenanting Community going will remain with the corporate entity to be known as GLC, all remaining assets will be transferred to the UUA or to designated UUA-associated organizations with UUA approval."

Under UUA by-laws as amended through July 1, 2018, congregations must include in their by-laws a provision that provides that, upon dissolution, all remaining assets are transferred to the UUA. However, with the approval of the Board of Trustees, they may transfer assets to other UU organizations.¹

The Goodloe Congregation has approximately \$217,000 in assets. Some funds will be held back to cover liabilities and expenses through final dissolution. The Congregation has requested that they be allowed to distribute approximately \$20,000 to other UU organizations. Under consideration are the following:

UU Legislative Ministry - Maryland
UUs for Social Justice
UUMAC Scholarships
UU Service Committee
Paint Branch UU Church (Goodloe Scholarship)
AUUMM Overdue Promise Fund
Donna Harris Fisher Fund (AUUMM)

The final allocations will be determined at the April 28 congregational meeting.

We recommend that the Board adopt the following resolution to authorize this action.

¹ Rule 3.3.5.(f). "A congregation shall include in its articles of incorporation or other organizing documents a clause providing that the assets of the congregation will be transferred upon dissolution to the Association. Notwithstanding the foregoing, if a congregation obtains the prior written consent of the Association's Board of Trustees, the congregation may name an organization that is affiliated with the Association (such as a district, camp, conference center or other congregation) as the recipient of the congregation's assets upon dissolution."

MOTION

VOTED: That the Goodloe Memorial UU Congregation's intention to distribute from its remaining assets upon dissolution approximately \$20,000 to other UU organizations is approved.

FURTHER VOTED: That the Board extends its appreciation for this transfer of assets to the UUA, which will be used to further the mission of the Association. Furthermore, the Board applauds the creation of the Goodloe Learning Community and welcomes it as a Covenanting Community of the UUA.

FURTHER VOTED: The president of the Association is authorized to approve the final list of recipients as determined at the Goodloe Congregation's congregational meeting on April 28, 2019.

Thank you,
Tim Brennan, Treasurer and CFO



President's Report

UUA Board of Trustees April 2019



We seek to create a Unitarian Universalist Association which embodies our faith's aspiration to the beloved community, and in which people of all backgrounds and identities can thrive.

We work to support our congregations and leaders to be sources of justice, equity, compassion and liberation in their communities and the wider world.



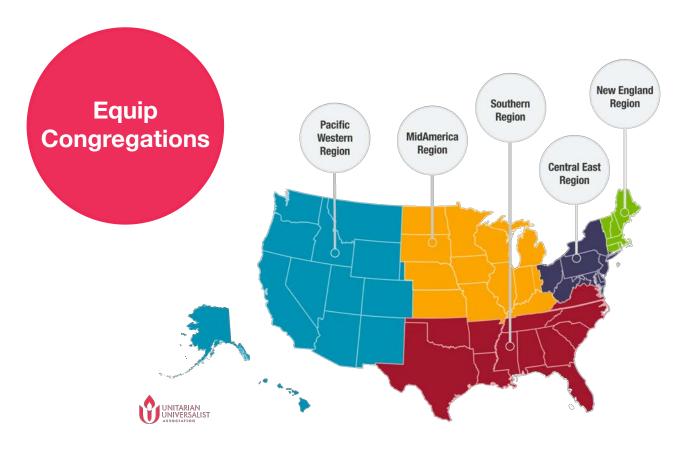


Equip congregations for healthy and vital ministry

uua.org/congregations

Priorities for 2020:

- Provide direct support for those who are leading change within their congregations to dismantle white supremacy in their own contexts
- Create and align best-practices and tools for church business functions that embody an inclusive and anti-oppressive approach for areas such as human resources, accounting, technology, facilities management, fundraising systems, etc.



Our continuing core work with congregations:

Coach

Connect

Challenge

Companion



Train, support and credential leaders for 21st Century ministry

uua.org/leadership uua.org/careers

Priorities for 2020:

- Collaborate with professional groups and credentialing bodies to consider changes to professional pathways that expand access and cultivate leaders committed to justice and liberation, including through continuing education and a shared ethics approach
- Engage and support lay leaders based on their role within congregations (e.g. presidents and treasurers), especially leaders with historically marginalized identities, provide opportunities for connection and skill building





Advance UU values and work for justice in the wider world

uua.org/justice

Priorities for 2020

- Focus cross-staff efforts (including trainings, communications, Beacon Press, activism, investments, etc.) on intersectional priorities, in close partnership with front-line activists:
 - Criminalization, inclusive of racial justice and immigration justice
 - Climate justice and indigenous partnership
 - Gender-based and LGBTQ equity
 - Engagement with the election cycle





Create a UUA where people of all backgrounds and identities can thrive.

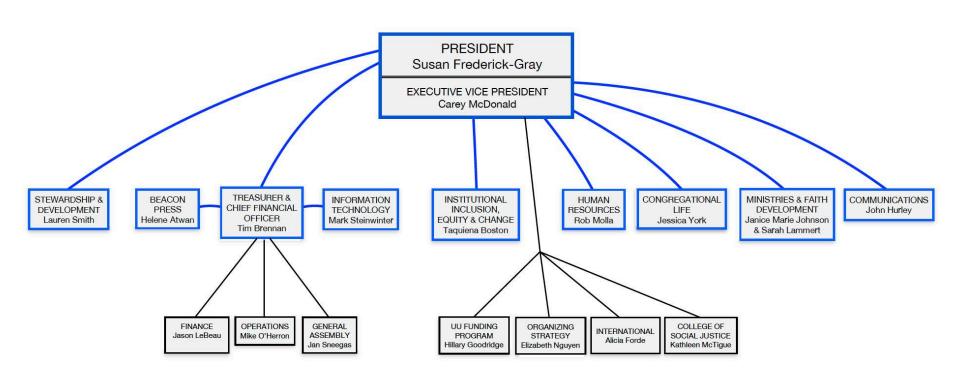
Strategic areas of internal conversation for 2020:

- Empower the Justice, Equity, Diversity and Inclusion Team (JEDI) cross-staff team to lead culture change within the UUA workplace
- Support the work of the UUA Commission on Institutional Change
- Collaborate with the UUA Board of Trustees and National Advisory Council on mission and vision conversations with leaders at all levels



Strategic areas of internal conversation for 2020:

- Youth ministry
- International engagement
- Innovative ministry
- Worship arts and resources
- Data systems integration
- Fundraising campaign planning







Staff diversity

Percentage of UUA staff who are People of Color:

- 2017 19%
- 2018 22%
- 2019 25%

Percentage of Leadership Council who are People of Color

- 2017 17%
- 2019 42%



Welcome to Rev. Lauren Smith!



- Director of Stewardship and Development as of February 4
- Former minister at South Church in Portsmouth, NH, and San Mateo, CA
- Former Assistant Director at Harvard Business School Fund

FY2020 BUDGET PRESENTATION

uua.org

	С	D	Е	F	G	Н	I
2	Unitarian Universalist Association	FY17	FY18	FY19	FY19	FY19	Percent
3	Budget Overview	Results	Results	Budget	2Q19 Fcst	3Q19 Fcst	Inc/(Dec)
4	Current Operations						G to H
5							
6	\$ in Thousands						
7	Income:						
	Income for General Support	0.070	0.474	0.700	0.400	0.400	0.00/
9	Annual Program Fund	6,376	6,474	6,760	6,436	6,436	0.0%
10	Annual Program Fund - Regional Unrestricted Gifts	1,559	1,600	1,659	1,624	1,599	-1.5%
11 12	Leadership Annual Giving	1,169 40	1,141 296	1,199 600	1,199 400	1,176 425	-1.9% 6.3%
13	Bequest Income	500	303	500	200	250	25.0%
	Administrative Fees	2,416	2,275	2,303	2,277	2,271	-0.3%
	Investment Income	2,971	2,769	2,858	2,870	2,874	0.2%
	Publications Income	1,228	1,131	1,262	1,230	1,185	-3.7%
17	Net Lease Income	978	979	1,012	1,002	1,002	0.0%
18	Other Current Fund Income	460	465	533	534	534	0.0%
19	Total Income for General Support	17,697	17,433	18,686	17,771	17,753	-0.1%
20	. 1	,	,	,	,	,	
21	Income for Designated Purposes						
22	Campaign Income	1,931	1,067	1,105	1,131	1,141	0.9%
	UUCSR Veatch Grants	2,465	2,493	2,562	2,537	2,539	0.1%
24	Grants and Scholarships	979	884	877	877	877	0.0%
	Ministerial Aid Funds	522	512	449	449	449	0.0%
	Holdeen and International Trusts	1,343	1,490	1,530	1,764	1,766	0.1%
	Income for Other Purposes	2,292	3,151	2,541	2,393	2,935	22.6%
28	Total Inc for Designated Purposes	9,532	9,596	9,064	9,151	9,707	6.1%
29	Total Income	27,229	27,030	27,750	26,921	27,460	2.0%
30	P						
31	Expenses:	400	E44	740	700	704	0.00/
	Board & Volunteer Leadership	482	541	712	726	731	0.6%
33	Programs:						
35	Program and Strategy Office	582	10	0	0	0	0.0%
36	Organizing Strategy	1,071	1,193	1,230	612	600	-1.9%
37	International Programs	1,451	1,193	1,519	1,860	1,868	0.5%
	Congregational Life	5,474	4,719	5,392	5,175	5,161	-0.3%
	Ministries and Faith Development	4,967	5,025	4,961	5,254	5,229	-0.5%
	UU Funding Program	1,392	1,350	1,391	1,413	1,416	0.2%
	Crisis Relief & Misc. Programs	440	1,184	390	346	475	37.2%
42	Communications	2,672	2,679	2,946	2,848	2,822	-0.9%
43		, -	, -	,	,	,-	
44	Total Programs	18,049	17,752	17,829	17,508	17,572	0.4%
45	-						
	Administration	1,962	1,694	1,502	2,009	2,481	23.5%
47	Contingency/Salary Increase	0	0	527	150	0	-100.0%
48							_
	Infrastructure						
50	Stewardship and Development	2,019	2,185	2,422	2,269	2,286	0.7%
51	Information Technology Services	1,463	1,521	1,657	1,619	1,619	0.0%
52	Internal Services	2,903	3,002	3,751	3,696	3,697	0.0%
53	Total Infrastructure	6,384	6,708	7,830	7,584	7,602	0.2%
54		00.0==	00.005	00.400	07.07	00.00=	4.50/
55	Total Expenses	26,877	26,695	28,400	27,977	28,387	1.5%
56	Demonstration Ones "						
57	Depreciation Spending	0	0	550	550	550	
58	Church Staff Finances Reserve	0	0	100	200	200	
59	Current Section Excess//Deficit)	252	225	^	(205)	(470)	
60	Current Section Excess/(Deficit)	353	335	0	(305)	(178)	
61							

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1	Unitarian Universalist Association	FY17	FY18	FY19	FY19	FY19	Percent
2	Forecast Summary	Results	Results	Budget	2Q19 Fcst	3Q19 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
4							
5	\$ in Thousands						
6	Income:						
8	Income for UUA General Support Annual Program Fund	6,376	6,474	6,760	6,436	6,436	0.0%
	Annual Program Fund - Regional	1,559	1,600	1,659	1,624	1,599	-1.5%
	Unrestricted Gifts	1,169	1,141	1,199	1,199	1,176	-1.9%
	Leadership Annual Giving	40	296	600	400	425	6.3%
	Bequest Income	500	303	500	200	250	25.0%
	Administrative Fees Endowment Income	2,416 2,971	2,275 2,769	2,303 2,858	2,277 2,870	2,271 2,874	-0.3% 0.2%
	Publications Income	1,228	1,131	1,262	1,230	1,185	-3.7%
	Net Lease Income	978	979	1,012	1,002	1,002	0.0%
17	Other Current Income	460	465	533	534	534	0.0%
18	land to the project of the project o	17,697	17,434	18,686	17,771	17,752	-0.1%
	Income for Designated Purposes Campaign Income	1,931	1,067	1,105	1,131	1,141	0.9%
	Veatch Grants	2,465	2,493	2,562	2,537	2,539	0.9%
	Grants and Scholarships	979	884	877	877	877	0.0%
	Ministerial Aid Funds	522	512	449	449	449	0.0%
	Holdeen & International Trusts	1,343	1,490	1,530	1,764	1,766	0.1%
25	Income for Other Purposes	2,292 9,532	3,151 9,596	2,541 9,064	2,393 9,151	2,935 9,707	22.6% 6.1%
	Total Income	27,229	27,030	27,750	26,922	27,459	2.0%
28	Total moonic	21,220	27,000	21,100	20,022	21,400	2.070
	Board & Volunteer Leadership						
		185	250	401	412	417	1.1%
	Board Committees Board Task Forces	83	77	82 5	82 5	82 5	0.0%
	Moderator	26	34	34	34	34	0.0%
	Nominating Committee	28	25	25	25	25	0.0%
	Commission on Appraisal Ministerial Fellowship Committee	20 108	19 114	20 109	23 111	23 111	0.0%
	Commission on Social Witness	28	20	36	36	36	0.0%
	Total Board & Volunteer Leadership	482	541	712	726	731	0.6%
39							
	Programs: Program Strategy Office (former Growth Strategies)	582	10	0	0	0	0.0%
42	rrogram strategy office (former Growth Strategies)	302	10	0	0	0	0.076
	Organizing Strategy	1,071	1,193	1,230	612	600	-1.9%
44							
	International Office Holdeen International Partners	198 150	235 155	208 160	287 155	293 155	1.9% 0.0%
	Holdeen India Program	826	928	892	1,150	1,151	0.0%
48	UU-UNO	277	275	259	268	270	0.6%
_	Total International	1,451	1,593	1,519	1,860	1,868	0.5%
50 51	Congregational Life						
	Congregational Life	1,523	1,388	1,438	1,399	1,391	-0.5%
53	Southern Region	1,080	897	1,219	1,118	1,114	-0.4%
	New England Region	1,188	852	1,045	1,010	998	-1.2%
56	Central East Region Office of Congregational Stewardship Services	1,623 59	1,560 22	1,655 35	1,613 35	1,623 35	0.6%
57	Total Congregational Life	5,474	4,719	5,392	5,175	5,161	-0.3%
58							
	Ministries and Faith Development Resource Development Director	159	214	207	99	99	0.0%
	Resource Development Director Resource Development Office	486	548	525	524	529	0.0%
62	Youth and Young Adult Ministries	633	643	601	600	604	0.7%
	Director of Ministries and Faith Development	487	416	462	605	620	2.3%
	Multicultural Programs Director of RE Credentialing	18	0	0	296 0	297 0	0.4%
	Director of Ministerial Credentialing	189	195	192	172	156	-9.2%
67	Director of Transitions	315	318	326	305	307	0.5%
	Office of Church Staff Finances	648	671	729	725	715	-1.4%
69	Office of UUA Health Plan	242	216	219	221	223	0.9%

	D	Е	F	G	Н	I	J
1	Unitarian Universalist Association	FY17	FY18	FY19	FY19	FY19	Percent
2	Forecast Summary	Results	Results	Budget	2Q19 Fcst	3Q19 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
	Director of Professional Development	222	212	222	218	190	-12.6%
	Worship Arts Scholarships and Ministerial Ed Grants	334	50 329	56 311	68 311	69 311	0.9%
	Continuing Education	45	329 124	79	79	79	0.0%
	Aid Funds	595	577	512	512	512	0.0%
75	Panel on Theological Education	596	511	520	519	519	0.0%
76	Total Ministries and Faith Development	4,967	5,025	4,961	5,254	5,229	-0.5%
77	LILLE, and the second	4 200	4.250	4 204	4 440	4.440	
79	UU Funding Program Crisis Relief & Misc. Programs	1,392 440	1,350 1,184	1,391 390	1,413 346	1,416 475	37.2%
80	Crisis (Velle) & Wilse. 1 Tograms	440	1,104	390	340	473	37.270
81	Communications						
	IPW Office	358	419	531	532	537	
	Periodicals Office	923	915	973	910	902	-1.0%
	Publications Administration	570 821	574 771	587	574	579 804	0.9%
85 86	UUA Bookstore Total Communications	2,672	771 2,679	855 2,946	831 2,848	2,822	-3.3% -0.9%
87		2,012	2,013	2,040	2,040	2,022	3.570
88	Total Programs	18,049	17,752	17,829	17,508	17,572	0.4%
89							
	Administration						
_	Office of the President	797	502	510	511	516	0.9%
	Office of the Executive Vice President Contingency Expense	615	715 0	583 377	1,051 0	1,439	36.9% 0.0%
	Salary Increase	0	0	150	150	0	-100.0%
95	Human Resources	550	478	409	446	526	17.8%
96	Total Administration	1,962	1,694	2,029	2,159	2,481	14.9%
97							
	Infrastructure:						
	Stewardship and Development Vice President, Development	280	552	604	618	625	1.1%
	APF Campaign	345	373	472	473	477	0.9%
	Friends Campaign	287	317	408	350	351	0.3%
103	Charitable Gift and Estate Planning	227	331	342	313	316	0.9%
104	Comprehensive Campaign	879	613	596	515	516	0.4%
	Total Stewardship and Development	2,019	2,185	2,422	2,269	2,286	0.7%
106	Information Technology Services	1,463	1,521	1,657	1,619	1,619	0.0%
108		1,400	1,021	1,001	1,010	1,010	0.070
	Internal Services:						
	Finance						
		398	407	406	407	410	0.8%
	Financial Services Total Finance	704 1,102	769 1,177	787 1 103	736 1,143	739 1,150	0.5% 0.6%
113		1,102	1,177	1,193	1,143	1,150	0.0%
	Facilities						
116	24 Farnworth Street	1,801	1,826	2,558	2,554	2,548	-0.2%
	Total Operations Services	1,801	1,826	2,558	2,554	2,548	-0.2%
118							
	Total Internal Services	2,903	3,002	3,751	3,696	3,697	0.0%
120	Total Infrastructure	6,385	6,708	7,830	7,584	7,602	0.2%
-	Total Expenses	26,877	26,695	28,400	27,977	28,387	1.5%
	•	20,011	∠0,090	20,400	21,911	20,307	1.3%
123							
	Depreciation Spending	0	0	550	550	550	
-	Church Staff Finances Reserve	0	0	100	200	200	
126		050	205		(005)	(470)	
127	Current Section Excess/(Deficit)	353	335	0	(305)	(178)	

MEMORANDUM

To: UUA Board of Trustees

From: UUA Administration, submitted by President Susan Frederick-Gray

Executive Vice President Carey McDonald

Treasurer Tim Brennan

Re: Budget Submission for 2020-2021

Date: April 5, 2019

We are pleased to submit to the Board of Trustees for its approval a balanced and faithful budget for Fiscal Year 2020 (July 1, 2019 to June 30, 2020) for the Unitarian Universalist Association. With this budget, the UUA staff will continue its work in three primary mission areas: equipping congregations, training and credentialing leaders, and advancing UU values in the wider world.

Through careful planning and management, this flat budget allows us to invest in our covenantal relationship with our member congregations and partners, focus on our key priorities, and overall maintain current levels of service in each of our primary mission areas.

The core commitments affirmed by this year's budget submission are the UUA's ongoing work to build an Association that embodies the beloved community in which people of all identities and backgrounds can thrive, dismantling white supremacy and patriarchy and advancing equity and liberation within and beyond our organization. Funding for FY20 includes the following items:

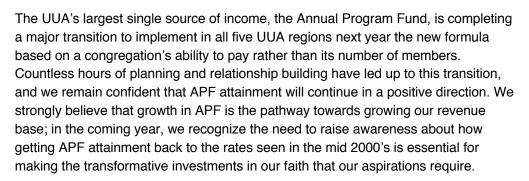
- The Justice, Equity, Diversity and Inclusion (JEDI) Team supporting the cross-staff team to that is leading workplace and cultural change within the UUA staff, including hosting learning opportunities, assessing cultural change and equity, and providing for staff covenants and agreements;
- Ongoing investment in the ministries of religious professionals who hold marginalized identities, including the annual Finding Our Way Home gathering for UU religious professionals of color and the annual retreat of Transgender Religious Professional UUs Together (TRUUsT);
- Increased staff support for the Our Whole Lives program;
- Renewed staff support for young adult ministry;
- Financial support for independent identity-based groups, including continued funding for EqUUal Access, and renewed funding for Diverse and Revolutionary UU Multicultural Ministries (DRUUMM) leading towards a memorandum of understanding we anticipate signing later this spring;
- Continued funding for the final year of the Commission on Institutional Change; and



 Specific equity-based priorities in each staff group that were identified during the budget process.

In the current year, the Multicultural Growth and Witness (MGW) staff team was reorganized so that multicultural ministries and programs joined the Ministries and Faith Development (MFD) staff group, institutional equity and change leadership joined the Office of the Executive Vice President (EVP), and the new Organizing Strategy Team (OST) remained as an independent staff team. You will see this manifest as lower expenses in the MGW staff area with increases in MFD and the EVP. This change represents overall stable funding and staffing, with a modest increase to the OST.

The UUA's FY20 budget reflects the multi-year financial trends of flat revenues and increasing costs. Last year we saw, for the first time, a multi-year decline in bequest revenue well below historical averages that has continued through this year. Therefore, we have substantially revised bequest projections downward for FY20. We were able to project additional rental income for the coming year, since the UUA's three tenants are vacating their space and we anticipate higher lease rates for their tenant successors. For donor-based fundraising, we hope to grow the Leadership Annual Giving category of ongoing giving, and plan to close out campaign commitments to the Promise and the Practice Campaign for Black Lives of UU and UUA institutional change.



Transparently, this was a more challenging budget year than FY19 as these challenging financial trends continued. The submitted budget reduces spending overall in nearly every staff group. We have eliminated five staff positions through not filling open positions and consolidating or restructuring others. It also includes areas to ask for savings from board and committee budgets that we look forward to discussing with you at the April meeting.

We have submitted a budget that makes high-impact investments in key mission areas, including equity and inclusion, while reducing and restructuring investments in other areas to allow the UUA to responsibly steward our faith's resources, remain realistic its revenue projections, and become more creative in addressing urgent challenges. We look forward to further reviewing this budget at the April Board meeting.



OVERVIEW FY20-21 BUDGET 4/3/2019

	С	D	Е	F	G	Н
2	Unitarian Universalist Association	FY18	FY19	FY20	Percent	FY21
3	Budget Overview	Results	2Q19 Fcst	Budget	Inc/(Def)	Budget
4	Current Operations				E to F	
5						
6	\$ in Thousands					
7	Income:					
	Income for General Support					
9	Annual Program Fund	6,474	6,436	6,600	2.6%	6,600
10	Annual Program Fund - Regional	1,600	1,624	1,624	0.0%	1,624
11	Unrestricted Gifts	1,141	1,199	1,492	24.4%	1,492
12		296	400	600	50.0%	600
	Bequest Income	303	200	300	50.0%	300
	Administrative Fees	2,275	2,277	2,368	4.0%	2,393
	Investment Income	2,769	2,870	2,697	-6.0%	2,576
	Publications Income	1,131	1,230	1,275	3.7%	1,275
17	Net Lease Income	979	1,002	1,128	12.6%	1,107
18	Other Current Fund Income	465	534	563	5.4%	563
19	Total Income for General Support	17,433	17,772	18,647	4.9%	18,530
20						
	Income for Designated Purposes	4 00-	4.404	4 000	0.007	4 0 4 4
22		1,067	1,131	1,209	6.8%	1,214
23		2,493	2,537	2,408	-5.1%	2,381
24	·	884	877	864	-1.5%	856
	Ministerial Aid Funds	512	449	444	-1.1%	439
	Holdeen and International Trusts	1,490	1,764	1,642	-6.9%	1,646
27	Income for Other Purposes	3,151	2,393	2,061	-13.9%	2,061
28	Total Inc for Designated Purposes	9,596	9,151	8,628	-5.7%	8,598
29	Total Income	27,030	26,923	27,275	1.3%	27,128
30	F					
31	Expenses: Board & Volunteer Leadership	541	728	634	-12.9%	633
33	Board & Volunteer Leadership	341	120	034	-12.9%	033
	Programs:					
35	Program and Strategy Office	10	0	0	0.0%	0
36		1,193	612	631	3.2%	642
37	International Programs	1,593	1,860	1,644	-11.6%	1,650
	Congregational Life	4,719	5,175	5,206	0.6%	5,235
	Ministries and Faith Development	5,025	5,254	5,398	2.7%	5,408
40	UU Funding Program	1,350	1,413	1,401	-0.9%	1,401
41	Crisis Relief & Misc. Programs	1,184	346	96	-72.3%	96
42	Communications	2,679	2,848	2,880	1.1%	2,905
43		_,	_,5.3	_,000	,•	_,555
44	Total Programs	17,752	17,508	17,256	-1.4%	17,337
45	j	,	,	, , ,		,
46	Administration	1,694	2,009	1,882	-6.3%	1,905
47	Contingency/Salary Increase	0	150	520	246.7%	667
48						
	Infrastructure					
50	Stewardship and Development	2,185	2,269	2,310	1.8%	2,364
51	Information Technology Services	1,521	1,619	1,591	-1.7%	1,626
52	Internal Services	3,002	3,696	3,758	1.7%	3,613
53	Total Infrastructure	6,708	7,584	7,659	1.0%	7,604
54						
55	Total Expenses	26,695	27,979	27,951	-0.1%	28,146
56						
57	Depreciation Spending	0	550	550		550
58	Church Staff Finances Reserve	0	200	126		126
59			(225)			/= /
60	Current Section Excess/(Deficit)	335	(305)	0		(342)
61						

SUMMARY FY20-21 BUDGET 4/3/2019

	D	E	F	G	Н	I
1	Unitarian Universalist Association	FY18	FY19	FY20	Percent	FY21
2	Forecast Summary	Results	2Q19 Fcst	Budget	Inc/(Def)	Budget
3	Current Operations Expenses	10000			F to G	
4	Ourient Operations Expenses				1 10 0	
5	\$ in Thousands					
6	Income:					
7	Income for UUA General Support					
8	Annual Program Fund	6,474	6,436	6,600	2.6%	6,600
9	Annual Program Fund – Regional	1,600	1,624	1,624	0.0%	1,624
10	Unrestricted Gifts	1,141	1,199	1,492	24.4%	1,492
	Leadership Annual Giving	296	400	600	50.0%	600
_	Bequest Income	303	200	300	50.0%	300
_	Administrative Fees	2,275	2,277	2,368	4.0%	2,393
14	Endowment Income	2,769	2,870	2,697	-6.0% 3.7%	2,576
15 16	Publications Income Net Lease Income	1,131 979	1,230 1,002	1,275 1,128	12.6%	1,275 1,107
17	Other Current Income	465	534	563	5.4%	563
18	Culci Cultone moonie	17,434	17,772	18,646	4.9%	18,529
	Income for Designated Purposes	.,,,,,,,	,	. 5,5 .5		. 5,525
20	Campaign Income	1,067	1,131	1,209	6.8%	1,214
21	Veatch Grants	2,493	2,537	2,408	-5.1%	2,381
22	Grants and Scholarships	884	877	864	-1.5%	856
23	Ministerial Aid Funds	512	449	444	-1.1%	439
24	Holdeen & International Trusts	1,490	1,764	1,642	-6.9%	1,646
25	Income for Other Purposes	3,151	2,393	2,061	-13.9%	2,061
26	T.4.11	9,596	9,151	8,627	-5.7%	8,598
27	Total Income	27,030	26,923	27,273	1.3%	27,127
28 29	Board & Volunteer Leadership					
30	Board of Trustees	250	412	366	-11.2%	365
	Board Committees	290	314	268	-14.7%	268
39	Total Board & Volunteer Leadership	541	728	634	-12.9%	633
40						
	Programs:					
42	Program Strategy Office (former Growth Strategies)	10	0	0	0.0%	0
_	Organizing Strategy	1,193	612	631	3.2%	642
45		1,193	012	001	J.Z /0	042
	International Office	235	287	221	-23.1%	223
47	Holdeen International Partners	155	155	150	-3.0%	150
	Holdeen India Program	928	1,150	1,020	-11.3%	1,022
	UU-UNO	275	268	253	-5.5%	255
	Total International	1,593	1,860	1,644	-11.6%	1,650
51 52	Congregational Life					
	Congregational Life	1,388	1,399	1,475	5.5%	1,480
	Southern Region	897	1,118	1,194	6.8%	1,206
55	New England Region	852	1,010	983	-2.7%	981
_	Central East Region	1,560	1,613	1,520	-5.8%	1,535
57	Office of Congregational Stewardship Services	22	35	33	-6.3%	33
58 59	Total Congregational Life	4,719	5,175	5,206	0.6%	5,235
	Ministries and Faith Development					
	Resource Development Director	214	99	34	-65.2%	34
	Resource Development Office	548	524	472	-10.0%	465
63	Youth and Young Adult Ministries	643	600	666	11.0%	668
	Director of Ministries and Faith Development	416	605	652	7.8%	659
	Multicultural Programs	0	296	348	17.8%	351
	Director of Ministerial Credentialing Director of Transitions	195 318	172 305	132 319	-23.2% 4.4%	134 321
	Office of Church Staff Finances	671	725	819	12.9%	826
	Office of UUA Health Plan	216	221	224	1.3%	227
	Director of Professional Development	212	218	212	-2.4%	215
	Worship Arts	50	68	57	-16.2%	58

SUMMARY FY20-21 BUDGET 4/3/2019

	D	Е	F	G	Н	I
1	Unitarian Universalist Association	FY18	FY19	FY20	Percent	FY21
2	Forecast Summary	Results	2Q19 Fcst	Budget	Inc/(Def)	Budget
3	Current Operations Expenses				F to G	
72	Scholarships and Ministerial Ed Grants	329	311	309	-0.9%	311
73	Continuing Education	124	79	138	75.8%	138
	Aid Funds	577	512	507	-1.0%	502
	Panel on Theological Education Total Ministries and Faith Development	511 5,025	519 5,254	508 5,398	-2.0% 2.7%	499 5,408
76 77	Total willistries and Faith Development	5,025	5,254	5,396	2.1 70	5,406
	UU Funding Program	1,350	1,413	1,401	-0.9%	1,401
79	Crisis Relief & Misc. Programs	1,184	346	96	-72.3%	96
80	Ţ					
_	Communications					
	IPW Office	419	532	558	4.9%	564
	Periodicals Office	915	910	955	4.9%	962
-	Publications Administration UUA Bookstore	574 771	574 831	521 846	-9.2% 1.8%	526 852
85 86	Total Communications	2,679	2.848	2,880	1.8%	2,905
87	Total Communications	2,019	2,040	2,000	1.170	2,903
88	Total Programs	17,752	17,508	17,256	-1.4%	17,337
89			11,000	11,200		,
90	Administration					
91	Office of the President	502	511	518	1.2%	523
92	Office of the Executive Vice President	715	1,051	977	-7.0%	988
	Contingency Expense	0	0	370	100.0%	367
94	Salary Increase	0	150	150	0.0%	300
95 96	Human Resources Total Administration	478 1,694	2,158	387 2,402	-13.3% 11.3%	394 2,572
97	Total Administration	1,094	2,100	2,402	11.370	2,572
	Infrastructure:					
	Stewardship and Development					
	Vice President, Development	552	618	665	7.6%	693
	APF Campaign	373	473	475	0.4%	480
	Friends Campaign	317	350	342	-2.3%	357
	Charitable Gift and Estate Planning	331	313	279	-10.8%	282
	Comprehensive Campaign	613	515	548	6.5%	551
	Total Stewardship and Development	2,185	2,269	2,310	1.8%	2,364
106		1,521	1 610	1 501	-1.7%	1 626
107 108	Information Technology Services	1,521	1,619	1,591	-1.770	1,626
	Internal Services:					
	Finance					
111	Treasurer and Vice President of Finance	407	407	415	2.0%	385
	Financial Services	769	736	761	3.4%	770
	Total Finance	1,177	1,143	1,176	2.9%	1,155
114						
	Facilities	4.000	0.554	0.504	4.40/	0.450
	24 Farnworth Street Total Operations Services	1,826 1,826	2,554 2,554	2,581 2,581	1.1% 1.1%	2,458 2,458
118		1,020	2,004	2,561	1.170	2,436
_	Total Internal Services	3,002	3,697	3,757	1.6%	3,613
120		3,002	3,091	3,737	1.0 /0	3,013
	Total Infrastructure	6,708	7,585	7,657	1.0%	7,603
	Total Expenses	26,695	27,978	27,949	-0.1%	28,145
123	•	20,093	21,310	21,343	J. 170	20,140
			550	550		550
	Depreciation Spending	0	550	550		550
	Church Staff Finances Reserve	0	200	126		126
126			/			
	Current Section Excess/(Deficit)	335	(305)	0		(342)
128						

Budget Fiscal Year 2020 - Flux Analysis

The following is an analysis of the changes from the FY19 2nd quarter forecast to the FY20 budget. Changes of 2% or more are described.

Overall income - up 1.3%

Annual Program Fund - up 2.6%

Some growth in national APF revenue is anticipated in FY20. The new formula for the APF ask has now been implemented across the country, so congregations will be familiar with the new system in FY20. A special push to promote and highlight the importance of congregational giving through APF will be part of the strategy led by the UUA's new Director of Stewardship and Development, Rev. Lauren Smith. UUA President Susan Frederick-Gray intends to make the growth of APF central to her message and efforts in FY20.

Unrestricted gifts - up 24.4%

Most of the increase is accounted for by \$167,000 from the Wake Now Our Vision legacy challenge campaign. This is the UUA's share of the match to be distributed in FY20.

Leadership Annual Giving - up 50%

Now in its third year, the Leadership Annual Giving Program – consisting of unrestricted gifts of \$10,000 and above – is expected to continue its growth. Our major donors are responding well to this appeal for regular support. This program is a major priority for the director of Stewardship and Development and the President.

Bequest income – up 50%

Bequest income declined significantly from historical averages in FY19. We are projecting a slight recovery to \$300,000, which is still less than half the average bequest income over the previous 15 years.

Investment Income - down 6.0%

The decline in payout from the endowment is because principal repayments on the loan used to finance the build-out of the UUA's offices at 24 Farnsworth Street reduces the asset balance used in calculating the payout. Furthermore market returns were down in 2018 resulting in a small loss for the year.

The UUA's spending policy is based on the current year's spending increased by inflation, weighted 70%, and 4.5% of the average asset value for the four quarters ending December 31, weighted 30%. The formula is as follows:

	(Previous year endowment spending X (1+inflation rate)) X 70%
plus	(4 quarter average asset value at 12/31 X 4.5%) X 30%
equals	Endowment spending for FY starting 7/1

The effect of this formula is to dampen volatility in the endowment payout.

Investment income also includes a special draw from building sale proceeds of \$196,720 to fund the work of the Commission on Institutional Change. The budget for

this work, as approved by the Board in October 2017, totals \$488,640. Initially the Commission's work was expected to span two years, but now we expect the work to extend into FY20. However, the total amount budgeted for the project remains the same, only the timing has changed.

Publications income - up 3.7%

The publications office projects a slight increase in net book sales due to a revised discount structure that will increase margins.

Net lease income – up 12.6%

All three of the tenants of 24 Farnsworth will be vacating the building when their leases expire in the coming year. According to our leasing agent, lease rates in the Fort Point neighborhood are substantially above the rates being paid by our current tenants. We project an increase of \$100,000 in FY20, although future revenue increases will likely be substantially greater.

Other current fund income - up 15.3%

During FY19 the UUA took over the building management of 24 Farnsworth Street. Previously, the UUA had outsourced the management of the building and tenant spaces to Barkan Management. The FY20 budget reflects a full year of building management fees compared to a partial year in FY19.

Campaign Income - up 6.8%

Most of the campaign income for FY20 reflects pledge payments made during FY19 to be released against the FY20 budget. Only \$200,000 in new gifts is budgeted. During FY20, we will be planning for the next significant major gift campaign.

UUCSR Veatch grants - down 5.1%

Included in this income is the Wake Now Our Vision grant from UUCSR to fund the administrative expenses of the campaign. We will be spending and recognizing the balance of this grant in FY20, or about \$85,000, which is less than the FY19 amount when the campaign was active all year.

Holdeen and International Trusts - down 6.9%

FY19 included a grant from the Eileen Fisher Foundation, which will not be repeated in FY20. Other funders are being solicited, but nothing is committed at this time. FY19 expenses included registration income from the Reimagining Interfaith Conference, which will not be repeated in FY20.

Income for Other Purposes - down 13.9%

In FY19, income for the support of BLUU was booked to Restricted Income and Outside Restricted Funds in this section. In FY20, BLUU will no longer be in a fiscal agency relationship with the UUA. In addition, donations for disaster relief are also captured in this section. Since disaster relief is in reaction to specific incidents, no amount is budgeted.

Overall Expenses - down 0.1%

Board and Volunteer Leadership - down 12.9%

Expenses are being reduced by holding fewer in-person meetings.

Program and Strategy Office

A reorganization has eliminated this office. Staff and program expenses have been moved to Ministry and Faith Development and the new Organizing Strategy office. There is no reduction in staff positions.

International programs - down 11.6%

The work of the International Office is funded by the payout from the Holdeen Trusts. In addition, the Holdeen India Program receives grants from foundations and other funders. FY19 included a grant funded by the Eileen Fisher Foundation, which is not being renewed. Other funders are being solicited, but nothing is committed at this time. FY19 expenses included the Reimagining Interfaith Conference, which will not be repeated in FY20.

Crisis Relief & Miscellaneous-down 72.3%

The current fiscal year the UUA served as fiscal agent for BLUU. This means that all of their income and expenses are booked on the UUA accounts. This section of the budget includes BLUU's expenses. In FY20, BLUU will be a separate legal entity and the fiscal agency arrangement will be ended.

Administration - down 6.3%

Grant support to BLUU is carried in the COO budget. After BLUU receives the full \$5 million commitment from the UUA at the end of FY19, this interim grant support will end.

Contingency/Salary Increase

Contingency is set in the by-laws as 3% of unrestricted income. The salary increase for FY18 is carried in this section as a lump sum that will be distributed into the staff group budgets when increases are determined around mid-year. Salary increase assumes:

- 2% pool for staff cost of living increases and attendant benefits effective January 2020
- 0.5% pool for grade and job changes

Depreciation Spending

One important use for the depreciation allowance is ongoing capital replacement. But there is no necessary relationship between depreciation charges and prudent capital investment. It is best practice among nonprofit institutions with substantial physical assets to conduct a Facilities Condition Assessment (FCA) periodically to determine the right amount to set aside for the replacement of major building systems. The FCA looks at each major system – roof, HVAC, elevator, electrical panel, fire safety, etc. – and estimates when each will reach the end of its useful life and the cost of replacement at that time. This is plotted over time, typically 10 years, which yields an annual capital

budget for major systems replacement. The FCA was updated with the guidance of consultants and engineers during this year.

In the FY 20 budget, total depreciation expense is forecast to in excess of a prudent reserve for capital replacement based on the FCA. This budget assumes that \$550,000 of that amount is spent on the operating budget.

Church Staff Finances Reserve

The Office of Church Staff Finances, which oversees the benefit programs for congregations and the UUA, has accumulated a significant cash reserve over the years. These funds are unrestricted but have been held aside for special projects. In FY20 the reserve will be tapped for several projects addressing inclusion, equity and change. Because these funds were received in past years, the cash expended is not technically income in FY20, and is therefore shown on a separate line below the expense section.

Notes on Fiscal Year 2021 "Out-year" Budget

The purpose of creating a budget for the year following the upcoming budget year is to see where current income and spending trends are pointing. For the most part, income and expenses are assumed to be steady. Significant exceptions are as follows:

- Endowment income will decline due to the principal repayment of the bank loan that funded the build-out of the UUA's offices. The payments lower the asset balance used in calculating the payout.
- Small increases in program expenses primarily reflect the salary increases that became effective January 1, 2018.
- The increase in Contingency/Salary Increase includes the carry-forward of the raises budgeted for FY19.

The analysis shows we are tracking towards a deficit of \$342,000 in FY21 plus any raises. The UUA Administration will make adjustments in its operating plan to address this shortfall when the budget for FY21 is prepared.

UUA CAPITAL BUDGET

		FY19	FY20	FY21
		Forecast	Budget	Budget
		2-Apr-19	2-Apr-19	2-Apr-19
Computer Hardware & Software				
Computer Hardware	\$	134,000	\$ 166,000	\$ 130,000
Computer Software		207,200	68,200	70,000
Telephone system	1_	10,000	 	 <u>-</u>
		351,200	234,200	200,000
Property & Renovations				
UUA occupied space		53,000	17,500	8,000
Furniture and fixtures		30,000	10,000	10,000
General building improvements		644,000	 612,000	 767,000
	_	727,000	 639,500	 785,000
Total Capital Expenditures	\$	1,078,200	\$ 873,700	\$ 985,000
Depreciation expense				
Computer Hardware	+	175,677	199,114	172,708
Computer Software		74,914	 73,701	73,701
Total computer depreciation		250,591	272,815	246,409
Excess (deficiency)		(100,609)	38,615	46,409
Office Furniture & Fixtures		175,630	179,916	107,473
UUA occupied space		447,873	447,873	447,873
General building improvements		496,248	 529,498	 551,998
Total facilities		1,119,751	1,157,287	1,107,344
Excess (deficiency)		392,751	517,787	322,344
Total depreciation expense		1,370,342	1,430,101	1,353,753
Total excess (deficiency)		292,142	556,401	368,753

UUA FY20 and FY21 Consolidating Budgets Statement of Unrestricted Operating Income and Expense

(in \$000s)

			General						
	Current	Beacon	Insurance	Building		General	Farnsworth	Elimina-	
Fiscal Year 2020	Operations	Press	Program	Loan Fund	UUCEF	Assembly	Bldg	tions	UUA Total
Support and Revenue									
Income for general support	18,647	-	1,897	21	-	1,653	1,844	(4,347)	19,715
Income for designated purposes	8,628	175	-	-	-	-	-	(1,308)	7,495
New sales form publishing	-	7,341	-	-	-	-	-	-	7,341
Interest income	-	-	-	176.71	-	-	-	-	177
Investment income, gains/losses		60			6,967				7,027
	27,275	7,576	1,897	198	6,967	1,653	1,844	(5,655)	41,755
Expenses									
Programs	17,890	-	1,296	27	-	1,653	-	-	20,866
General and administrative	10,061	-	538	194	-	-	717	(1,373)	10,136
Cost of goods sold and publishing	-	7,557	-	-	-	-	-	-	7,557
Expenses associated with investments					968				968
	27,951	7,557	1,834	222	968	1,653	717	(1,373)	39,528
Depreciation Spending	550								550
Church Staff Finances Reserve	126								126
Surplus (deficit)	0	19	63	(24)	5,999		1,128	(4,282)	2,903
			General						
	Current	Beacon	Insurance	Building		General	Farnsworth	Elimina-	
Fiscal Year 2021	Current Operations	Beacon Press		Building Loan Fund	UUCEF	General Assembly	Farnsworth Bldg	Elimina- tions	UUA Total
Fiscal Year 2021 Support and Revenue			Insurance	•	UUCEF				UUA Total
			Insurance	•	UUCEF -				UUA Total
Support and Revenue	Operations	Press	Insurance Program	Loan Fund	UUCEF - -	Assembly	Bldg	tions	
Support and Revenue Income for general support	Operations	Press	Insurance Program	Loan Fund	UUCEF - -	Assembly	Bldg	tions (4,244)	19,682
Support and Revenue Income for general support Income for designated purposes	Operations	Press	Insurance Program 1,954	Loan Fund 21	UUCEF	Assembly	Bldg	(4,244) (1,295)	19,682 7,478
Support and Revenue Income for general support Income for designated purposes New sales form publishing	Operations	Press	Insurance Program 1,954	Loan Fund 21 -	UUCEF 7,200	Assembly	Bldg	(4,244) (1,295)	19,682 7,478 7,503
Support and Revenue Income for general support Income for designated purposes New sales form publishing Interest income	Operations	Press - 175 7,503 -	Insurance Program 1,954	21 - - 168	- - -	Assembly	Bldg	(4,244) (1,295) -	19,682 7,478 7,503 168
Support and Revenue Income for general support Income for designated purposes New sales form publishing Interest income	18,530 8,598 - -	Press - 175 7,503 - 60	Insurance Program 1,954 - - -	21 - - 168	- - - - 7,200	1,578 - - - -	1,844 - - -	(4,244) (1,295) - -	19,682 7,478 7,503 168 7,260
Support and Revenue Income for general support Income for designated purposes New sales form publishing Interest income Investment income, gains/losses	18,530 8,598 - -	Press - 175 7,503 - 60	Insurance Program 1,954 - - -	21 - - 168	- - - - 7,200	1,578 - - - -	1,844 - - -	(4,244) (1,295) - -	19,682 7,478 7,503 168 7,260
Support and Revenue Income for general support Income for designated purposes New sales form publishing Interest income Investment income, gains/losses Expenses	18,530 8,598 - - 27,128	Press - 175 7,503 - 60 7,738	Insurance Program 1,954 1,954	21 - - 168 - 188	- - - - 7,200	1,578 - - - - - 1,578	1,844 - - -	(4,244) (1,295) - - - (5,539)	19,682 7,478 7,503 168 7,260 42,092
Support and Revenue Income for general support Income for designated purposes New sales form publishing Interest income Investment income, gains/losses Expenses Programs General and administrative Cost of goods sold and publishing	18,530 8,598 - - - 27,128	Press - 175 7,503 - 60 7,738	1,954 - - - 1,954 1,335	Loan Fund 21 168 - 188	- - - - 7,200	1,578 1,578 1,578	1,844 	(4,244) (1,295) - - (5,539)	19,682 7,478 7,503 168 7,260 42,092
Support and Revenue Income for general support Income for designated purposes New sales form publishing Interest income Investment income, gains/losses Expenses Programs General and administrative	18,530 8,598 - - - 27,128	Press - 175 7,503 - 60 7,738	1,954 - - - 1,954 1,954	Loan Fund 21 168 - 188	- - - - 7,200	1,578 1,578 1,578	1,844 	(4,244) (1,295) - - (5,539) - (1,393)	19,682 7,478 7,503 168 7,260 42,092 20,909 10,268
Support and Revenue Income for general support Income for designated purposes New sales form publishing Interest income Investment income, gains/losses Expenses Programs General and administrative Cost of goods sold and publishing	18,530 8,598 - - - 27,128	Press - 175 7,503 - 60 7,738	1,954 - - - 1,954 1,954	Loan Fund 21	7,200	1,578 1,578 1,578	1,844 	(4,244) (1,295) - - (5,539) - (1,393)	19,682 7,478 7,503 168 7,260 42,092 20,909 10,268 7,740
Support and Revenue Income for general support Income for designated purposes New sales form publishing Interest income Investment income, gains/losses Expenses Programs General and administrative Cost of goods sold and publishing	18,530 8,598 - - 27,128 17,970 10,176	Press - 175 7,503 - 60 7,738 7,740	1,954 - - - - 1,954 1,335 554	Loan Fund 21	7,200 7,200 - - - 1,005	1,578 1,578 1,578	1,844 - - - 1,844 - 738	(4,244) (1,295) - - (5,539) - (1,393) -	19,682 7,478 7,503 168 7,260 42,092 20,909 10,268 7,740 1,005
Income for general support Income for designated purposes New sales form publishing Interest income Investment income, gains/losses Expenses Programs General and administrative Cost of goods sold and publishing Expenses associated with investments	18,530 8,598 - - 27,128 17,970 10,176 - 28,146	Press - 175 7,503 - 60 7,738 7,740	1,954 - - - - 1,954 1,335 554	Loan Fund 21 168 188 26 194 220	7,200 7,200 - - - 1,005	1,578 1,578 1,578	1,844 - - - 1,844 - 738	(4,244) (1,295) - - (5,539) - (1,393) - (1,393)	19,682 7,478 7,503 168 7,260 42,092 20,909 10,268 7,740 1,005 39,922
Income for general support Income for designated purposes New sales form publishing Interest income Investment income, gains/losses Expenses Programs General and administrative Cost of goods sold and publishing Expenses associated with investments Depreciation Spending	18,530 8,598 - - 27,128 17,970 10,176 - 28,146 550	Press - 175 7,503 - 60 7,738 7,740	1,954 - - - - 1,954 1,335 554	Loan Fund 21	7,200 7,200 - - - 1,005	1,578 1,578 1,578	1,844 	(4,244) (1,295) - - (5,539) - (1,393) -	19,682 7,478 7,503 168 7,260 42,092 20,909 10,268 7,740 1,005 39,922 550

Financial Advisor's Report April 2019

Since our January meeting I report the following participation with UUA Committees and activities:

- Employee Benefit Trust Winter meeting
- Joint Investment Committee/SRI Committee 1 ½ day special meeting (Elandria joined us, making it extra special!)
- Retirement Planning Committee Meeting
- Audit Committee Meeting

The EBT Board and four Committees continue to have well organized, well managed meetings with strong participation from both staff and volunteers. Highlights of the first quarter's EBT meetings include strong financial condition and plan outcomes. In addition to the regular meeting and agenda, the Investment Committee/SRI Committee had a half day session with Essential Partners focused on our investment responsibilities with a racial justice lens. While the Committees have much work ahead in clarifying our guiding investment beliefs and updating policies and practices, the session was thoughtful, constructive and should provide a strong foundation for our important joint work.

The long-time chair of the Retirement Planning Committee will complete her final term in June of this year. I am delighted to report that, in collaboration with the Appointments Committee, Kathy Brewin was recruited and is recommended to succeed Paige Roth as the Committee Chair.

The long time chair of the Audit Committee will complete his final term in June of this year. I am equally delighted to report that, in collaboration with the Appointments Committee, Chris Chepel was recruited and is recommended to succeed Sean Rush as Committee Chair.

The Audit Committee (whose charter we recently expanded to include Risk Management - and IT is a key risk) had a lengthy discussion with Mark Steinwinter, UUA's Director of IT Services, as well as key staff and consultants regarding necessary upgrades to the UUA's culture and systems in order to support a secure IT infrastructure. This will require leadership, collaboration with employees and stakeholders, and significant investment of time and financial resources. A plan and timeline will be prepared and presented in fiscal 2020. This is an important fiduciary consideration for Board members of for profits as well as not for profits, as trust, integrity and reputation may be on the line.

2.10 Emergency Presidential Incapacity

In order to protect the Association from a sudden temporary loss of the President's ministry and leadership, the President shall submit to the Board of Trustees for their affirmation a list of the staff who comprise the order of presidential succession, consisting of no fewer than five other senior executives who are familiar with President's ministry and duties and the work of the Board. The order of succession shall begin with the Executive Vice President and then include other staff as designated by the President. not have fewer than two other senior executives who are familiar with the work and structure of the Board and the President's ministry and work.

1. In the event of emergency presidential incapacitation, the order of succession will be immediately activated so that the top-ranked person who is available to do so assumes the duties of the president as Acting President the UUA Board will designate an immediate Acting Executive for the purposes of UUA policies until either a) The President resumes the functions of the presidency by sendings written notice to the Board they are able to do so resume functions of the presidency; or, b) The UUA Board designates a different Acting President or appoints a new President in accordance with UUA Bylaws.

UUA Elections Task Force Report

February 4-5, 2019

Present: Manish Mishra-Marzetti, Carey McDonald, Elandria Williams, Scott McNeil, K.C. Slack., Beth McGregor, Wayne Arnason, Matthew Johnson, Liz Jones, Joanna Fontaine Crawford, Jacqui Williams.

Objectives:

The Task Force focused on several main objectives.

- Coalesce around some selection and election recommendations with the Presidential Search Committee, Election Campaign Practices Committee, and the Moderator Search Committee reports as a grounding frame.
- The recommendations will include bylaw changes, rules changes, suggestions for the UUA Board and suggestions for the Administration.
- Determine the main values that everything needs to be filtered through to ensure that the
 recommendations and proposals are ones of integrity and are grounded in dismantling white
 supremacy and oppression.
- Make recommendations for the on-ramping, selection, and election of the UUA Board, Moderator(s), and President(s).
- Recommend proposals and bylaw or rule changes for the role and inner functioning of the Election Campaign Practices Committee (renamed Care and Responsibility for Elections Committee), Presidential Search Committee, Moderator Search Committee, and UUA Board including individual board members.

Values:

We began our work by first focusing on the values that need to underlie both our process and the recommendations for the on ramping, selection and elections processes

Ten values rose to the forefront in no particular order:

- 1. Neutrality- what is it? Who? Enforced how? Calling back into covenant who/what does this?
- 2. Diversities in identities and social positions highly valued to find the most qualified leaders
- 3. Set up elected folks for success
- 4. Process of discernment should be productive for Association i.e. spiritual
- 5. Iterative tradition bound and ever evolving
- 6. Clear pathways to leadership necessary qualities, experience, and how we teach/recruit. Enough information about jobs/planned trajectory
- 7. Transparency openness, accessibility and clarity of process
- 8. Decision making de-centers white supremacy and other forms of oppression calendar, recruiting, training, how ballots are distributed real consensus and collaborative leadership
- 9. Democratic and informed engagement
- 10. Humane process noting the toll of leadership and work involved

Roles - President, Moderator and Board:

We then looked at the roles of President, Moderator and the Board and asked how these values play out into them.

The Moderator(s) Role and Job Description

The discussion started from the job description that was worked on already by the UUA Board in January 2019 and the premise that the moderator nomination is made by a moderator search committee that the Board selects and they have to approve/affirm each candidate.

Chief among the responsibilities we expect the moderator role to model our vision of shared and collaborative leadership we have for our faith and in that regard they will implement that role in shared leadership with the board.

Duties of the co-moderators were identified as: Ensure leadership and coordinating

- Acting as chief governance officer of the Association, including overseeing governance and bylaw change processes, receiving complaints, and addressing conflicts of interest;
- *Setting the tone for the Board and General Assembly*
- Holding a long-term and balcony view of changes, needs and opportunities within the Association.
- Board meetings, including setting agendas and facilitating;
- Providing General Assembly leadership, including coordinating preparing business session agendas, business sessions, and debate;*
- Engaging in regular communication and partnering with UUA staff (President, Executive Vice President, Treasurer, Executive Assistant) about how staff support the work of the Board and the Board supports the work of the staff; Strategy Partners
- Representing the UUA in public communications, attendance at key meetings and summits, and participating in fundraising functions;
- Caring for and tending to volunteers in other contexts (e.g. UUA committees), including attending committee meetings.
- Finances and Budgets Financial Statements, Budget Review, Support of Financial Advisor and Financial Secretary
- Communication with committees so designated by the UUA Board
- Provide support and guidance to the UUA Board Members
- Anti-racism and Anti-Oppression lens and expertise around governance
- Co-leadership structure requires an ongoing high level of communication between one another with quarterly evaluation and assessments.

^{*}Things that could be delegated are not starred and things that are starred are the sole responsibility of the moderator

President's Role and Description

The key determinations that came out of this conversation were that:

- The role and description of the President was outlined in general by the description crafted by the Presidential Search Committee although there needs to be some shifts since the UUA Board is moving away from strict Carver Policy Governance and towards more collaborative models of leadership
 - a. Serves as the Executive, with responsibility for interpreting and implementing the Association's Ends as set by the Board (and the General Assembly)
 - b. Accountable to the Board
 - c. Acts of head of the UUA staff
 - d. Effectively manages and deploys the resources of the Association in service of the Ends
 - e. Serves as ex officio, non-voting member of the UUA Board
 - f. Acts as the prophetic voice and the face of Unitarian Universalism (in collaboration with the rest of the Association Staff, the UUA Board, and other UU institutions and individuals.)
 - g. Extends and strengthens UU institutions
 - h. Provides leadership for the Association's Ends of transforming power, privilege, and oppression
- 2. The description needed to be redone every time that there is a search committee based on the vision set by the board and the general assembly/association
- The UUA Board should affirm the job description that the Presidential Search Committee develops

UUA Board's Role and Description

The UUA Board only has four main responsibilities under Policy Based Governance

- 1. Setting strategic direction for the Association
- 2. Fiduciary Responsibility of the Association
- 3. Support and Hold Accountable the President and Executive Vice President or the Administration
- 4. Maintenance of the Board's internal process and culture

(Otherwise known as Foresight, Oversight and Insight)

The UUA Board also has three legal duties:

a. Duty of Care - take care of the UUA by ensuring prudent use of all assets including people, good will and facility

b. Duty of Loyalty - ensure that the activities of the UUA are first and foremost, advancing its mission. The board should recognize and disclose conflicts of interest and make decisions that are in the best interest of the UUA not the best interests of an individual board member or another person or for-profit corporation c. Duty of Obedience - obey all applicable laws and regulations, follows its on bylaws and follows the stated mission and purpose

Because the UUA is a member based faith organization with many moving parts the UUA board is accountable to the General Assembly, congregations/covenanted communities, UU Professional Organizations and Religious Professionals themselves, UU adjacent organizations, its own committees, the committees elected by the General Assembly and individual Unitarian Universalists.

The UUA Board also has 15 committees that are board appointed committees that are directly accountable to the UUA Board and are appointed by the Appointments Committee and are reviewed and approved by the Board of Trustees. Those include the Moderator Nominating Committee. All open positions due to a vacancy are selected by the Appointments committee to fulfill the remainder of the term and again are approved by the UUA Board.

The Presidential Search Committee has 2 members of the committee that are chosen by the Appointments Committee and 5 chosen by the Nominating Committee which is elected by the General Assembly. All of the candidates selected by the Nominating Committee (PSC and otherwise) are vetted for Conflict of Interest and Ethical Concerns by the UUA Board before the candidates are put on the slate for nomination.

Moderator and President Selection and Election Roles and Committees:

We then focused on Selection and Election and as a part of selection paid particular attention to on-ramping. There are overall proposals, bylaws and rules recommendations, and recommendations for committees that are not bylaw or rule bound. These recommendations and proposals will be organized in two different ways. The first is by committee and process and the second is organized by type of suggestion - bylaw, rule, and proposal recommendation.

<u>ALL-Board, Staff, Search/Nominating Cmtes, and Care and Responsibility of Elections Committee</u> (CARE) Recommendations

1. Neutrality

For all parties involved a covenant of neutrality is important. This means the full UUA Board, the Moderators, all members of the nominating and search committees, and all members of the Care and Concern for Elections Committee will be neutral. All UUA staff will be neutral and will not use associational resources in the campaigns and no endorsements except for immediate family. Additional procedures and rules will be crafted for the Board to look at by the CARE committee and the Administration. The Administration will craft procedures and rules regarding staff participation and the CARE committee will craft the accountability measures that will be used.

- 2. Covenenting
 - A covenant should be created between the UUA Board, CARE (Care and Responsibility of Elections Committee), Search Committees and Administration
- 3. Lack of continuity and information and practice related to our UUA elections. A conversation needs to happen between GAPC, CARE and the moderator(s) and potentially the candidates themselves. We saw in the last election a disconnect between what was doable and what had been planned around GA booth access, tech deadlines, candidates' forums, etc.

Recommendations Presidential and Moderator Search Committee - General Duties and Composition

- All search committees are neutral
- Description and Role is redone every time there is a search cycle duties, qualifications, money, etc. and is affirmed by the UUA Board.
- Search Committees should include at least two elders that are widely respected within UU
 Communities of Color and other marginalized identities, at least one elder of color, and at least
 one former member of the UUA staff.
- Search committees conduct "recruitment interviews" with people considering being candidates
 before they submit applications, as an additional way of assisting a broader diversity of
 candidates making the decision to run and helping others see that maybe this is not the time
- Search committees use a modified consensus basis and all decisions made by the committee are the unanimous consensus of all the members of the committee
- Search committees establish group norms and dynamics from the start
- Staff Candidates: Clear boundaries are set
- The bylaws state that the Presidential Search Committee must nominate at least two candidates, or team(s) of candidates that share 1 FTE (Full Time Equivalent), to be elected at GA
- The recommendation from the Presidential Search Committee is that the committee should nominate at least three candidates as opposed to two
- Moderator Search Committee nominates at least one candidate (individual or team), to be elected at GA

Secretary Job Duties and Recommendations

- Secretary supervises the process of producing and counting ballots
- Secretary certifies nominations;
- The Secretary is an ex officio member of the CARE committee and is the liaison between the CARE committee and the UUA Board
- Secretary shall be responsible for keeping the board informed in the elections process overall especially any major hiccup, challenge or learning happening during the campaign.
- The board makes decision and the board's decision is final around certifying financials.
- The CARE team, Secretary and COO talk through any number of decisions from small to large that at times the Moderator and Legal Counsel have been a part of.

The biggest need here was to work through a couple of major points.

- 1. The Secretary shall decide all (and the Secretary's decision shall be final?) accountability concerns.
- 2. Campaigns themselves get hyper focused on a couple of decisions and can be confused around who all to engage
- Wanted to ensure that the CARE team is empowered to set the tone and holding the decisions for discernment and connections and build relationships with the candidates and the culture and build in the dimensions of accountability and care.

UUA Board Job Duties and Responsibilities

- The UUA board needs to call an annual leadership pipeline strategy conversation (see more below)
- Final authority needs to rest with the board and not just with any one elected officer
- Secretary is the supervisor of Elections with Full Accountability to the Board
- The Board makes the decision and the board's decision is final around certifying financials
- It is up to the board how the secretary position is held and shared.

Care and Responsibility for Elections (CARE) Committee (formerly ECPC)

- Election Care, Process and Accountability Body expanded and strengthened ECPC
- The committee serves as a spiritual leadership and clearness body both during elections and in non-election years.
- The committee holds the candidates, bodies and individuals engaged in the selection and election process accountable and engages them in covenanting together.
- They also call bodies and individuals back into covenant and let everyone association wide know that neutrality and agreed upon confidentiality is the expectation from the beginning.
- The committee needs to expand from 3 to 5 members and also needs to be a funded committee to do the vital work of their charge.
- The committee also selects members with UUA Board support to form a Spiritual Leadership and Clearness Council (described below).
- The Care and Responsibilities for Elections Committee is going to come up with a revised charge, rules and practices based off these new understandings and will propose them to the board. The CARE would retain all the governance functions it has around managing the elections process plus the strengthened ability to enforce against violations of campaign governance, plus manage and encourage the spiritual dimensions of the process.
- Spiritual support for non-elected candidates: this is something that CARE will begin thinking about and will share a proposal for
- Formal Complaint Process and Accountability measures proposal is being developed by the CARE committee with an accountability mechanism. One possible accountability measure is that when neutrality is violated by people then you can be removed from your role.
- Potentially could be helpful in regard to the Board Elections as well.
- Broad affirming language of the CARE team role in overseeing the process and determining disputes and the Board holds ultimate authority.

Spiritual Leadership and Clearness Council - Elders Council

- This is an Elders Council (broad sense of Elders) to support candidates in their discernment and not a formal committee
- Council members chosen by the CARE Committee and is under the CARE Committee
- Elders council wisdom and experience
- Discernment and support for candidates for all offices plus could suggest folks to apply
- The Care and Responsibilities of Elections Committee is going to discuss and include what makes sense for them in their suggestions to the UUA board.
- Potentially could be helpful in regard to the Board Elections and in the Leadership Pipeline Work

Moderator and President Election Process Recommendations:

Who Votes:

- Voting is open to delegates from congregations and covenanted communities based on bylaws and rules spelled out in the bylaws.
- The following religious professionals may also be delegates: ministers in preliminary or final
 fellowship with the Association and employed at least half time by certified congregations;
 emeritus/a ministers; community ministers who maintain active involvement and affiliation with a
 congregation and Directors of Religious Education having achieved Credentialed Religious
 Education Master Level status and employed by a congregation.
- Individual proxy voting Individual non-church UUs can register to vote for President and Moderator. Their votes would be counted as proxy delegates like a church or covenanted community and the number of delegates would be allocated according to UUA bylaws and proportioned at large by who they voted for. That means that if 201 people register that counts as 5 delegates, 500 counts as 10 delegates and over 500 one for each additional 50 people.
- We are encouraging identity-based groups to become covenanted communities so that they are individually able to have voice and vote in the election process

Delegates including certification:

- All congregational delegates are named and certified by their congregations by February 1st based on prior year membership with their congregational certification. For congregations that have grown substantially their delegate number can be adjusted
- CARE sending info to congregational delegates
- Non-church voters register on April 1st and CARE sends information to them

Campaign Finances and Fundraising:

• The campaigns for President and the Moderator will be publicly financed by the UUA.

- They will receive a budget of \$20,000 from the UUA and that is the amount that the candidates must stay within.
- The candidates will be expected to share reports including financial reports to the CARE committee and the UUA Board.
- All fundraising will be towards a shared UUA fundraising campaign and not for their individual
 campaigns. The candidates will receive support and mentorship from the UUA Stewardship and
 Development Office and will ensure that whichever candidate gets selected they have an
 understanding of how Stewardship and Development within the UUA works and relationships with
 the staff.

Campaign visits and engagement:

- We would like for candidates travel and number of events to be the same and restricted. The
 Care Committee will work to determine which events the Candidates will present at. Most likely
 they will be regional gatherings/forums, professional associations meetings, General Assembly
 and online engagement set up by the UUA Board of Trustees and Staff.
- Additionally there will be discernment opportunities and Q&A sessions with the UUA Board and Staff.
- The CARE committee will help the candidates discern, meet with those closest to the position and work with the UUA Staff to ensure that candidates campaign materials are available to delegates in advance of the election.
- CARE is also charged with holding the candidates accountable and respectful regarding visits, engagement, resource spending, and more.

Petition Process:

- To honor the integrity of the process that the search committees and our faith has gone through we recommend that that the number of petitions needed should be raised to 75 congregations from at least 3 regions to become a candidate for President and Moderator.
- All candidates that are on the ballot through a petition process would have all of the rights, responsibilities and accountabilities of the other candidates.

Calendar:

- Prior GA GA around discernment, values, vision
- Fall candidates apply/discern and meet with the UUA board/Staff and the selection committee has the ability to nominate another candidate if someone has to drop out
- Feb 1 congregations certify delegates based on prior year membership (unless substantial growth)
- Feb 16th CARE begins communications with delegates
- March 1 Campaign begins nominations announced, campaign begins, CARE (Care and Responsibility of Elections Cmte) sends info to delegates
- April 1 non-church voters register, petitions are due (75 congregations and at least 3 regions)
- End of April CARE sends info to non-church delegates
- June 1st voting begins

- GA voting completed and overlap with predecessor
- Sept 1 take office

Moderator Election and Position Recommendation

Moderator Whole Term 6 years
1st 2 years Moderator Elect - Vice Moderator
3 years Moderator
Last Year Past Moderator

Past Moderator Chairs Leadership Development Working Group - 1 year board member and 2 years off board with Leadership Pipeline Portfolio

2 years the board would have a moderator and moderator elect and 1 year the board would have the Moderator and Past Moderator

Leadership On Ramping: Vision Clarification and Leadership Development:

Vision and Strategy Discernment General Assembly/Conference

Each general assembly before a Moderator and President election there is a General Conference to do deep discernment as a faith movement about our vision, theological underpinnings, assessment and strategy for how our faith is living into dismantling oppression and white supremacy internally and in the larger world. The Board then takes this into their October retreat that coincides with an Annual Leadership Pipeline Strategy Conversation.

Annual Leadership Pipeline Strategy Conversation

The UUA Board, Appointments Committee, Nominating Committee, the UUA Advisory Council and key UUA staff come together to discuss what is happening in the UUA at large, what we need to focus on around the leadership pipeline, and make some suggestions for who could serve denominationally. This is also a space for the Board to communicate clearly and for everyone to be driven by a common covenant.

Leadership Development Working Group

The Leadership Development Working Group is charged with helping support and deepen the denominational leadership pipeline considering the context of the moment. The Working Group will be led by the former Moderator(s) (Past Moderator, on the board for year 1) or a recently sun-setted UUA Board Member. The committee is a committee of the UUA Board and will be made up of Board members, National Advisory Council Members, and other selected or appointed members (either by the UUA Board itself or the Appointments Committee - TBD).

Leadership Pipeline Cohort

The idea here is that there would be a "fellowship" or cohort of 25-50 UU emergent leaders that would engage in a two-year learning journey that deepens their knowledge of UU theology, history and

understanding of the denomination and system. The program would be online and in person and would include mentorship, connection to networking and opportunities. After completion there is a network of peer to peer accountability and this body is where the vast majority of our denominational appointed and elected leaders would come from. There would also be a space for existing UU leaders to connect, deepen, learn and grow in their development.

Nominating and Appointments Committee

- We talked about what it meant to diversify leadership and what it means to have some clear and accountable conversations between the UUA Board, Nominating Committee and Appointments Committee.
- We also shared a recommendation that the UUA Board Review all slates to ensure ethical and conflict of interest concerns are met (which is in the charge actually - it just has not always been followed).
- That we would love for both bodies to receive nominations broadly but also directly from identity, professional and relational groups

UUA Board Recommendations: Bylaws, Rules, and Practice Recommendations:

These are the UUA Board specific recommendations that require UUA Board Discussion and Action in March and April.

Bylaws Recommendations

In general all bylaws that are process oriented or have dates need to move to the rules

President - Candidates for President can serve as a team provided that they run as a team and share 1 FTE (Full Time Equivalent) position

Mandated Neutrality - for everyone involved in the election in an elected or appointed position (conflict of interest)

Here are the bylaws that need to have changes made to them based on the recommendations above Article IV General Assembly 51B Section C-4.7 Voting 52B Section 4.8 Delegates

Article V Committees of the Association 70B Section 5.7 Presidential Search Committee

Article VII Officers of the Association 117B Section 8.9 President 126B Section 8.18 Compensation

Article IX Nominations and Elections 132B Section 9.5 Nomination of President and Moderator 133B Section 9.6 Nomination by Petition

134B Section 9.7 Qualifications of Nominees

136B Section 9.9 Supervision of Elections

137B Section 9.10 Conduct of Elections at Large

138B Section 9.11 Counting of Ballots

Rules Recommendations

The rules need to consist of the process oriented and all dates will move to the rules if they need to be kept.

Here are the rule changes that need to have changes made to them based on the recommendations above

Rule IV General Assembly

186B Section C-4.7 Voting

187B Section C-4.9 Accreditation of Delegates

237B Rule G-4.9.1 Number of Delegates

240 Rule G-4.9.3 Mailing of Credential Cards

241B Rule 4.9.4 Issuance of Duplicate of Credential Cards

242B Rule 4.9.5 Alternate Delegates

243B Rule G-4.9.6 Delegate Status

Rule VI Board of Trustees

192B Section 6.4 Election of Trustees

Rule IX Nominations and Elections

197B Section 9.13 Rules for Nominations and Elections

266B Rule G-9.13.1 Preparation and Mailing of Ballot

267B Rule G-9.13.2 Order of Names on Ballot

268B Rule G-9/13/3 Write Ins Prohibited

269B Rule G-9/13/4 Absentee Ballots

271B Rule G-9.13.6 Campaigns for Elective Office

272B Rule G-9.13.7 Length of Campaigns for President and Moderator

273B Rule G-9.13.8 Campaign Finances Disclosures and Limitations

274B Rule G-9.13.9 Separation of Campaigns from Conduct of Official Business

275B Rule G-9.13.10 Election Campaign Practices Committee

Committee Practice Recommendations

Description and Role of each committee and position needs to be reviewed every year by the search committees and affirmed by the UUA Board.

Board Policy and Practice Recommendations

Budget, Reporting and Financial Authority

- Funding for the ECPC (changing to CARE) with increasing staffing to 5 people- UUA Board,
 Administration and CARE need to sit down and figure this out
- Budget increase for the next PSC so that the PSC can conduct as many interviews as needed

- The communication link to the UUA and expense approvals for the Search committees needs to be figured out
- Compensation either directly or creatively for moderators

Moderator Search Committee

- Moderator search committee needs to form a year longer than it currently is and have a direct board liaison
- Board recruit potential applications for moderator i.e. UUA Board and current Moderator(s) take more responsibility for the process

Leadership Development Practice Recommendations

- Vision Strategy Discernment General Conference/General Assembly each year before a
 President or Moderator election the General Assembly is more like a General Conference to do
 deep discernment work around vision and purpose
- Annual Leadership Pipeline Strategy Conversation Each year the UUA Board, Nominations Committee, Appointments Committee and National Advisory Council meet to discuss leadership pipeline and get on the same page
- Leadership Development Working Group
- Leadership Pipeline Cohort

UUA Staff Policy and Practice Recommendations and Discussions

- UUA Staff- what needs to be run by the COO and what doesn't? Dual messaging at times over caution and at times not reaching out when it was important to.
- Internal repository for information and best practices coming out of this cycle submissions by GAPC, UU GA Office, GAPC tech crews, UUA IT staff, all Leadership Council-level staff, ECPC, UUA Board Secretary, the UUA Board and the search committees
- Editor of the UU world, through editorial decisions regarding the candidates and how they were covered, also exerts influence in the election process in ways that should be considered in a review and evaluation of the current process. A deeper conversation with the UU World staff is necessary around all aspects of the on ramping, selection and election recommendations
- Who manages the money when there is a candidate that is staff- the moderator or who??

UUA Elections Task Force Report

Staff Feedback Summary – April 2019

UUA staff reviewed the UUA Elections Task Force Report from the February 4-5, 2019, and have condensed their feedback in the following document for the Board of Trustees as it considers how to review and implement recommendations from the report. Recognizing there are many big-picture questions raise by the report that will not be resolved immediately, this feedback is most focused on issues that will arise around the 2020 election, and other elements that will especially impact UUA staff. This summary does not address the sections around job descriptions/roles and Leadership Development which the Board will review in the future.

The staff wish to thank the task force members for this comprehensive report that charts an exciting path forward for UUA elections. We strongly endorse the overall movement towards transparency, accountability, accessibility, flexibility and practicality. We look forward to working closely with the Board in engaging these new frameworks.

Contributors:

- Susan Frederick-Gray, President
- Carey McDonald, Executive Vice President
- Lauren Smith, Director of Stewardship and Development
- John Hurley, Director of Communications
- Larry Stritof, Applications Development Manager
- Don Plante, General Assembly Meeting Planner

President and Moderator Selection

- Timelines We endorse a shorter campaign cycle and a delayed start to
 Presidential term, which seem common-sense and humane. The length of the
 last presidential campaign compounded several problems that needed to be
 negotiated with staff roles, and was exhausting to staff participating in and
 observing the process as it was to volunteers. Additionally, a delayed start till
 roughly mid-August makes time for a President-elect to move, select staff, and
 learn more about the role.
- Timeline definition We endorse moving campaign timelines (filing deadlines, nomination deadlines, etc.) to rule, because having carefully calibrated timelines are essential for a sound elections process. In general the timeline described in the report feels somewhat crunched, such as around the time allowed to collect petition signatures. Moving timelines to Board-approved rule would allow us to take the time to ensure all the necessary elements of the timelines match up.

- Moderator role We support the new imagination of the moderator term in
 which a moderator-elect would serve as vice moderator first, which mirrors the
 term structure of many congregational presidents. Given that this will require
 conducting twice as many moderator elections, ideally moderator elections would
 line up with presidential elections so that we are only conducting elections every
 3 years, with every other one coinciding with a presidential election.
- Presidential role We are concerned about navigating a competitive presidential election in which different nominations contain different numbers of individuals (e.g. having one person run against a slate of three people). While we wholly affirm the recommendation that co-presidents would share a single salary, we believe that it is impractical to imagine someone could operate as a part-time president. Instead, we imagine that co-presidents might restructure their executive team so that full time roles are shared in a different manner. There is no mandate for the Presidential Search Committee to help these nominations be parallel, or to allow them to only nominate a single option to give more time to shift executive role structures. A long-term co-presidency structure would also appear to require a different accountability structure with the Board of Trustees, noting that the interim co-presidents in 2017 held specific portfolios for only a very short-term role. We hope the Board will take more time to carefully sort out these questions, given that the next Presidential election is scheduled in 2023.
- As we make these shifts, we may want to pay attention to the differences between candidates for moderator and president in order to adjust expectations appropriately, e.g. slightly different timelines or fundraising parameters.

UUA Board, Secretary and Election Campaign Practices Committee

- CARE Team We endorse a newly-empowered Care And Responsibility for Elections (CARE) Team replacing the Election Campaign Practices Committee and taking on some roles of the Secretary, including overseeing practice of elections. One of the more stressful elements of the last presidential campaign was the need for UUA staff to adjudicate complaints and issues raised by the campaigns, and we would value a stronger partner in setting policies and addressing those inevitable concerns. We would support defining specifics around the CARE Team in rule or Board policy, since the team will have a new and evolving role.
- Secretary We understand the Secretary would continue to be responsible for issues related to certifying delegates. This has been a relationship that has operated smoothly in the past with UUA staff responsible for the technical systems that hold delegate credentials and access.

Voting, Delegates and Ballots

- Electronic voting While not addressed in the report, we have identified a
 number of additional revisions needed to incorporate our electronic voting system
 into our bylaws, which are currently structured around paper ballot assumptions.
 We have drafted language for the Board to consider in these areas (not included
 here but ready to share), which include:
 - Ballot and voting classification and terminology
 - Make all voting electronic and virtual, rather than categories of onsite and absentee, while preserving a paper voting option
 - Explicit permission for electronic voting, aligning with ballot language
 - Ballot order
 - Ballot limited to contested elections
 - Tie-breakers
- Covenanting communities We support allowing covenanting communities to credential delegates, and note that it will have to be a flat number of delegates because they do not report membership. The could be treated like associate organizations which receive two delegates. Additionally, the timelines of covenanting communities' certification to qualify for delegates needs to be on the same timeline as congregations to avoid confusion.
- Individual proxy voting We support greater access to UUA elections but see a number of conceptual questions that must be answered about this proposal before we believe we can implement it with integrity. These include:
 - Are individual voters considered members of the UUA, or are they anyone who completes a form to register? Note that we currently require congregations to make a financial contribution in order to certify their delegates annually, recognizing both rights and responsibilities, and a simple registration process would not capture this reciprocity. It may be more fruitful to explore how the UUA, or in partnership with the Church of the Larger Fellowship, can create a membership category that is more in line with our congregational model.
 - Who validates individual voters? Currently, congregations assign their delegates, and professional delegates are validated through the fellowshipping process and now through the Liberal Religious Educators Association. It is not feasible for the UUA to evaluate individual voters, nor protect against any manipulation of the vote by individual voters.

- We hope the Board will take more time to consider these questions, which we believe will be subject of considerable debate, before proposing bylaw language.
- Delegate credentials It would be easy to allow and encourage congregations
 to credential delegates earlier in the year, but we believe it is not possible to
 effectively require it. Currently, congregations name most delegates in June,
 despite being able to do so in April; requiring congregations to certify by February
 1 would be at a time when few are paying attention and we believe it would
 cause disenfranchisement. If the goal is to engage delegates and leaders earlier,
 we can provide greater access without requiring earlier credentialing (see next
 section).

Campaign Practices and Finances

- Creating leader and delegate access With better data systems, we can now create the ability for campaigns to send emails to congregational leaders and delegates through a portal that masks individual identities and contact information. An election list could be created in fall before an election, with an opt-out feature, for all current congregational staff, presidents and treasurers, with delegates being automatically added in as they are assigned. We would anticipate working with the CARE Team to set appropriate limits on how candidates could use the list. Additionally, we can pre-schedule forums (including virtual forums) for candidates and promote those via this elections list.
- UUA campaign funding Upon reflection, we do not believe it is realistic to get candidates to focus on raising money for the UUA, especially on a shortened campaign cycle. We suggest a revised version of UUA campaign funding that does encourage candidates to demonstrate some fundraising skills but does not cause an over-reliance on large donors. Specifically, we would recommend the UUA provide a foundation grant to campaigns to get started, and then match contributions (or potentially only small-dollar contributions) up to a certain amount. The UUA could cap its overall spending and pro-rate grants based on the number of nominations made. Additionally, we recommend campaign contribution limits or UUA funding structures be defined in rule or Board-adopted policy to allow sufficient time to plan for a successful approach.
- Staff roles in elections We affirm the need for more conversations about UUA staff roles in presidential or moderator elections, including staff who seek nomination, to ensure staff expectations are fair and clear.

DRAFT Moderator Job Description 4-2019

The Moderator(s) are the Chief Governance Officer(s) of the UUA, chair(s) of the Board of Trustees, and Presiding Officer(s) at General Assemblies. They will serve the remaining 5 years of a single six-term starting at the close of General Assembly 2020 (the term was to begin in 2019 but due to no candidates for the position, the UUA Board will appoint The Moderator(s) to serve until a special election can be held at the 2020 General Assembly. The following are critical for a successful Moderator:

- Knowledge of, love for, and commitment to Unitarian Universalism and our Ideals, History, Polity, Organizations, Interest Groups, Board of Trustees responsibilities and processes, and especially our Bylaws.
- Strong skill set with countering systems of oppression and cultural
 marginalization, leading with intercultural fluency and humility. Worked or lived
 experience with communities of color, indigenous peoples, and other
 communities affected by systems of oppression is of particular value.
- An understanding of multiple forms of decision making, including Consensus and Robert's Rules of Order, with an awareness of when each is appropriate as well as when to seek counsel from the Parliamentarian. A commitment to working with Robert's Rules of Order in counter-oppressive ways.

The following are important for a successful Moderator:

- Experience with similar leadership positions, such as being the chair of the Board of Trustees for a non-profit or large and dynamic congregation, including policy-based governance, modified policy governance or related systems
- An understanding of the role of the Board in UUA finance and fundraising
- Leadership skills, including proficiency with agenda planning, presentations, discussion leading and meeting facilitation, communication (including public speaking), articulation of decision-making processes, inclusion of marginalized voices etc.
- Strong organizational skills and the ability to delegate
- Experience with being in the public eye

An ideal candidate will possess:

- A strong spiritual life
- Self-differentiation, being non-anxious and comfortable when navigating conflict
- Resilience, being able to acknowledge mistakes and gracefully navigate differences
- Honesty, integrity and fairness

DRAFT Moderator Job Description 4-2019

- A firm commitment to anti-racism; actively supporting the work of dismantling white supremacy
- Personal warmth and dynamism, with a well-developed sense of humor
- Humility (both personally and culturally) open mindedness, and adaptability
- Thoughtfulness and tactfulness, with excellent listening skills
- An understanding of systems and systems theory
- An ability to work well with others and share leadership
- An ongoing eagerness to learn
- Comfortable being bold and with others being bold

Report & Proposal from the "Principles" Working Group

(DRAFT — from 20 Feb 2019 meeting)

We suggest that four people be appointed (through the normal Appointment process) to this Commission. Prior to this, we need a loud and wide announcement to UUs about the goal, to invite people to apply, and to encourage people to invite others who they think *should* apply to do so.

We need to provide instructions to the Appointments Committee that we want proposed appointments who had a breadth and depth of experience and who—as a body—represent a diverse set of different identities. We recognize that no body (and not one this small) can represent all identities, but expect the group to collectively be aware and sensitive to the wide range of identities.

We further propose that that while these four are appointed to the Commission, we should also appoint and charge *ALL* UUs as supporting members of the Commission, who are expected to educate themselves, engage with the regular reports along the way, provide feedback to developing ideas and proposals, and send delegates to GA who are familiar with the final proposal.

We believe that we should also identify and organize a larger body of experts who the commissioners can turn to for their insight, advice, and experience.

Once appointment and charging, the commission would have two years (per the bylaws) to do their work and bring it to the GA. (It would seem wise to carefully choose the time of the formal appointment so that the group has the longest time to do the work before having to set a final (draft) proposal before the Board.

And we remind ourselves that their final report is a proposal to the Board that the Board will have to approve (perhaps with modifications) and put before the Assembly (at two consecutive GAs).

We *suggest* that the Commission be invited and encouraged to bring back a proposal to the Board that removes the contents of Article II so that our covenant stands alone as a separate and distinct expression of the faith—our *covenant*—and does not remain 'just' a part of the non-profit religious corporation's bylaws.

Charge and Directions:

That the Commission review **all** of Article II; revising, rewording, amending, editing, and adding to it as they find necessary.

They are invited and encouraged to develop a document that expresses the currently understood meaning(s) of the principles (an 'unpacked' version), understanding that this will go

forward as a guide, not as an absolute commitment that those and only those are the meanings we will find in those words in the future. They are instructed not to treat the current language as in any way sacrosanct. Their task is to best phrase and represent the deeper commitments of the faith as it exists and is understood now, and our aspirations for its future.

They are urged to create reviewable documents online of the content as it is developing (in process) so that the commission of the whole can — and should — offer recommendations, suggestions, and concerns.

The commission will report to the Board no less than quarterly, providing an update on the process and the state of the proposal as it is being developed. The Board will assist in making this report as public as possible, to encourage UUs to be engaged, educated, and prepared to act on the final report. and

We specifically recommend to them the materials from the Commission on Appraisal's proposal that was so narrowly defeated at GA Minneapolis (year), and suggest that they see this as a particularly rich source of material. We urge them to engage and consider the concerns presented to the Assembly at GA in New Orleans (2017), around how our concern and respect for all beings should be expressed, and also how our commitment to being an actively antiracist, anti-oppressive faith movement should be articulated. We further encourage them to reconsider how the existing freedom of belief clause might be expressed today, understanding and remembering that the covenant it is attached to is between congregations.

The Commission is free to organize itself, and may hold meetings, focus groups, and other such events at GA, at regional gatherings, online and whatever other events help them elicit such feedback and engagement as they see being needed.

The Board and Administration will ensure that appropriate funding and staff support for this effort is made available.

UUA Board Travel Policy 3/1/2019

Any UU is welcome to attend any board meeting via videoconferencing or in-person at their own expense.

 Notices of dates and times of UUA Board meetings, along with links for joining by videoconference, are posted on the Board weeb page at https://www.uua.org/uuagovernance/board/meeting-dates.

The Board of Trustees will support assistance as needed and budgeted (generally hotel rooms, meals during board time and seldom yet occasional travel) to in-person Board meetings for guests who are invited by the Board to participate in in-depth strategy conversations, planning or discussions (i.e., a half-day or longer).

The UUA Board will pay for the day that the invited member is presenting or engaged in the discussion they are invited for with the understanding that if someone needs to be there in the morning or early afternoon that extends to the night before if they live over 60 miles away.

Committees of the UUA that are meeting at the same time as the UUA Board are expected to use their own budgets for travel and expenses (outside of meals with the board)

We are encouraging people to exercise financial stewardship so that we can be good stewards of the UUA's resources that support our congregations, covenanted communities, staff, and services that we all as Unitarian Universalists receive because it all comes from the same pot of money. Thank you.

Proposed changes to: Section 9.10. Conduct of Elections at Large

(a) Election by Ballot. Voting shall be by written (a) Election by Ballot. Voting shall be by written Voting by ballot and voting electronically mean two different things. Electronic voting or electronic ballot, except that if only one person or electronic ballot or electronic voting, except allows voters to use virtually any internet has been validly nominated for each elective that if only one person has been validly connected device to vote, whereas an position at large the persons so nominated shall nominated for each an elective position at large electronic ballot is generally associated with the persons or persons so nominated shall be be declared elected and no ballots shall be a specific machine for in person voting. This declared elected and no ballots voting shall be required. change will give the BOT & Secretary required for these positions. Delegates will latitude on how future elections can be held have access to electronic voting onsite at as technology evolves. General Assembly or remotely, as described "For these positions" was added to simplify in subsection (d), or by mail ballot as the ballots and voting process to only those described in subsection (c). contested positions. For example in the last election voters would have only voted for the presidential candidates since none of the other positions were contested. (b) Persons Entitled to Vote. Ballots shall be cast (b) Persons Entitled to Eligible Voters. Ballots Removed reference to "persons" as it's not necessary to specify people which is an only by accredited delegates from certified Votes shall be cast only by accredited issue the principles task force will be looking delegates from certified member congregations member congregations and certified associate into and possibly changing. Also changed member organizations to the regular General and certified associate member organizations to ballot to vote since there are multiple ways Assembly at which the election is held and by the regular General Assembly at which the to vote. election is held and by trustees. No person shall trustees. No person shall cast more than one cast more than one ballot vote. ballot. (c) Absentee Voting. Those entitled to cast (c) Absentee Voting Mail Ballots. Those This change better defines absentee voting as a mailed ballot sent well in advance of ballots in an election may cast their ballots entitled to cast ballots in an election Accredited General Assembly. This is an important electronically or by mail. Absentee ballots shall delegates may cast their ballots as paper distinction given we now have voters be mailed at least forty-five days prior to the ballots by mail, if they request to do so. participating remotely during General Absentee Mailed ballots can be requested General Assembly at which the election is being Assembly. They are present even though held. An absentee ballot that is mailed must be through the Secretary, and shall be mailed physically absent. received by the Secretary not less than seven requested at least forty-five days prior to the calendar days before the General Assembly in General Assembly at which the election is being order to be counted. An absentee ballot that is held. An absentee paper ballot that is returned

transmitted electronically must be received by the Secretary prior to the closing of voting at the GA location. The closing date and time shall be designated in the General Assembly meeting announcement.	by mailed must be received by the Secretary not less than seven calendar days before the General Assembly in order to be counted. An absentee ballot that is transmitted electronically must be received by the Secretary prior to the closing of voting at the GA location. The closing date and time shall be designated in the General Assembly meeting announcement.	
	(d) Electronic Voting. Accredited delegates may vote electronically either onsite at General Assembly or remotely. The Secretary shall designate the electronic voting period in the General Assembly meeting announcement and may add more time if justified. Electronic voting systems must be auditable, accessible, and secure.	New section specifically to address the electronic voting period, the fact that eligible voters can vote remotely and onsite during this period, and setting some requirements of an electronic voting system.

Proposed Changes to: Section 9.11. Counting of Ballots.

(a) For the position of President, Moderator, Financial Advisor, or Trustee. If there are no more than two duly nominated candidates for a position, the candidate receiving the greater number of votes is elected; provided, however, that in construing the foregoing with respect to Trustee positions, each Trustee position number shall be considered a separate elective position. If there are more than two duly nominated candidates for a position, the ballot shall be designed to permit the designation of first, second, third, etc., choice. If no candidate receives a majority of the first-choice votes cast,	(a) Singular Positions. If there are no more than two duly nominated candidates for a single position, not including the candidates for the position of Moderator and President, the candidate receiving the greater number of votes is elected.	Restructured so that all elected positions are treated equally based on number of positions to be filled and number of candidates.
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the candidate receiving the lowest first-choice vote shall be eliminated and the ballots cast for such candidate shall be redistributed in accordance with the second choice indicated thereon. This process shall be repeated until one candidate receives a majority of all votes cast or until only two candidates remain, at which time the one receiving the greater number of votes is elected.		
(b) For Other Elective Positions. If there is one elective position at large to be filled, the candidate receiving the greatest number of votes is elected. If there is more than one such elective position of the same kind to be filled, the candidates respectively receiving the greatest number of votes are elected.	(b) Multiple Positions of the Same Kind. For Other Elective Positions. If there is one elective position at large to be filled, the candidate receiving the greatest number of votes is elected. If there is more than one such elective position of the same kind to be filled, the candidates respectively receiving the greatest number of votes are elected.	
	(c) Moderator and President Voting. For the positions of Moderator and President, If there are more than two duly nominated candidates for a position a ranked choice vote will be held. If no candidate receives a majority of the first-choice votes cast, the candidate receiving the lowest first-choice vote shall be eliminated and the ballots cast for such candidate shall be redistributed in accordance with the second choice indicated thereon. This process shall be repeated until one candidate receives a majority of all votes cast or until only two candidates remain, at which time the one receiving the greater number of votes is elected.	New section to address preferential voting.

Rule G-9.11.1. Tie Vote-Elected Committee Position. If a tie vote occurs in filling an elected committee position when only one person is to be elected, or occurs in filling a slate when the slate cannot be completed without resolving the tie, then as soon as possible before the final adjournment of the General Assembly involved, additional ballots shall be cast by those present and entitled to vote, except that initially the Moderator shall not vote. The additional ballots shall contain only the names of the candidates who are tied. These ballots shall be counted along with a recounting of the ballots cast for the tied candidates by absentee ballots, and the result of the foregoing procedures shall determine the election, unless there is still a tie, in which case the Moderator shall then cast a ballot to resolve it.	Rule G-9.11.1. Tie Vote-Elected Committee Position. If a tie vote occurs in filling an elected committee position when only one person is to be elected and when ranked voting is not being used, or occurs in filling a slate when the slate cannot be completed without resolving the tie, then a candidate or candidates shall be eliminated by random draw to determine the winner. then as soon as possible before the final adjournment of the General Assembly involved, additional ballots votes shall be cast by those present and entitled to vote, except that initially the Moderator shall not vote. The additional ballots shall contain only the names of the candidates who are tied. These ballots shall be counted along with recounting of the ballots cast for the tied candidates by absentee ballots, and The result of the foregoing procedures shall determine the election, unless there is still a tie, in which case the Moderator shall then cast a ballot to resolve it.	Changed to cover all elected positions and to allow offsite delegates to vote regardless of location and specifically calls for a run-off election between the tied candidates.
Rule G-9.11.2. Tie Vote-Moderator. If the tie involves the election of a Moderator, the proceedings to resolve the tie shall be presided over by the Secretary of the Association who, in all matters involving the resolutions of the tie, shall have the rights and duties of the Moderator.	Rule G-9.11.2. Tie Vote-Moderator. If the tie involves the election of a Moderator, the proceedings to resolve the tie shall be presided over by the Secretary of the Association who, in all matters involving the resolutions of the tie, shall have the rights and duties of the Moderator.	No Change
Rule G-9.11.3. Tie Vote-President, Moderator, Financial Advisor, or Trustee. If, in the election of a President, Moderator, Financial Advisor, or	Rule G-9.11.3. Tie Vote- Ranked Voting- President, Moderator, Financial Advisor, or Trustee. If, in the election of a President,	Changed to incorporate another way of breaking ties in a preferential vote which takes into account all preference votes for each candidate.

Trustee, in any particular counting of the preferential ballots, including absentee ballots, there is a tie vote among candidates having the least number of votes, then each such tied candidate shall be eliminated, and in the next counting, the ballots accumulated for said candidate shall be redistributed among the remaining candidates on the basis of the highest effective preferences marked on all the ballots that have been cast. However, if in this process, such elimination leaves only a single candidate who in that counting still does not have a majority of the counted votes, or if only two candidates remain in the contest and they are tied, then there shall be as many run-off election procedures, conducted under the provision of Rule G-9.11.1, as are necessary to result in the election of a President, Moderator, Financial Advisor, or Trustee by at least a majority of the votes cast.

Moderator, Financial Advisor, or Trustee, in any particular counting of the preferential ballots, including absentee ballots, there is a tie vote among candidates having the least number of votes. Should there be a tie for the fewest number of first preference votes, including absentee ballots, then among these, the candidate with the fewest number of second preference votes shall be eliminated. Should a tie persist, the procedure shall continue with third preference votes, et cetera. Should a tie still persist, the candidate with the fewest number of original first preference votes, shall be eliminated. Should a tie still persist, the procedures shall continue with original second preference votes, et cetera. Should a tie still persist, a candidate shall be eliminated by random draw. then each such tied candidate shall be eliminated, and in the next counting, the ballots accumulated for said candidate shall be redistributed among the remaining candidates on the basis of the highest effective preferences marked on all the ballots that have been cast. However, if in this process. such elimination leaves only a single candidate who in that counting still does not have a majority of the counted votes, or if only two candidates remain in the contest and they are tied, then there shall be as many run-off election procedures, conducted under the provision of Rule G-9.11.1, as are necessary to result in the election of a President, Moderator, Financial Advisor, or Trustee by at least a majority of the votes cast.

Rule G-9.13.1. Preparation and Mailing of Ballot. Unless no ballot is required according to Section 9.9(a), prior to each regular General Assembly at which an election is to be held, the Secretary shall prepare ballots upon which shall appear the names of all persons who have been nominated for office in accordance with these Bylaws. One such ballot shall be sent with each credential card issued by the Secretary.	Rule G-9.13.1. Election Preparation and Mailing of Ballots. Unless no ballot voting is required according to Section 9.9(a), prior to each regular General Assembly at which an election is to be held, the Secretary shall prepare the voting system and ballots upon which shall appear include the names of all persons candidates who have been nominated for office in accordance with these Bylaws and whose nomination is contested by at least one other candidate. One such ballot Voting instructions shall be sent with each credential card issued by the Secretary.	Changes here make it clear that only contested positions need to be included on the absentee ballots. Also changing the requirement to have voting instructions associated with the credential card rather than a ballot to accommodate electronic voting.
Rule G-9.13.2. Order of Names on Ballot. On all ballots used in elections held by the Association, the order of names shall be determined by the drawing of lots done by the Secretary and witnessed by two other persons; provided, however, that the order of names for elections to the Board of Trustees shall be by Board position number first, and then as determined above. The Secretary shall certify the results of the drawing of lots, the certificate shall be attested by the witnesses, and the certificate shall be filed in the Secretary's office. This Rule shall be printed on all official ballots or on the instructions accompanying them.	Rule G-9.13.2. Order of Candidate Names. on Ballot. On all ballots used In elections held by the Association, the order of names shall be determined by the drawing of lots done by the Secretary and witnessed by two other persons; provided, however, that the order of names for elections to the Board of Trustees shall be by Board position number first, and then as determined above. For electronic voting, candidates shall be listed in random order for each separate ballot. The Secretary shall certify the results of the drawing of lots, the certificate shall be attested by the witnesses, and the certificate shall be filed in the Secretary's office. This Rule shall be printed on all official ballots or on the instructions accompanying them.	Changes here give the secretary more latitude on how the candidates names should appear and allowing the use of technology that allows names to be randomized each time they are loaded by the software.
Rule G-9.13.3. Write-ins Prohibited. In any election, the use of stickers or the writing in of the	Rule G-9.13.3. Write-ins Prohibited. In any election, the use of stickers or the writing in of	Remove the mention of ballot.

name of any person on a ballot shall not be permitted and no vote so attempted shall be counted.	the name of any person on a ballot shall not be permitted and no vote so attempted shall be counted.	
Rule G-9.13.4. Absentee Ballots. A mailed absentee ballot shall be counted only if accompanied by the signed and certified ballot stub of the credential card of the person casting the ballot. An electronic absentee ballot shall be counted only if the delegate has complied with established secure voting protocols.	Rule G-9.13.4. Absentee Mailed Ballots. A mailed absentee paper ballot shall be counted only if accompanied by the signed and certified ballot stub of the a valid credential card of the person casting the ballot. An electronic absentee ballot shall be counted only if the delegate has complied with established secure voting protocols.	Updated to reflect that ballots are no longer being distributed with credentials. Instead they need to include a copy of their credential document.
Rule G-9.13.5. Balloting at General Assembly. A person shall be qualified to cast a ballot at General Assembly only if that person presents to the Secretary of the Association or those employed by him or her a properly certified ballot stub plus a badge issued to that person and containing the same name as the name on the ballot stub. An electronic ballot shall be counted only if the delegate has complied with established secure voting protocols.	Rule G-9.13.5. Balloting Voting at General Assembly. A person shall be qualified to cast a ballot vote at General Assembly only if that person presents to the Secretary of the Association or those employed by him or her a properly certified ballot stub valid credential plus a badge issued to that person and containing the same name as the name on the ballot stub credential.	Updated to reflect that ballots are no longer the only way to vote and that a valid credential rather than ballot stub is needed to vote.