



8:00 – 9:00	Executive Committee Meeting (President's Council Room)	
9:00 – 9:30	Check-in Without Observers	
9:30-9:45	Opening Worship	Andy Burnette
9:45 – 9:55	Call to Order, Welcome, and Introductions	Jim Key
9:55 – 10:10	Approval of Consent Agenda	Jim Key
10:10 – 10:20	President's Report	Peter Morales
10:20 – 10:30	Moderator's Report	Jim Key
10:30 – 10:35	Vice Moderator's Report Two-Year Board Calendar	Susan Weaver
10:35 – 10:40	Secretary's Report	Rob Eller-Isaacs
10:40 – 10:55	Break	
10:55 – 11:15	Financial Advisor's Report	Larry Ladd
11:15 – 11:25	Treasurer's Report	Tim Brennan
11:25 – 12:00	Finance Discussion	James Snell
12:00 – 1:00	Lunch	
1:00 – 2:00	Finance Discussion	James Snell
2:00 – 2:25	Committees Working Group	Michael Sallwasser
2:25 – 2:50	Appointments Process	Michael Sallwasser
2:50 – 3:05	Break	
3:05 – 3:50	Empowerment and Inclusion Board Training	Julian Sharp
3:50 – 4:10	Review Pending Motions	Susan Weaver
4:10 – 4:15	Process Observation	Christina Rivera



BOARD OF TRUSTEES
MEETING AGENDA

FRIDAY, OCTOBER 16, 2015 (continued...)

24 Farnsworth St., Chapel



4:15 – 5:30	Break	
5:30 – 6:30	Dinner at 24 Farnsworth	
6:30 – 7:00	Vespers	Rob Eller-Isaacs



BOARD OF TRUSTEES
MEETING AGENDA
SATURDAY, OCTOBER 17, 2015
24 Farnsworth St., Chapel

9:00 – 9:15	Opening Worship	Patrick McLaughlin
9:15 – 10:35	Governance and Policies Working Group	Andy Burnette
10:35 – 10:50	Break	
10:50 – 11:20	From Membership to Covenant	Jim Key
11:20 – 12:00	Empowerment and Inclusion Working Group	Julian Sharp
12:00 – 1:00	Lunch	
1:00 – 1:45	Linkage Working Group	Christina Rivera
1:45 – 2:15	Commission on Appraisal	Nathan Hollister
2:15 – 2:45	Executive Session <ul style="list-style-type: none">– Appointments– Reflection on Evaluation Process	Michael Sallwasser Peter Morales
2:45 – 3:00	Break	
3:00 – 4:15	Reimagining Governance Working Group	Susan Weaver
4:15 – 4:30	Emerging Congregations Working Group	James Snell
4:30 – 4:45	Review Motions Review Actions for January 2016 Meeting	Susan Weaver
4:45 – 5:00	Board Report	Rob Eller-Isaacs
5:00 – 5:05	Process Observation	Michael Sallwasser
5:05 – 5:10	Closing Words	Jim Key
5:10	Adjourn / Dinner on Your Own	



BOARD OF TRUSTEES
TENTATIVE MEETING AGENDA
SUNDAY, OCTOBER 18, 2015
24 Farnsworth St., Chapel



9:00 – 9:15	Centering	Christina Rivera
9:15 – 9:45	Act on Any Motions Review Actions for January Board Meeting	Susan Weaver
9:45 – 10:00	Process Observations	Julian Sharp
10:00	Adjourn for Service of Choice	

Changes in Congregational Status
October 2015 UUA Board of Trustees Meeting

ITEMS FOR INFORMATION AND REPORTING TO THE BOARD:

The First Universalist Society of Salem (MA) has merged with First Parish in Beverly (MA).

All Souls Church UU (Durham, NC) has dissolved.

Formerly: Comal County UU Society (New Braunfels, TX)
Now Known As: UUs of New Braunfels

Formerly: UU Society Daytona Beach Area (Ormond Beach, FL)
Now Known As: UU Congregation Ormond Beach

Formerly: Community Unitarian Church at White Plains (NY)
Now Known As: Community UU Congregation at White Plains

Formerly: Northern Hills Fellowship (Cincinnati, OH)
Now Known As: The Gathering at Northern Hills - UU



Brent Lewis
Administrator, Congregational Life

UUA Board of Trustees
June 23, 24 and 29, 2015

DRAFT - NOT YET APPROVED BY THE UUA BOARD.

**MINUTES
BOARD OF TRUSTEES
UNITARIAN UNIVERSALIST ASSOCIATION**

June 23, 24 and 29 2015

Pursuant to notice duly given, a meeting of the Board of Trustees of the Unitarian Universalist Association was held on Tuesday, June 23, Wednesday, June 24 and Monday, June 29, 2015 in Portland, Oregon.

MEMBERS

PRESENT: Andy Burnette, Rob Eller-Isaacs, Donna Harrison, Jim Key, Larry Ladd, Peter Morales, Lew Phinney, Susan Ritchie, Christina Rivera, Michael Sallwasser, Julian Sharp, James Snell, Sarah Stewart, and Susan Weaver.

MEMBERS

ABSENT: None.

ALSO

PRESENT: Tim Brennan, Terasa Cooley, Benji Janapol (youth observer), Harlan Limpert, and observers.

Sarah Stewart led a centering exercise.

Jim Key, Moderator, called the meeting to order at 9:32 AM on Tuesday, June 23, 2015. The board covenant was read silently and guests were introduced.

Lew Phinney moved and Sarah Stewart seconded to approve the agenda, including the consent agenda. One item was removed – implementation procedures for policy 3.0 - by Lew Phinney for later discussion. The consent agenda that was approved included the following motions:

- Applications for Membership of the UUA The Southern Region of the Unitarian Universalist Association recommends that All Souls Miami in Miami, FL be accepted into congregational membership with the Unitarian Universalist Association as a member congregation.
- Changes in the text of the Section 3 Procedural document be made as identified in the text presented and that the Governance Working Group be authorized to make the appropriate item numbering and punctuation changes.

UUA Board of Trustees
June 23, 24 and 29, 2015

- UUA Board Minutes is approved for May 7, 2015.
- UUA Board Executive Session Minutes is approved for May 7, 2015.
- UUA Board Minutes is approved for May 28, 2015.
- UUA Board Executive Session Minutes be approved for May 28, 2015

It was reported to the Board that the UU Fellowship of Austin, TX (emerging congregation), has dissolved. Formerly: UU Church of Lafayette (West Lafayette, IN) Now Known As: UU Church of Tippecanoe County Formerly: UU Fellowship of Erie County (Sandusky, OH) Now Known As: UU Fellowship of the Firelands.

Also, it was noted that the past minutes will need to be edited to include the specific items that were approved as part of the consent agenda and that future minutes include a listing of the specific items included in the consent agenda.

PRESIDENT'S REPORT

Peter Morale's presented his president's report.

MODERATOR'S REPORT

Jim Key presented his moderator's report.

SECRETARY'S REPORT

Susan Ritchie presented her secretary's report which included stating the name of the congregation that is being welcomed into membership - All Soul's of Miami, FL.

FINANCE COMMITTEE'S REPORT

Finance Committee Chair Sarah Stewart and UUA Treasurer and Chief Financial Officer Tim Brennan presented materials related to the budget. A lengthy conversation ensued about the use of bequest income but action was postponed until the October board meeting.

The Finance Committee made a motion (therefore not needing a second):

UUA Board of Trustees
June 23, 24 and 29, 2015

That the Unitarian Universalist Association, in consideration of One Hundred Thousand Dollars (\$100,000.00), RELEASES to the **TOWN OF TYNGSBOROUGH**, a Massachusetts municipal corporation of all title, rights and interest, if any, in and to a certain parcel of land with the buildings thereon associated with the First Parish Church of Tyngsborough;

And in consideration of One Dollar (\$1.00) and other valuable consideration, releases all title and interest it may have in the personal property within or associated with the First Parish Church of Tyngsborough,

And authorizes the Treasurer, Timothy Brennan, and the Chief Operating Officer, Harlan Limpert, each individually, acting singly or together, to execute and deliver documents to effect the foregoing, all with such terms and conditions as are approved by the signatory, with such officer's signature being conclusive evidence of approval.

Motion carried unanimously.

DISCUSSION OF "SPIRITUAL BUT NOT RELIGIOUS"

Susan Ritchie introduced Linda Mercandante who shared information about those who are "spiritual but not religious". A discussion followed.

LINKAGE WORKING GROUP'S REPORT

Susan Weaver presented the linkage working group's report.

GOVERNANCE WORKING GROUP REPORT

Rob Eller-Isaacs presented a report from the Governance Working Group and made a motion (which therefore does not require a second) which Susan Weaver seconded with a friendly amendment added:

That the Governance Team of the UUA Board be directed to prepare and maintain a detailed "perpetual calendar" for the purpose of fulfilling the Board's governance role. The calendar will include but not be limited to the monitoring schedule and the timely and regular reconsideration of the global ends of the Association. It should be noted that the policies might be amended over time. The report is due at the October 2015 meeting of the Board.

Motion carried.

UUA Board of Trustees
June 23, 24 and 29, 2015

Rob Eller-Isaacs on behalf of the Governance Working Group moved that Section 3 of the UUA Board Procedural Manual be reviewed and resubmitted for consideration in October.

Motion carried.

Lew Phinney on behalf of the Governance Working Group moved that the section 3 of the UUA Board Procedure Manual labeled Board and General Assembly Relations be amended to include, among the things that the UUA is willing to pay, attendance at district and regional assemblies.

Motion failed.

REIMAGINING GOVERNANCE WORKING GROUP'S REPORT

Donna Harrison presented the report from the Reimagining Governance Working Group.

EMERGING CONGREGATIONS WORKING GROUP REPORT

James Snell presented a report of the Emerging Congregations Working Group noting that there are now eleven covenanting communities.

EXECUTIVE SESSION

Sarah Stewart moved and Julian seconded a motion to move into Executive Session for the purpose of discussing appointment. Motion carried.

Julian move and Rob Eller-Isaacs seconded a motion to remain in Executive Session for the purpose of considering appointments. Motion carried.

Upon returning from Executive Session Sarah Stewart reported that the following appointments were approved:

- The board voted to approve (with one member abstaining from both votes) Nathan Hollister and Xolani Kacela to the Commission on Appraisal.
- Peter Kandis and Elías Ortega-Aponte for a two-year term on the Religious Education Credentialing Committee (RECC) to begin immediately following the General Assembly and that the following continuing members of the RECC were approved for renewed two-year terms:
 - The Rev. Randy Becker, MRE/Parish Minister

UUA Board of Trustees
June 23, 24 and 29, 2015

- The Rev. Christina Leone, Parish Minister
- The Rev. Tandy Scheffler, Chair, Master-Level Credentialed RE/MRE
- Jenice View, Lay Leader from All Souls in DC
- Kathleen Carpenter (LREDA nominee; Credentialed RE)

PROCESS OBSERVATION

Andy Burnette shared process observations and Jim Key declared the meeting recessed until Wednesday morning.

RECONVENED

Moderator Jim Key reconvened the board meeting at 10:31 AM on Wednesday, June 24, 2015. Guests were introduced. Susan Ritchie led the board in a Centering exercise.

CONGREGATIONAL BOUNDARIES WORKING GROUP REPORT

Susan Weaver presented the report from the Congregational Boundaries Working Group.

GOVERNANCE WORKING GROUP REPORT

The Governance Working Group made a motion to accept the monitoring report with one significant change: Instead of the Administration requesting the *financial reports* from the identity theological schools, Meadville Lombard and Starr King, the Administration will request the *audited financial reports* from each school.

INCLUSION WORKING GROUP REPORT

Julian Sharp presented a job description for the youth observer. The Working Group moved (thereby not needing a second) that:

The UUA Board of Trustees adopt the following Youth Observer position description:

The Youth Observers bring a youth voice to the Unitarian Universalist Association Board of Trustees. The Youth Observers are charged with:

- Participating in the business of the association as full board members, and bearing the same responsibilities and accountabilities as defined for trustees, excluding matters of voting.
- Attending four in person board meetings per year, including General Assembly, and participating in monthly board meetings via the internet, as well as working group assignments;
- Keeping abreast of board issues that affect Unitarian Universalist youth; and
- Remaining active and in good standing with a UU congregation.

Motion passed unanimously.

UUA Board of Trustees
June 23, 24 and 29, 2015

A motion was also made that the UUA Board of Trustees becomes an endorser of Commit2Respond.

Motion passed unanimously.

PROCESS OBSERVATION

Michael Sallwasser shared process observations.

RECESS

At 1:22 PM Moderator Jim Key declared the meeting in recess until Monday, June 29 at 8:30 AM.

MEETING RECONVENED

The meeting of the Board of Trustees of the Unitarian Universalist Association was reconvened on Monday, June 29, 2015 with three new members present and four former members absent.

MEMBERS

PRESENT: Tim Atkins (newly elected), Greg Boyd (newly elected), Andy Burnette, Rob Eller-Isaacs, Jim Key, Larry Ladd, Patrick McLaughlin (newly elected), Peter Morales, Christina Rivera, Michael Sallwasser, Julian Sharp, James Snell, and Susan Weaver.

MEMBERS

ABSENT: There is one open position on the board.

ALSO

PRESENT: Tim Brennan, Olivia Calvi (youth observer), Terasa Cooley, Caleb Leman (youth observer), Harlan Limpert, and observers.

Julian Sharp moved and Michael Sallwasser seconded the slate for board officers:

Vice Moderator: Susan Weaver;
Secretary: Rob Eller-Isaacs;
Financial Secretary: James Snell

Passed unanimously.

Michael Sallwasser moved and Tim Atkins seconded a motion to move into Executive Session for the purpose of discussing appointments. Motion carried.

UUA Board of Trustees
June 23, 24 and 29, 2015

Michael Sallwasser moved and James Snell seconded the motion to remain in Executive Session.

Upon returning from Executive Session it was announced that Dr. Dorothy Holmes had been elected to fill the open board position until the next election can occur in June, 2016 at which time she can run for election by the entire General Assembly.

Her bio was shared:

Dr. Dorothy Holmes has worked in Academia for most of her life, culminating her career as the director of the doctoral program in Clinical Psychology at George Washington University. She has served, and led, in a number of national organizations. Currently, for example, she is a Board Trustee, Treasurer and Finance Committee Chair of the National Register of Health Service Psychologists, and is an elected member of the Ethics Committee of the American Psychological Association. She also served in very many leadership capacities as a congregational member. Dr. Holmes has a deep commitment to diversity and multiculturalism, and her scholarly work has focused on the impact of racism and gender and sexual bias on personal functioning and the psychotherapy process. Her other time commitments have lessened with her retirement and recent move, and she has both time and energy to commit to the UUA Board, to which she has pledged to "give her all." Dr. Holmes is a 72-year old African American straight woman from Savannah, Georgia who was a member of All Souls, Washington, D.C. for many years. Her recommendations, from Rev. Rob Hardies, Rev. David Messner, and former UUA Board Trustee Chuck Woolridge, were glowing and strongly supportive, and the Appointments Committee unanimously recommends her.

ADJOURNMENT

Moderator Jim Key declared the meeting adjourned at 10:22 AM.

Respectfully submitted,

/s/ Harlan Limpert
Clerk

BOARD OF TRUSTEES SCHEDULE

UUA Board of Trustees
June 23, 24 and 29, 2015

- **Meeting: October 2015, Boston, MA**
Friday, October 16—Sunday, October 18
- **Trustee Orientation Session 3: *Linkage***
October 29, 2015
8:00 PM - 9:30 PM (Eastern)
- **Trustee Orientation Session 4: *Monitoring***
November 5, 2015
8:00 PM - 9:30 PM (Eastern)
- **Conference Call: November 2015**
November 19, 2015
8:00 PM - 9:30 PM (Eastern)
 - Meeting URL: <https://zoom.us/j/595209167>
 - Meeting ID: 595 209 167
 - Phone: (408) 638-0968 or (646) 558-8656
- **Conference Call: December 2015**
December 17, 2015
8:00 PM - 9:30 PM (Eastern)
 - Meeting URL: <https://zoom.us/j/685506825>
 - Meeting ID: 685 506 825
 - Phone: (408) 638-0968 or (646) 558-8656
- **Meeting: January 2016, Boston, MA**
Friday, January 22—Sunday, January 24
- **Conference Call: February 2016**
February 25, 2016
8:00 PM - 9:30 PM (Eastern)
 - Meeting URL: <https://zoom.us/j/315386726>
 - Meeting ID: 315 386 726
 - Phone: (408) 638-0968 or (646) 558-8656
- **Conference Call: March 2016**
March 24, 2016
8:00 PM - 9:30 PM (Eastern)
 - Meeting URL: <https://zoom.us/j/382683809>
 - Meeting ID: 382 683 809
 - Phone: (408) 638-0968 or (646) 558-8656
- **Meeting: April 2016, Boston, MA**
Friday, April 15—Sunday, April 17

UUA Board of Trustees
June 23, 24 and 29, 2015

- **Conference Call: May 2016**

May 26, 2016

8:00 PM - 9:30 PM (Eastern)

- Phone: (408) 638-0968 or (646) 558-8656
- Meeting ID: 985 381 702
- Meeting URL: <https://zoom.us/j/985381702>

- **Meetings: June 2016, Columbus, OH**

Tuesday, June 21—Wednesday, June 22: Board of Trustees Meeting

Wednesday, June 22—Sunday June 26: General Assembly

Monday, June 27: Board of Trustees Meeting

Governance Working Group Recommendations on Monitoring Reports October, 2015

2.3: Treatment of Staff

The board approved the interpretation as reasonable with one dissenting vote, and decided 5-4, with one 'undecided' vote, that credible data did not show accomplishment of the interpretation. Only one board member answered the question "If you think the board should discuss this policy, please state why." That trustee pointed out that the wording of the policy is actually a double negative ordering the president to operate without written personnel rules.

The following comments were offered as answers to the question, "If you don't think the data supports the compliance conclusion, please state why:'

- There are no metrics for our measurement of diversity.
- Quantitative data on the diversity of committees/task forces would be useful in determining if this had been achieved. Also data from voluntary and involuntary employment separations should be separate to give a more robust picture.
- Quantitative data (i.e., for whether they would work for UUA again or recommend working at UUA) for separating employees/volunteers are favorable but perhaps misleading in that those leaving involuntarily and those leaving voluntarily are aggregated. The percentages should be reported separately for each group. "Glosses" to the report should be deleted, specifically delete the word "fully" in front of the report on whether those separating would recommend UUA. For the data on diversity representation among employees/volunteers, specific percentages should be reported for each diversity category.
- There are no quantitative metrics provided to demonstrate that the racial/ethnic, sexual orientation/identity or disability characteristics of the staff-appointed committees represent the current or aspiration diversity of the association.
- While the data shows that staff appointments "consider identification with historically marginalized communities", it provides no data that shows committees and task forces reflect "the full diversity of the Association."

2.5: Employee Benefits for UU Organizations

The board has accepted the report, the interpretation, and the supporting data.

2.5.1: Plan Surplus Revenue

The board has accepted the report, the interpretation, and the supporting data.

2.7.2: Budget & Variance Monitoring & Reporting

The board has accepted the report, the interpretation, and the supporting data.

2.7.3: Acceptance of Gifts Guidelines

The board has accepted the report, the interpretation, and the supporting data.

2.7.4: Assessment & Approval for Asset Transfers

The board has accepted the report, the interpretation, and the supporting data.

Congregational Boundaries Working Group

October 16, 2015

In the Consent Agenda are Rule Changes adopted by the Ministerial Fellowship Committee. The changes allow more than one representative or complainant to meet with the MFC Executive Committee if essential to fully understand the nature of the complaint and ensure its appropriate resolution. These were rule changes that the MFC asked the Board to propose language for, and which the MFC refined and adopted. They are now brought back to the Board because of our responsibility under the Bylaws to approve MFC Rules. I have placed them on the Consent Agenda because they are a response to the prior work of the Congregational Boundaries Group and I do not think them controversial.

However, I will be asking they be removed from the Consent Agenda in order to ask that one revision not be approved. In Rule 21A, I recommend that in the sentence beginning "The Executive Committee *may* also invite the complainant..." the revision from the word "*shall*" to "*may*" **not** be approved. I have discussed with the Chair of the Ministerial Fellowship Committee the importance of the earlier language (adopted September 2014), which ensured the complainant an opportunity to meet with the MFC Executive Committee.

The MFC has also provided the following timeline for addressing remaining items from the Congregational Boundaries:

Proposed Timeline for MFC Response to Best Practices Recommendations

September, 2015

Already completed to date:

September 21, 2014 UUA Board sends the MFC a proposal to Amend Rules 16B, 20 and 21.

January 1, 2015 MFC sends a response to the Board with proposed Rule Changes.

February 26, 2015 The UUA Board Working Group sends a draft Best Practices Report for handling cases of Clergy Sexual Misconduct.

April, 2015 -- Incoming and outgoing Chairs and the Chair of the Process Working group (with staff support) create second draft of policy changes to be completed responsive to the draft best practices report.

May, 2015 -- MFC Full Committee Conference Call. MFC Members vote on proposed policy changes. Wayne and staff create a complete report of Policy changes made to date and proposed Rule Changes to be voted in by the UUA Board as a result of the best practices recommendations.

June, 2015 – UUA Board discusses and offers additional edits.

July, 2015 – Working Group on Congregational Boundaries reports back to MFC with edits to proposed Rule Changes, and requests a timeline for an MFC response to 5 “best practices” areas not yet addressed.

August, 2015 – Process Working Group refines Rule Changes and agrees to propose a timeline at its meeting in September, 2015.

September, 2015 – Process Working Group proposes the following timeline going forward:

.....

Work to be Completed

September – December 2015 Study recommendations and determine which of the remaining best practices to be addressed fall within the purview/capacity of the MFC.

April, 2016 – MFC to send an additional timeline for action and any policy changes that result from this study.

*Respectfully submitted,
Susan Weaver*

General Assembly REGISTRATION FEES

	1995-99	2000-01	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015-2016
Adult Early Bird				190	200											
Adult Full-time Early	195	230	240	240	250	260	280	285	290	300	310	315	320	330	335	350
Adult Full-time Late	240	275	285	285	295	305	325	330	335	345	355	360	365	380	385	405
Adult Weekend Early	130	160	170	170												
Adult Weekend Late	155	190	200	200												
Adult One day Early	65	80	90	90	85	90	95	100	105	110	125	130	130	130	130	135
Adult One day Late	80	100	110	110	100	105	110	115	120	125	140	145	145	150	150	150
Reduced Early Bird				105	115											
Reduced Full-time Early	100	120	130	130	140	145	155	160	165	175	185	190	190	190	195	205
Reduced Full-time Late	145	145	155	155	165	170	180	185	190	200	210	215	220	225	230	235
Reduced Weekend Early	65	80	90	90												
Reduced Weekend Late	90	100	110	110												
Reduced One day Early	35	45	55	55	50	55	55	60	65	70	75	80	80	80	80	85
Reduced One day Late	45	55	65	65	60	65	65	70	75	80	85	90	90	95	95	100
Off-site Delegate Early												50	100	125	125	135
Off-site Delegate Late														150	150	160

Reduced rates are offered to: Youth (ages 14-20), UUA Aspirant & Candidate Ministers, Retired Ministers & Spouses, Surviving Spouses of Ministers, and Commercial Exhibitors.

Early Bird Registration: October 1 – November 15, **Early** Registration: March 1 – April 30, **Late** Registration: May 1 – June 30

	1995-97	1998-99	2000-01	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Early Volunteer Non-Delegate	0	0	0	0	240	250	260	280	285	290	300	310	315	320	330
Late Volunteer Non-Delegate	45	45	45	55											
Early Volunteer Delegate	10	10	10	20	240	250	260	280	285	290	300	310	315	320	330
Late Volunteer Delegate	55	55	55	65											
Early Cancellation Fee (Mar-Apr)	10	25	25	35	35	35	35	35	35	35	35	35	35	35	35
Late Cancellation Fee (May-June)	20	50	50	60	60	60	60	60	60	60	60	60	60	60	60

From 2003 on, volunteer registration is the same as Full-time Adult registration and is paid by the Planning Committee budget.

CHILDREN'S PROGRAMS

	1996	1997-99	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009-2012	2013 - 2016
Child Care	Age 0-6	Age 0-6	Age 0-6	Age 0-5	Age 0-5	Age 0-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5	6mos-5
Pre-GA one day	10	10	15	15	20	35	35	35	85	25	25	30	35
Pre-GA two days	20	30	40	40	60	60	60	60	170	50	50		
Weekend (no discount)	65	65	80	80									
Full-time	110	110	130	130	140	165	165	170	340	100	100	120	140
Volunteer discount	-35	-35	-40	-40	-40	-50	-50	-50	-100	-25	-25	-30	-30
Late Fee	30	30	30	30	30	50	50	50	100	25	25	50	50
Day Camp				Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	Age 6-10	
Pre-GA one day				15	20	35	35	35	85	25	25	30	35
Pre-GA two days				40	60	60	60	60	170	50	50		
Full Time				130	140	165	165	210	400	100	100	120	140
Volunteer discount				-40	-40	-50	-50	-50	-25	-25	-25	-30	-30
Late Fee				30	30	50	50	50	100	25	25	50	50

	1993-95	1996-99	2000-	2001	2002	2003	2004-2005	2006	2007	2006-11	2012 Justice Camp	2013 Day Camp	2014 Day Camp	2015 - 2016 Day Camp
Young Fun	Age 6-14	Age 6-14	Age 6-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	Age 8-14	8-13			
Full-time (1st child in family)	280	300	360	360	380	380	390	500	500	500	120	140	140	140
Full-time (additional children)		200	240	240	260	260	270	450	450	450	120	140	140	140
Weekend (1st child in family)	150	165	200	200	220									
Weekend (additional children)		110	130	130	150									
Volunteer Discount (1st child in family)	-55	-60	-70	-70	-70	-50	-50	-100	-100	-100	-30	-30	-30	-30
Volunteer Discount (additional children)		-40	-50	-50	-50	-50	-50	-100	-100	-100	-30	-30	-30	-30

ADVERTISING

	1992- 93	1994	1995-96	1997-2001	2002-03	2004	2005	2006 - 12	2013-2015
Full Page	300	315	325	350	375	400	400	475	500
Half Page	180	190	200	225	250	275	275	350	375
Quarter Page	100	105	110	125	150	175	175	250	275
Eighth Page	NA		65	70	85	110	110	185	NA

EXHIBITS

Booth Size	2000*-01 UUA Affiliated	2000*-01 Non-Affiliated	2002-03 UUA Affiliated	2002-03 Non-Affiliated	2004**-04 UUA Affiliated	2004**-04 Non-Affiliated	2005 UUA Affiliated	2005 Non-Affiliated	2006 - 2008 UUA Affiliated	2006 - 2008 Non-Affiliated	2009 UUA Affiliated	2009 Non-Affiliated	2010-2013	2014	2015	2016
10' x 10'	150	300	250	350	350	450	350	450	500	850	600	850	850	850	850	750
10' x 20'	240	480	400	560	500	660	500	660	650	1000	750	1000	1000	1200	1300	1500
10' x 20' end cap			450	610	550	710	550	710	700	1050	800	NA	NA	NA	NA	NA
10' x 30'	360	600	550	710	650	810	650	810	800	1150	900	1150	1150	NA	NA	2250
20' x 20'	480	720	700	860	800	960	800	960	950	1300	1050	1300	1300	1400	1900	3000
20' x 30'	600	840	850	1010	950	1110	950	1110	1100	1450	1200	1450	1450	NA	NA	4500
20' x 40'	720	960	1000	1160	1100	1260	1100	1260	1250	1600	1350	1600	1600	1600	NA	6000
20' x 50'	840	1080	1150	1310	1250	1410	1250	1410	1400	1750	1500	1750	1750	NA	NA	NA
20' x 60'			1300		1400		1400		1550	2000	1650	2000	2000	NA	NA	NA
40 x 40													2300	2400	NA	NA
Table (ea.)	30	30	40 - 50	40 - 50	50	50	50	50								

*In 2000 the basic booth size was 8 x 10; ** Beginning in 2004, exhibits included one table and two chairs

Memorandum

To: UUA Board of Trustees
Subject: President's Report
From: Peter Morales
Date: October 5, 2015



This report will highlights topics that are not covered in other parts of the agenda or in other reports.

A personal note

As you know, I had a knee replacement last month. My mobility has been severely restricted both prior to and in the first weeks of following surgery. I have experienced both the possibilities and the limitations of our enhanced electronic communications. While I have been able to attend virtually all critical meetings via teleconference, I am keenly aware of the lack of physical presence and the absence of chance encounters.

The staff at the UUA has performed heroically during this period, particularly my closest associates on the Leadership Council and the Office of the President.

Multi Faith outreach

As you may recall, last May we hosted a gathering of liberal religious leaders (United Church of Christ, Union for Reform Judaism, Islamic Circle of North America, Religions for Peace USA and United Religions Initiative) to explore collaboration on outreach to the large number of religiously unaffiliated. A follow up meeting was held last month. I am pleased to say that, if anything, the enthusiasm for collaboration has increased. In addition, interfaith cooperation is the theme of next summer's General Assembly.



Outreach by religious progressives to the unaffiliated is a classic “wicked problem”—a problem for which there is no obvious correct solution and a problem that can only be addressed by trying to work on it. To further our efforts, I have brought on the Rev. Brock Leach to coordinate our design work. Brock has worked closely with the UUSC in the UUA - UUSC College of Social Justice design and is part of the core team leading the entrepreneurial ministry training program. We are exploring collaboration with Auburn Seminary in New York. Our hopes are to have a gathering of key people to begin initial work aimed at selecting a handful of initiatives to explore on a very small scale.

This is exciting work with huge long term implications for the UUA and liberal religion.

General Assembly 2016

There have been several developments since last month’s meeting of the GAMAP group and the development of the grid by the GA Planning Committee. First, the public witness event has been moved from Thursday morning to Thursday afternoon. This should allow us to have a larger and more newsworthy event. Planning is still in the early stages, but the goal is multi faith public witness focused on racial injustice.

Also, I am pleased to announce that former UUA president Bill Sinkford will preach at the Service of the Living Tradition. The Sunday morning preacher will be Nancy McDonald Ladd.

Jim Key
UUA Moderator and
Chief Governance Officer

October 2015

Report to the UUA Board of Trustees

Congregational and other visits

July 13	Winston-Salem, NC – Participated in Moral March for Voting Rights with NC NAACP
August 12	Savannah, GA – Met with minister of UU Church of Savannah
August 16	Bluffton, SC – Preached at UU Congregation of the Lowcountry
September 14-18	Boston, MA – Attended GAMAP, Grid, and GAPC meetings
September 25-26	Ashland, OR – Conducted <i>Governance as Leadership</i> Workshop for three congregations and preached at Rogue Valley UU Fellowship
October 4	Winston-Salem, NC – Preached at UU Fellowship of Winston-Salem
October 5-6	Pokagon, IN - Met with Heartland UUMA Chapter
October 8	Statesboro, GA – Participated in Religious Affairs/Social Justice Roundtable at Georgia NAACP Convention and Civil Rights Conference

Narrative

I am bringing three initiatives to the attention of the board with a request for approval for two of them: a new approach to our Annual Program Fund, the impact of covenanting rather than membership, and funding GA delegate scholarships. All three initiatives are vital to our Ends.

Additionally, I want the board to reflect on our Sources of Authority and Accountability, specifically the Vision of Beloved Community, as it relates to Black Lives Matter (BLM) activism. We are expected to hear from the Administration on staff activities around BLM. We will have experienced our Board Retreat on Thursday, led by Rev. Dr. Jacqui Lewis and Rev. John Janka of The Middle Project. That retreat will focus on racial justice within the context of Gil Rendle's monograph *Spiritual and organizational leadership in the in-between time – or why better isn't good enough*. This monograph has been previously sent to you and is in OurBoardRoom.

Annual Program Fund (APF) – Our broadest Global Ends or Shared Vision statement is 1.0: *"A healthy Unitarian Universalist community that is alive with transforming power, moving our communities and the world toward more love, justice, and peace in a manner which assures institutional sustainability."* (Emphasis mine.)

I have often said that I have more concern and see more risk in our out-looked revenue streams than in our ability to manage expenses. Reliable sources of revenue are vital to our institutional sustainability. APF is our most significant source of annual funding and the most visible and practical expression of our covenantal theology. Therefore any changes to APF formulas and approaches require both the Board's and Administration's deep engagement with our congregational leaders, both called and elected. We have the experience of the Southern Region's GIFT program (Generously Investing for Tomorrow) as we consider how we will move forward together.

The per-member model currently in use in four of our regions is a disincentive to growth. We seek a model that is simple and perceived as fair. Most importantly, we seek a system that is sustainable into an uncertain future. I have asked Larry Ladd, our Financial Advisor, to brief the board at the October Board meeting about a *Moving Forward Together* task force I have asked him to convene. It is charged to engage with our stakeholders about several approaches to APF, guide the board in its discernment and report progress to the Board in

January. It is my hope the task force will bring a recommendation to the board before June for our approval and support.

No matter the model of governance any institution embraces, the six roles for any board are: visioning, policy-making, stewardship, sponsorship, advocacy, and consultancy. (Appendix 1.) For me, and specifically at this moment in time, the Stewardship and Sponsorship roles– as expressed in APF and other revenues - are the most significant and important roles. They challenge this board to set the Association on a more secure course and engage our congregations on the promises we make in our covenantal theology.

Renewing the Covenant – Our Ends 1.1 and 1.2 state:

Congregations and communities are covenanted, accountable, healthy, and mission driven. And, Congregations and communities are better able to achieve their missions and to spread awareness of Unitarian Universalist ideals and principles through their participation in covenanted networks of Unitarian Universalist congregations and communities. (Emphasis mine.)

In my report to the General Assembly in June, I said: "... the need to recognize that covenant is both a noun and a verb. Too often, I see congregational leaders speak of covenant only in the context of controlling unhealthy behaviors rather than an expression of how we manifest our love for one another and the world. Covenant is both the commitment and the means to practice engagement in community. It is both a noun – the promise itself – and a verb – the practice that manifests the promise. It is the collective commitment to and practices of religious community that we embrace when we say we are a covenantal faith tradition rather than a creedal one. Covenanting, the gerund, must be intentional if we are to counter the forces of individual isolation and institutional drift.

"We need to explore over the next months how we might change the conversation from membership to mutual covenant. What we have seen as we discussed emerging congregations and covenanting communities over the past year is that the practice of covenanting has energized some groups that appeared to be isolated and static. Let's imagine, rather than signing the book, people entered and were welcomed into covenant that could be renewed periodically. Imagine if congregations entered and were welcomed into covenant with the larger association that would be renewed periodically. Perhaps this is an approach that would energize our movement and attract individuals who are increasingly uninterested in membership in yet another

organization, but desire to get and stay connected, to probe for and express affiliation. Perhaps this process of covenanting is an activating impulse that connects our personal commitments in community, drawing individuals together to co-create a world of more love, justice, and peace.”

I am asking the board to consider how we might imagine moving from the notion of membership to one of covenant. I am organizing a task force, convened by the Rev. Dr. Susan Ritchie, to take up this initiative and report to the board from time to time on the issues and opportunities such a move away from membership to one of covenanting might evoke. Susan will organize a group to gather staff and stakeholders input. I anticipate introducing the concept at GA Columbus in the General Session and having the task force conduct a workshop to introduce the concept and gather feedback.

Delegate Scholarships - Our Ends 1.3 and 1.4 state: *Congregations and communities are intentionally inclusive, multigenerational and multicultural. And, Congregations and communities engage in partnerships to counter systems of power, privilege and oppression.* (Emphasis mine.)

Also, in my report to the General Assembly, I raised the issue of establishing a pilot program to provide financial assistance to support delegates to General Assembly in Columbus in 2016. Encouraging the delegate body, via scholarships, to become more diverse will create movement toward meeting Ends 1.3 and 1.4.

My report said: “...the challenge of making GA more inclusive and financially accessible comes up over and over in linkage conversations and surveys. I propose creating a pilot scholarship program for the General Assembly in Columbus, OH in 2016. The objective of the project would be to attract traditionally under-represented constituencies as delegates that would otherwise not be asked or able to attend. Partnering with the GA Planning Committee, we would expect to increase the number of delegates by ten percent over our current ad hoc approach. This pilot scholarship program will be partially funded by a special collection at GA on Saturday that would provide seed money to jump-start the pilot for 2016. Additionally, we would engage the Stewardship and Development staff to ensure the special collection is appropriately monitored to ensure donors’ intentions are honored. If the pilot meets the objectives, then we would make these scholarship funds part of the governance budget in future years.

"The program imagines that congregations who participate would seek to select youth, young adult, people of color, and other historically marginalized people to represent those congregations at GA 2016. The registration fee would be born by the pilot program, and the congregation would be expected to underwrite some of the travel expenses in conjunction with other funding sources available in districts and regions. There would be pre-GA web meetings to prepare these delegates for their responsibilities, orient them to the process, and support them during GA. There would be post-GA web meetings and surveys to assess the success of the program in targeting a different demographic to the delegate body and congregations who have not sent delegates in recent years."

The special collection at GA raised \$18,289. Denny Davidoff has generously offered to contribute up to \$5000, through the Jerry and Denny Davidoff Fund for Lay Leadership, to match additional funds that members of the UUA Board contribute in support of this program. You have all received an email from me asking for your support. With Board support and Davidoff Fund support, we would increase our available funds to \$28,000 for scholarships. That amount leveraged with GAPC, regional, and other sources of scholarship funds will enable us to support and send delegates that move us toward a more diverse delegate body that is *intentionally inclusive, multigenerational and multicultural* that will lead us to *counter systems of power, privilege and oppression*.

I have asked Vice Moderator Susan Weaver to work with the GAPC, GA Conference Services, and the DPA to develop the process of nomination, registration, and reimbursement.

Appendix 1:

- Visioning
 - That leads to,
- Policy Making
 - Should be at the forefront of the board's work.
- Stewardship
 - Board holds the congregation's assets in trust, including moral, brand, reputation, and other intangible assets.
- Sponsorship
 - Board should collectively be among the most generous supporters of the congregation with both time and money.
- Advocacy
 - Represents interests of the congregation as an institution both to its own members and, even more importantly, to the wider community.
- Consultancy
 - Board members are available to the staff – *at the staff's invitation* – to provide counsel and encouragement from their particular areas of expertise.

Source: Moderator's presentation from *Governance as a Spiritual Practice* workshops, 2015

Vice Moderator's Report

GAMAP, Grid and General Assembly Planning Committee Meetings. In September I attended, as Board liaison, the General Assembly Mission of the Association Partnership (GAMAP) meeting, the “Grid” meeting and the General Assembly Planning Committee (GAPC) meeting.

In the GAMAP meeting, leadership from staff, the Board and GPAC reviewed the feedback received from those attending GA 2015. In response that feedback:

- more workshop proposals around congregational leadership development will be encouraged.
- Workshop proposals will also be sought for multigenerational faith formation programming.
- Workshop proposals will be asked to provide greater clarity on who would most benefit from attending.

The theme of GA 2016 in Columbus is [*“Heart Land: Where Faiths Connect,”*](#) inviting us to explore how to be in authentic and fruitful interfaith partnerships, both within and beyond the congregation. GA 2016 will assemble leaders and communities of many faiths to worship together and learn from one another.

The [Summary Schedule Grid](#) created through the Grid meeting is now posted online and a copy is attached to this report:

- Time for General Sessions is 13.5 hours, the same amount of time scheduled for General Sessions in Portland.
- The business meeting of the General Assembly will not formally open until Thursday morning (rather than before Wednesday evening's Opening Celebration).
- The AIW mini-Assemblies and CSAI mini-Assemblies are now slated for the last program slots of the day. This scheduling will provide an opportunity, if attendees and the moderator of the mini-Assembly agree, to extend discussion time as needed.

- The public witness event will be early in the GA schedule—on Thursday afternoon. (The Grid will be revised to reflect this change in programming from Thursday morning to afternoon.)
- As 2017 is a presidential election year, time is dedicated to the Presidential Candidates Forum (without competing events).
- The Board has 11 workshop slots available for workshops by the Board or Board committees. The deadline for submitting proposals is November 2. Proposals for board-sponsored workshops should be submitted to the GA office through the normal process. Please send a copy to me.

GA Budget

The Board receives the final GA budget for informational purposes. The preliminary GA budget, in accord with Policy 26.1.1, was included in the budget approved by the Board in April.

The Board is required, by Rule 4.9.9 of the Bylaws, to set the registration fee for General Assembly. I believe both the budget and fee schedule will be included in the Consent Agenda.

GAPC Meeting

The members of the GAPC were extremely welcoming and appreciative of Board presence at their meeting and value the communications and collaborative spirit. I reported on the current work of the Reimagining Governance Working Group. Jim expressed that the Board work of review of committees is ongoing.

The Planning Committee continues to discuss its role as one of providing policy and direction, with the work carried out by committees (such as the Worship Arts Team and the Program Development Team.) The Committee recognized, in its discussions looking forward to GA 2017 in New Orleans, that this role will allow for more focus on long-term planning.

Bylaw Amendments

I am discussing with the Chair of the Ministerial Fellowship Committee a possible bylaw amendment to provide for staggered terms for MFC members. (Jim and I have consulted with Tom Bean, legal counsel, on whether a bylaw amendment is needed to accomplish this.)

The Reimagining Governance Group's proposal will not include extensive bylaw changes this year. It will suggest scheduling time during General Sessions for discussion by delegates in break-out sessions.

Guidelines for Moderators of Mini-Assemblies

Tom Bean has drafted a two-page set of guidelines for moderators of mini-Assemblies, to ensure clarity of the mini-Assembly process and purpose. These guidelines are intended to assist moderators in all mini-Assemblies at GA. I can forward the draft to any trustee interested now, but am waiting until our January meeting for Board review. More thoughts on the mini-Assembly process may come from our Reimagining Governance discussion.

Work Plan

Our October Board discussions inform the development of our two-year work plan. (Board Procedure 3.5.1) As a starting point, I'm attaching:

- the 2014-2015 work plan developed at our October 2014 meeting
- the beginning of the 2015-2016 calendar, based on items carrying over from the 2014-2015 plan, as well as items already planned or required under our Bylaws (i.e., review of budget). Following our October meeting, I'll send out a revised Work Plan based on our discussions.

**UUA Board of Trustees Work Plan
2014-2016**

Highlights in yellow are likely bylaws changes for GA2015

Highlights in pink are tentative bylaws changes for consideration at GA2016

November 20, 2014 – 8:00 PM ET Zoom meeting

Audit

WG structures

GA Scholarship proposal

Present plan for path forward on bylaws to eliminate districts from bylaws

January 16-18, 2015 - Boston

Presidents Evaluation – Exec Committee meets Thurs 4:00 pm or later. Board discussion in executive session on Saturday

Ends Monitoring Report - due to Board in early January

Exec Limitations Monitoring:

- 2.12 (Elections)
- 2.1 Follow up from October

Governance

- Additional changes to the policy manual - consider policy 2.13 (continue direct inspection?)
- New monitoring schedule

Linkage & Re-Imagining Governance Teams

- Report from Linkage work
- What did we learn that informs proposal we will take to GA
- Report on linkage plan (form not content) for GA
- **Recommendation on elimination of districts from the Bylaws**

Emerging Congregations

- Report from staff on the pilot program
- Conversation about the nature of a congregation and how we might open the doors wide to membership in the UUA

Committees

- **Proposal for bylaws language to eliminate Board of Review and Finance Committee**

Presidential Search Committee

- **Proposals for Campaign Finance Reform**

Congregational Boundaries Working Group

- Consider Revised Rule Changes from MFC
- Report on updates on the work that was committed to in October

Inclusion & Empowerment Working Group

- 60 minute training on gender identity by Alex Kapitan
- 45 minutes to discuss recommendations for follow up on 2009 and 2013 responsive resolutions

Finance Committee

- Follow up on income deep dive
- Propose policies to allow staff to approve UU-related organizations to join UUCEF, pension plan, health plan.

Appointments in Exec Session on Saturday

Other Exec Session Items

Donna, Jim, Larry, Mark MR, Chris are working on a proposal for consideration in January Exec Session

February 2015

Fuze meeting with CSW

March 2015

Prep for Presidential Compensation Review

- Report from Administration on UUA exec leadership evaluation practices and link between evaluation and compensation
- Report to include history of UUA exec compensation since Peter became Pres. (exec session item)
- Exec comp benchmarked to outside standards. This should include not only the President but the members of the leadership team.

Inclusion & Empowerments WG update (20 minutes.)

Potential open meeting discussion & vote on item considered in January Exec Session, if needed.

Re-Imagining Governance

- Agree on specific proposals to be presented at GA 2015 for discussion and feedback
- Agree on plan for other issues to be addressed in bylaws review – e.g. Article II, CSW, Committees, etc.

- Adopt Rules & Procedure changes for GA2015

Linkage Report on future linkage plans

Inclusion & Empowerment

Reflection time – Group time on Sunday evening; Allow time for personal reflection as well.

Emerging Congregations

- Consider & approve rules changes for UUA membership

Appointments (exec session) - Could be done in April

Select DSA Recipient – This also could be done in April.

April 2015

Monitor policies 2.13 and 2.14

Approve Final Agenda

Trustee work assignments for GA

Approve FY16 Budget

June 2015

Rehearse for GA

Feedback from CCCE meeting from Donna & Jim

Transition Planning with current board and incoming trustees

Working Group assignments going forward

Invite new trustee candidates to participate in Board meeting

ARAOMC training for whole board or at least as many as possible

August or September 2015

New trustee orientation video call

October 2015

Meeting with nominating committee

Inclusion & Empowerment WG – 2 hour training

Governance - Plan for Ends Renewal (Building a bridge between presidential administrations)

Re-Imagining Governance / Linkage

- What did we learn from the GA linkage?
- What more do we need to know before we write revised bylaws?
- Bylaws revision team starts working
- What linkage do we want to do?

Vice Moderator – Agenda Planning

Monitoring?

January 2016

Re-Imagining Governance

- Agree on bylaws changes for Re-Imagining Governance and place on GA2016 Agenda
 - Address any changes to COA and GAPC
 - Address how to change Article II
 - Changes in CSW Process
- Agree on communications plan

April 2016

Approve FY 2017 budget

Select DSA Recipient

June 2016

GA YEAR 1 VOTE on Re-Imagining Governance

Transition meeting with current board and incoming trustees

**UUA Board of Trustees Work Plan
2015-2017
[DRAFT]**

November 19, 2015 – Videoconference (Zoom) Meeting

Audit Committee Report
Discussion re: October Meeting APF presentation
WG structures or work plan?

January 22-24, 2016 - Boston

Executive Compensation Review (Policy 4.4)

Finance Discussion

Monitoring

Approve Procedural Rule changes for GA 2016

Governance and Policies WG

Linkage WG
Linkage plan discussion?

Committees WG

Reimagining Governance WG

Inclusion and Empowerment WG

Communications WG

April 15-17, 2015 – Boston

Final Report of APF Task Force

Finance Discussion
 • 2017 Budget

Monitoring

Committee for the Award of Distinguished Service

- Select DSA Recipient

Governance and Policies WG

Linkage WG

Committees WG

Reimagining Governance WG

Inclusion and Empowerment WG

Communications WG

June 21-22, 2016 - Columbus

Rehearse for GA

Transition Planning with current Board and incoming trustees

Working Group assignments

Invite new trustee candidates to participate

Plan any changes re: APF discussion

June 27, 2016 – Columbus

Post GA-Review

Review of 2016-2017 Calendar

October 20-22, 2017 – Boston

Finance Discussion

Monitoring

Board Work Plan

January 20-22, 2017 – Boston

Finance Discussion

Monitoring

Review of Procedural Rules for GA 2017

April 21-23, 2017 – Boston

Appoint Moderator Nominating Committee

Select DSA Recipient

Finance Discussion

- 2018 Budget

June 20-21, 2017 – New Orleans

Rehearse for GA

Transition planning with current Board members and incoming trustees

Working Group assignments

Invite new trustee candidates to participate

June 26, 2017 – New Orleans

Post-GA Review

Review of 2017-2018 Board calendar



APF

AMPLIFYING
UNITARIAN
UNIVERSALISM

AGENDA

- Why APF Matters
- Trends and Concerns
- Proposal for a Sustainable APF
- Moving Forward Together



WHY APF MATTERS

APF is the most visible and important practical expression of our covenantal theology



WHY APF MATTERS

APF is our shared practice of generosity

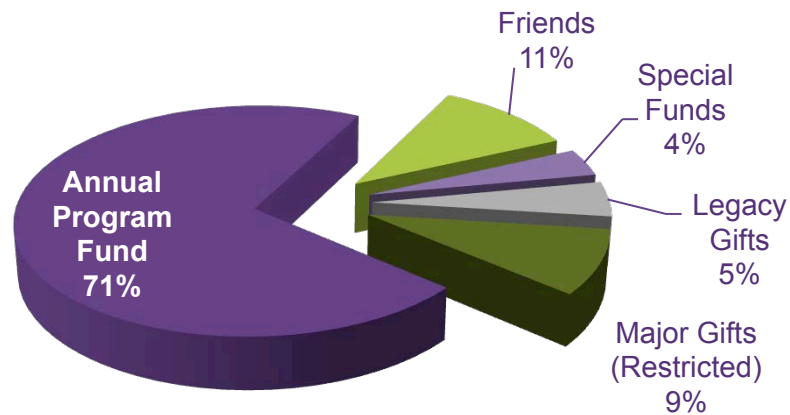
- Our faith calls us to be generous
- Congregational giving is the institutional spiritual practice of generosity



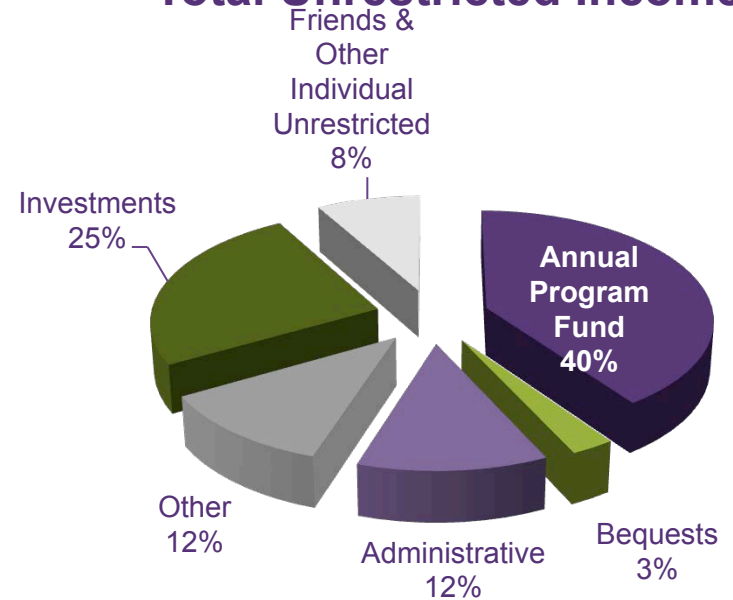
WHY APF MATTERS

APF is the most significant source
of annual funding

UUA Fundraising by Source

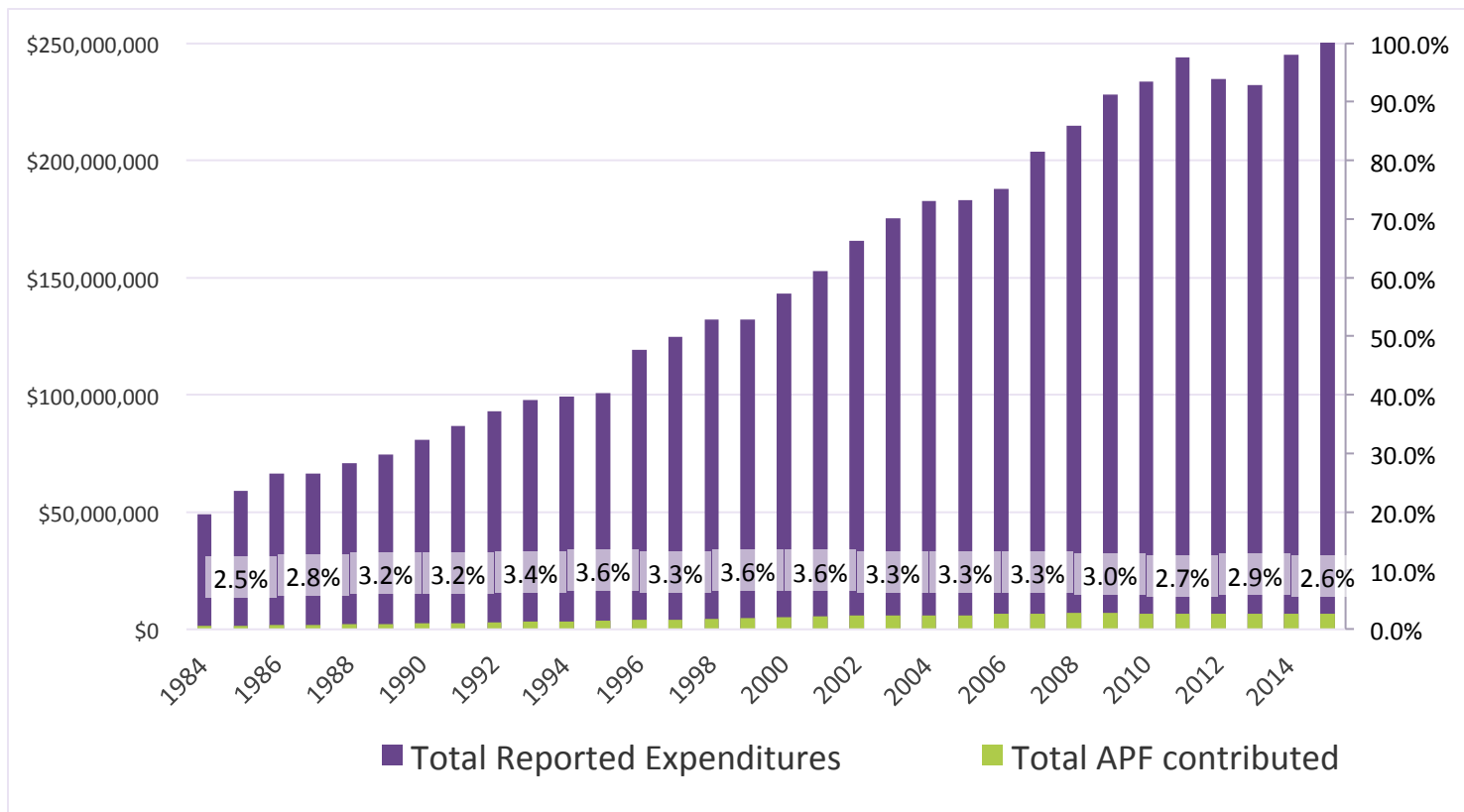


Total Unrestricted Income



WHY APF MATTERS

APF contributions declining as a percentage of total congregational budgets



TRENDS AND CONCERNS

Background Issues

- Congregational leaders are asking for a new model
- Congregations have different definitions of membership
- Membership-based formula ignores ability to pay
- Current model ignores times of congregational crisis



TRENDS AND CONCERNS

Growth and Sustainability

Current model:

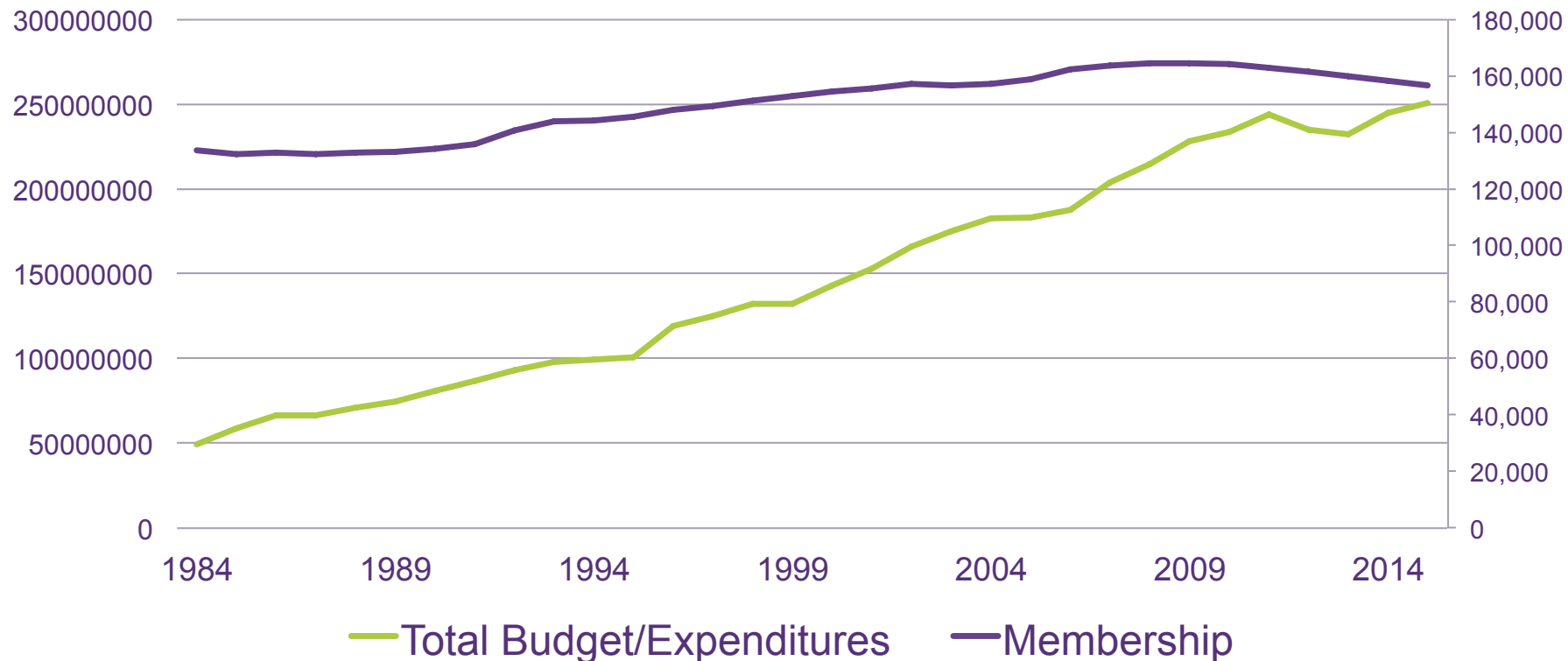
- Acts as disincentive for growth
- Does not allow for new models of membership and emerging communities
- Trends poorly with membership numbers

TRENDS AND CONCERNS

Growth and Sustainability

Downward trend in membership: Upward trend in congregational expenditures

Total Budget Expenditures & Membership



PROPOSAL FOR A SUSTAINABLE APF

Process that will involve:

- Congregational leaders, lay and clergy
- Regional leaders
- UU organizations, including UUMA, LREDA, and DRUUM
- Presidential and Board candidates
- UUA Board of Trustees
- UUA administrators and staff



A new model that is calculated by annual expenses



PROPOSAL FOR A SUSTAINABLE APF

A new formula that is as simple as possible: calculated by percentage of congregational expenditures (as with GIFT)



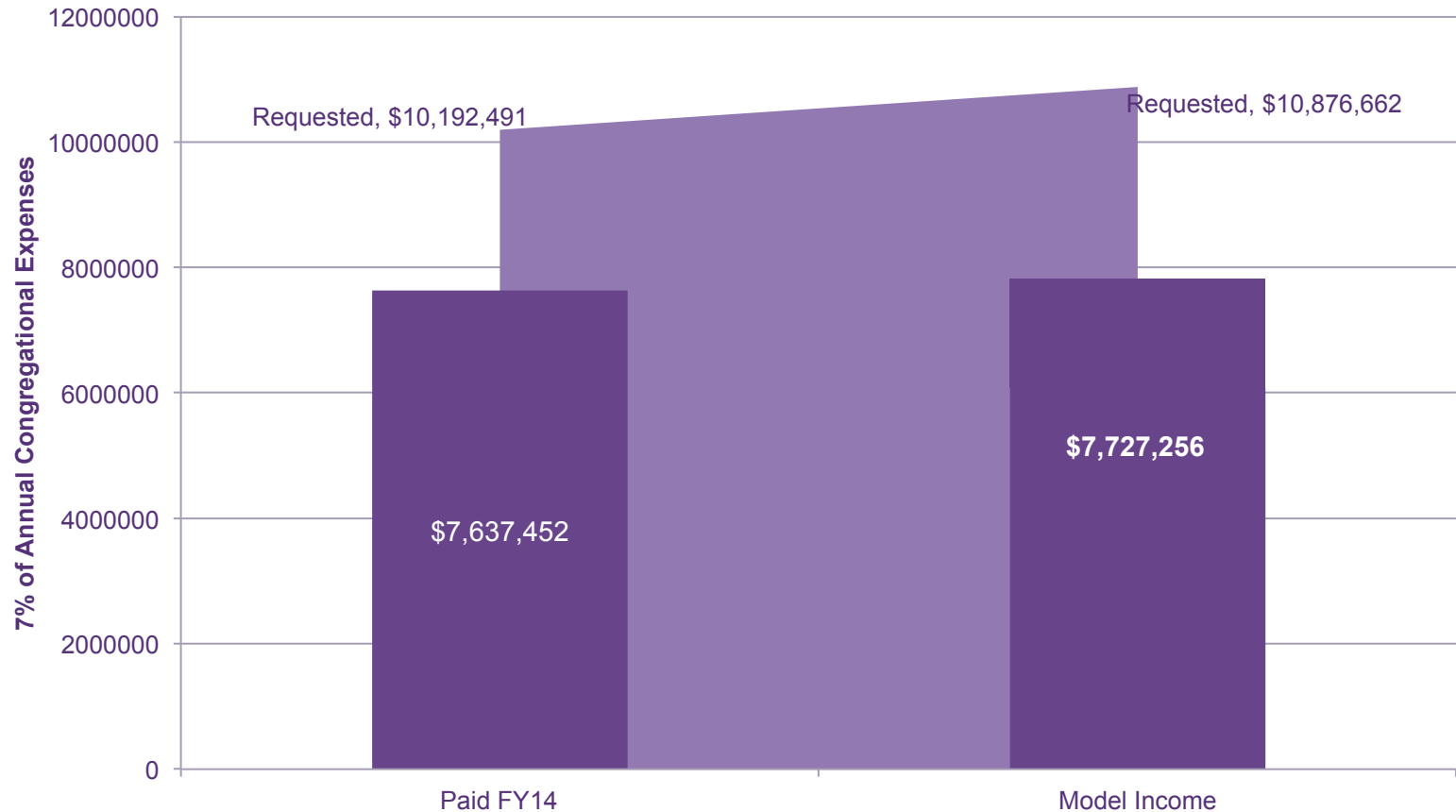
PROPOSAL FOR A SUSTAINABLE APF

Roll-out that allows congregations to maintain Honor status while gradually increasing to new requested amount



PROPOSAL FOR A SUSTAINABLE APF

Projected Income with 7% Calculation



MOVING FORWARD TOGETHER





Treasurer's Report to the Board of Trustees

October 16, 2015

Tim Brennan
Treasurer & Chief Financial Officer



Agenda

- Role of the treasurer
- Audit of financial statements for Y/E 6/30/15
- UU Common Endowment Fund
- UUA headquarters building
- FY15 draft financial statements
- FY16 1st quarter forecast



Treasurer's role

“The Treasurer’s role is to insure the effective stewardship of the Association’s resources in service of our common purposes.” – Treasurer’s report to GA

- Budget/reporting/accounting/audit
- Banking and lending
- Investment activities: endowment, retirement plan, outside trusts
- Retirement and health plans
- Real estate and physical assets
- Total: over \$500,000,000



UU Common Endowment Fund

- Transition to LLC
- Committee changes: Kathleen Gafney, David Stewart, Lucia Santini as chair
- Consultant selection process
- Community investments: UU Community Cooperatives, Albina Opportunities - Portland
- Investment returns, spending policy



UUCEF Investment Performance

Periods ending 8/31/15

	1 Month	1 Year	3 Years	5 Years
Gross return	-4.5%	-4.3%	6.0%	7.6%
Net return	-5.5%	-5.2%	5.0%	6.6%
Benchmark*	-4.1%	-3.0%	6.2%	6.9%

** Weighted average of underlying benchmarks for each asset class*



Property update

- Improvements: sound control, landscaping, garage doors, security system
- To come: exterior and interior signage, shifting workstations, freight lift
- Facilities Condition Assessment
- Reserve for major capital maintenance
- Leasing business



Top Priorities

- Move assets to UUCEF LLC by 1/1/16
- Building improvements
- Climate change business resolution implementation

Finance Agenda
UUA Board of Trustees
October 16, 2015

1. Treasurer's report (Designated time)
2. Address any issues or questions resulting from a review of the draft financial report to the audit committee for the prior fiscal year.
3. Review and assess the current year's first quarter performance compared to budget.
4. Consider: Should unrestricted bequests be treated as "income" or endowment? **[All trustees should engage in discernment on this issue first raised at our June meeting. To allow time and focus on the APF discussion, we will defer discussion of this until the January meeting.]**
5. Stewardship/Development
 - A. Report on the Collaborative Campaign
 - B. APF Discussion. *Conducted by Larry Ladd following his report.*
6. Informational: COA Budget Increase Request (to be taken up with visit from Nate Hollister)

First hour

1. Gathering remarks (**Rev. Sarah Stewart--5 mins.**) Rosemary's calculus: The details of calculus are hard to grasp, working out the differential equations and figuring the area under the curve. But the spirit of calculus describes the shape of acceleration and change, helps articulate the moment at which "better" becomes "best" without slipping down the other side of the curve toward "too much." When we talk about our finances, let's try to talk about the values and hopes they represent as much as the detailed numbers. Budgets represent the resources we intend to expend on living out our values and Ends. We'll be talking about budgets--about how to understand and communicate the values at work within them, about how to ask for and receive the income that makes possible all we do together.

2. Budget tracking for the board (**Susan Weaver--5 mins.**)
 - a. Natty. What is the purpose of every board meeting? Is there a way to cut down on the cost of meeting and board? The lengthy time commitment of board meetings limits the potential diversity of the board.
 - b. Clyde. Use off-site board meetings to do work that can only be done in those places. The cost of governance is the cost of not taking the opportunities presented by a particular expenditure.

3. Beacon Press policy (**Sarah Stewart--10 mins.**)

A revision to policy 2.7.4.2. This is the policy on the financial management of Beacon Press. The policy refers to an appendix which you can read here: <http://www.uua.org/uuagovernance/manual/limits/appendices/183776.shtml>
. See "Dan Brody memo on Beacon Press policy 20 April 2013."

In the Beacon Press budget segment, the President ~~shall follow the Beacon Press Financial Policy (Appendix 2.F)~~ :

- i. shall make every reasonable effort to limit any operating deficit to a level that is commensurate with the contribution of Beacon Press towards meeting the Ends of the Association,
- ii. shall not spend or commit to spend on any single project an amount that exceeds 3% of Beacon's total expenses in the prior fiscal year, and
- iii. shall not spend or commit to spend on one or more projects amounts that would cause Beacon's liquid assets or its unrestricted net assets to fall below 20% of Beacon's total expenses in the prior fiscal year.

- a. Terasa. Changing the policy should perhaps go under the policy review? Beacon may not interpret this as more interference and not less.

Pages '09 6/24/2015 1:50 PM

Comment [1]:

My nerdy notes on the meaning of budgets for my comments to the Board.

Pages '09 6/24/2015 1:50 PM

Comment [2]:

Susan Weaver and Jim have kept their eyes on the Board's own spending; I have not been very involved in this work.

- b. Larry. Beacon is outside the UUA's core competencies. A high level of risk in the publishing business. 10 years of success shouldn't make us complacent about the risk.
- c. Lew to speak on Sunday.

4. **Committee budgets (Tim Brennan--10 mins.)**

- a. **Sarah** to follow up with committees who haven't submitted budgets (via telephone).
- b. **Jim** to follow up with the Commission on Social Witness and the Audit Committee.
- c. **Natty**. Why does the board work the way it does, and why do we spend the money we do?

5. **Financial Advisor's report (Larry Ladd--30 mins.)**

- a. Focus on skill of volunteers on financial committees.

Second hour

5. **Treasurer's report (Tim Brennan--20 mins.)**

- a. **Contingency fund down to \$60,000.**

6. **APF.** Beginning a "deep dive" conversation about APF trends and what we can do to strengthen APF. We may focus on some of the following questions: Why have APF contributions been going down? Why are so few large congregations in particular Fair Share? Why did the UUA's APF volunteer corps run out of steam? Should the Board return to setting APF rates? What else could the Board do to reinvigorate APF? How is the GIFT pilot going?

We will consider during this conversation: What other conversations would we want to have about APF (for instance, at the April board meeting) to further educate us and help us understand what we as a board and an Association can do to improve APF contributions?

APF conversation

- Every congregation, if they could, would be fair share. It's symbolic of our covenant. (Terry)
- The single biggest giving category in terms of money received comes from 200--349 size congregations.
- Selective pricing? Unique asks? (Natty)
- Would it be helpful if board members were in touch with specific congregations and asking for a set number? (Natty)
- Is the central issue the formula? Or is it a cultural change? Can the board affect this culture change? How would we find out? Does it have nothing to do with us, or is this

Pages '09 6/24/2015 1:50 PM

Comment [3]:

Over the last two years, the Board has begun to take its responsibility for the volunteer budget of the UUA more seriously. This year (2015), when Tim's office reached out to committees for budgets, is the best it's gone yet. We need to keep this in the mind of the Board.

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Comment [4]:

Cash flow has been a problem for the past two years.

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Comment [5]:

APF/GIFT is another conversation that has been ongoing for two years. The Board has a responsibility to keep an eye on revenues as well as expenditures, and perhaps we have more influence over revenues and stewardship.

part of the larger culture or economic trends? What is the relationship between congregations and the Association? Often finances are a leading indicator. (Larry)

- Is this the result of the shrinking middle class? Are socio-economic pressures affecting congregations, which in turn affects APF? (Clyde)
- We can't just keep tweaking APF. This is a culture change. (Terasa)
- Historic confusion between fee-for-service and mission. If it's fee-for-service, large congregations can get better services elsewhere. If it's mission-driven, there's a real conversation to be had. This conversation relates to whom should be attending GA. Bringing actual leadership to GA would allow the UUA to raise funds through the congregations. (Rob)
- We need a bigger conversation. APF is a strategy. But thinking bigger: we are not great at stewardship, we are not generous compared to others. We need to create a culture of generosity at the congregational level. The economy has been terrible for five years. Even the wealthiest congregations have had to trim their budgets and seen expenses rise. An ask for higher giving is a decision between giving to the UUA and local staffing. Every congregation has a story. (James)
- 2008 broke the ice in terms of APF. If nothing changes when you're not fair share, what difference does it make? A way to tell congregations that their spiritual health is dependent on giving to and being part of the whole. (Michael)
- Give GIFT a little more time. 7% gave congregations sticker shock. (Jim)
- Spiritual connections between congregations and the UUA. Work through the ministers. (Sarah)

Sarah Stewart to moderate this conversation, with participation from the whole board. **40 mins.**

Next agenda

Divestment conversation, if it's not on the larger agenda.

Finance Committee Agenda
April 2014 UUA Board of Trustees

Total time: 1:15 to 3, 3:15 to 4:30

1. Gathering remarks (**Sarah--5 mins.**)
2. Budget tracking for the board (**Susan--5 mins.**)
 - a. We will go slightly over budget this year. Off-site meetings are much more expensive than Boston meetings. Will this change next year?
3. Financial Advisor's report with questions (**Larry--20 mins.**)
 - a. Messaging around the decline in numbers
 - b. Growth in key areas
4. Budget overview (**Peter--15 mins.**)
5. Treasurer's report (**Tim--20 mins.**)
5. Approval of the FY2015 UUA Budget (**Tim to present, Sarah to moderate--40 mins.**)
 - a. We will approve the budget and monitoring 2.6 on Sunday. Need a FC motion.

BREAK

6. Finish budget discussion if necessary (**15 minutes**)
7. Continuing conversation on the Board's role in monitoring APF. Analysis of data gathered from conversations with ministers, input from Stewardship/Development staff, and consideration of whether or not the Board should return to setting the APF rate. We will also receive an update on Board support for Friends of the UUA and the Comprehensive Campaign. (**Sarah/Susan/James/Vail--60 mins.**)
 - a. The Board has a role to play.
 - b. Should we go back to setting the APF rate?
 - c. Address the feelings. Board conversations can be powerful.
 - d. A "Generosity GA". Or at least more opportunity for conversation at GA, even in business sessions. More generative than votes on bylaws and business resolutions.
 - e. "The best way we can give other people the church experience that you've had is by giving to the UUA."--Rob E-I

Here's what I'm hearing: setting the APF rate would be hard to do, and would take a great deal of authority away from the administration. We are interested in working collaboratively with the Administration to support congregational giving. Take an opportunity at GA to engage with delegates around giving and funding the Ends: LINKAGE. We would like to be invited in strategic ways by Stew/Dev to help support congregational giving: BOARD FIDUCIARY RESPONSIBILITY.

Finance Committee Agenda

June 2014 UUA Board of Trustees

Tuesday June 24, 10:15 to 11:00 a.m.

1. Gathering remarks (Sarah Stewart)
2. Budget tracking for the Board (Susan Weaver)
3. Treasurer's report, including update on the status of the UUCEF LLC (Tim Brennan)
4. Amend UUCEF LLC bylaws (Sarah Stewart and Tim Brennan)

The proposed change is to the "Eligible Investors" section of the UUCEF LLC bylaws:

Eligible Investors

The UUCEF may accept investments from the following:

1. The UUA;
2. Unitarian Universalist (UU) congregations in good standing;
3. UUA districts and regions;
4. UU Related Organizations, specifically including but not limited to Associate Member Organizations, Sponsored Organizations, Professional Organizations, Theological Schools, Independent Affiliate Organizations (and their member organizations), and International Organizations; ~~and~~
- ~~5. Other UU organizations approved by the UUA Board of Trustees following application to the Treasurer.~~

The Treasurer shall report to the UUA Board of Trustees quarterly on any UU Related Organizations which have become investors in the UUCEF in the previous quarter.

And we need to make the same change in Appendix 2B of our policies, which is still in effect. You can see the whole appendix here:

<http://www.uua.org/uuagovernance/manual/limits/appendices/183775.shtml>.

The UUCEF accepts investments from the following:

UU congregations in good standing;

UUA districts;

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Comment [6]:

This was the year that the Board learned of a \$1.3M shortfall in the FY14 budget in June. The FC met early on the morning of Tues. 6/24 (you may remember being there) to discuss what to do. This was some of the most directive work I have done as the FC chair, figuring out what I wanted the Board to do and what I wanted to ask Peter to do. I had written a budget presentation for GA for a May deadline, and had to throw it out and rewrite during the day on Tuesday. This was my original proposed agenda; the real agenda was devoted almost entirely to how we were going to communicate changes in the budget and how we were going to approve a revised budget later in the summer.

UU Related Organizations, ~~specifically including but not limited to~~ Associate Member Organizations, Sponsored Organizations, Professional Organizations, Theological Schools, Independent Affiliate Organizations (and their member organizations), and International Organizations;

~~Other UU organizations approved by the UUA Board of Trustees following application to the Treasurer.~~

The Treasurer shall report to the UUA Board of Trustees quarterly on any UU Related Organizations which have become investors in the UUCEF in the previous quarter.

*Finance Committee Agenda
Board of Trustees of the UUA
October 2014
Prepared by Sarah Stewart*

1. Treasurer's report. 20 minutes. Tim Brennan.
2. Questions for Tim. 5 minutes.
3. Resolution to allow purchase of 24 Farnsworth Street. 5 minutes. Tim Brennan.
4. Financial Advisor's Report. 20 minutes. Larry Ladd.
5. Questions for Larry. 5 minutes.
6. Prepare for a "deep dive" into income assumptions for FY16 in January 2015. 20 minutes. Sarah Stewart.

Reminder: we agreed to this scrutiny of income assumptions so that we can be confident in the budget presented to us in April. Peter will bring whatever resources he thinks will help us do that in January. Goal for October: Identify the questions we would like answered at the January meeting. A starting place:

- An update on Stewardship and Development YTD, especially APF/GIFT, the Life's Calling Campaign, and the Collaborative Campaign. Regarding the Life's Calling Campaign, where are we on:
 - Repaying the \$400K "loan" from the endowment;
 - Raising \$400K to fund a temporarily restricted line item, to be available for the FY16 budget
- What constitutes a large gift?
- What is the contingency plan to cut spending for this year and/or next if income goals are not met?
- Other questions the Board identifies during this discussion.

--What information does Tim rely on to make his income projections quarterly, especially regarding individual gifts? (Susan W.)

--How do our practices around major gifts and forecasting compare to best practices in non-profit budgeting and financial management? Is there any variance there? (Susan R.)

--What kind of risk is built in to our income line items? For instance: do any of those lines rely on just a few major donors? Are they income streams where we have a history of success? (Donna)

- Walk through the line items on the income side of the budget. What are those lines? How risky is each one? (James)
- Best understanding of APF current circumstances and future. (Sarah)
- What are the learnings from the roll-out of GIFT? How does the shift from districts to regions affect fundraising? (Michael)

7. Potential revisions to Policy 2.6 if we want tighter control over the budget. 20 minutes. Sarah Stewart.

This was part of the promise we made to the GA about how we as a Board would take responsibility for last year's deficit and preventing future deficits. Focus especially on Policy 2.6.2:

The President...shall not commit the Association to any initiative that lacks a clear and comprehensive funding plan.

Is this detailed enough? Do we want to require in policy a report on funding plans due every January before the presentation of the budget in April?

8. Report on a process to evaluate the President's performance and compensation. Rob Eller-Isaacs, 5 minutes.

9. Committee and volunteer expense review. Approve a plan to achieve the \$50K in cuts the Board approved in August. Here is a draft plan, for discussion, development and approval at the Board meeting. 45 minutes. Sarah Stewart.

****A reminder: this is not final until the Board votes on it, and may yet change. The Board will have the opportunity for robust discussion. I ask Board members to save their thoughts for our meeting. If UUs not on the Board have questions about this agenda item, please contact me at sstewart@uua.org. Guests are welcome to observe any open part of the Board meeting, including the Finance Committee, either in person or via telephone. To make arrangements to attend, please e-mail administration@uua.org.****

\$10K Savings through committee meeting economies. Ask all committees to work with Jan Sneegas to identify lower cost hotels for meetings, meeting in UU churches when possible, or meeting at retreat centers. Harlan believes the Board's March meeting in Selma may be \$5-8K cheaper than last winter's meeting in San Diego.

\$10K Advise Commission on Appraisal and Investment Committee to cut one in-person meeting each during FY15.

\$5K Advise Commission on Cross-Cultural Engagement not to hold an in-person meeting during FY15.

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Comment [7]:

We decided not to make any changes.

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Comment [8]:

This is the Board's job, and has yet to be done. The Pres Search Committee has asked us for feedback on compensation for the new President. So this work remains to be done.

\$20K Restrict GA reimbursements to one day of registration, one night in hotel, and travel only for members of committees that meet at GA. This would apply to the following committees:

- Commission on Appraisal
- Nominating
- Presidential Search
- Appointments
- Journey Toward Wholeness Transformation Committee

Note that this does not apply to the Commission on Social Witness, the General Assembly Planning Committee, or the Board.

\$5K Not yet identified, but to come out of the Board's budget. An open discussion on how to achieve this savings.

10. Quick monitoring review. Lew Phinney. 5 minutes.

*Finance Committee Agenda
UUA Board of Trustees
January 2015*

Opening remarks. Sarah Stewart. 2 minutes.

Treasurer's report. Tim Brennan. 10 minutes.

Income "deep dive." Mary Katherine-Morn. 30 minutes.

Some questions the Board had in October 2014:

- What could help APF grow?
- Interim evaluations of GIFT and plans for expansion
- What is our history of receiving major gifts once we have budgeted for them?
- How much risk is present in our income line items?

If there's time, we'll begin discussing the transition of the Finance Committee in the bylaws.

Finance Committee Agenda
UUA Board of Trustees
March 2015

Treasurer's report. Tim Brennan.

Reflection and questions on the Memorandum of Understanding among the UUA, Starr King School for the Ministry and Meadville-Lombard Theological School. Sarah Stewart.

Unitarian Universalist Association
BOT FY'15 history by meeting

Date	Batch	Source	Reference	Balance	October meeting	January meeting	March meeting	June meeting
00000 - No Project Needed								
10-50050-100 - Travel								
11/1/2014	8404 - 9	Accounts Payable	Sarah Gibb-Millspaugh-1019T&E-Mileage reimb.-	24.23	24.23			
1/30/2015	8520 - 46	Accounts Payable	American Express-Jan.'15 bi-Jan. 2015 Airfa	369.20		369.20		
3/31/2015	8645 - 311	Accounts Payable	American Express-March'15/A-A.# 37829870398	42.81			42.81	
Ending Balance				<u>436.24</u>				
10-50060-100 - Printing								
6/24/2015	8781 - 701	Accounts Payable	GRM Info. Mngm. Svc. of-Invs. 4/1/-Mngm. charges-4	891.11	222.78	222.78	222.78	222.77
Ending Balance				<u>891.11</u>				
10-50065-100 - Supplies								
10/31/2014	8398 - 178	Accounts Payable	American Express-Oct.'14Bil-A.# 37829870398	77.31	77.31			
1/31/2015	8530 - 32	Journal Entry	1/15 Bookstore purchases	28.00		28.00		
2/28/2015	8581 - 32	Journal Entry	2/15 Bookstore purchases	56.00			56.00	
2/28/2015	8607 - 30	Accounts Payable	American Express-Feb.'15/Ad-A.# 37829870398	38.75			38.75	
3/18/2015	8607 - 126	Accounts Payable	UU Area Church at First-0318Chkreq-Gift for the Ki	200.00			200.00	
3/31/2015	8633 - 29	Journal Entry	3/15 Bookstore purchases	18.36			18.36	
5/31/2015	8763 - 122	Accounts Payable	W.B. Mason Co., Inc.-IS0358583-Pym- purchasing	56.17			56.17	
6/30/2015	8818 - 50	Accounts Payable	American Express-June'15-Ad-A.# 37829870398	52.71				52.71
6/30/2015	8823 - 42	Journal Entry	6/15 Bookstore purchases	30.00				30.00
Ending Balance				<u>557.30</u>				
10-50070-100 - Postage								
7/31/2014	8183 - 13	Journal Entry	Postage meter charges	66.01	66.01			
9/30/2014	8317 - 17	Journal Entry	Postage meter charges	6.02	6.02			
9/30/2014	8317 - 58	Journal Entry	Padded Bags Charges	0.52	0.52			
9/30/2014	8317 - 59	Journal Entry	Padded Bags Charges	0.75	0.75			
10/31/2014	8382 - 13	Journal Entry	Postage meter charges	11.20	11.20			
10/31/2014	8382 - 46	Journal Entry	Padded Bags Charges	0.75	0.75			
2/28/2015	8573 - 13	Journal Entry	Postage meter charges	4.13	4.13			
3/31/2015	8636 - 12	Journal Entry	Postage meter charges	20.31		20.31		
3/31/2015	8636 - 44	Journal Entry	Padded Bags Charges	1.50			1.50	
5/31/2015	8759 - 14	Journal Entry	Postage meter charges	0.96			0.96	
Ending Balance				<u>112.15</u>				
10-50053-100 - Travel & Entertainment Non-staff								
7/1/2014	8119 - 199	Accounts Payable	Andy Burnette-0701AdvExp-Flight- UUA Boa	544.00	544.00			

7/1/2014	8164 - 5	Accounts Payable	Donna Harrison-LEConf.201-Conf. Regist, f	306.99	306.99	
8/1/2014	8181 - 90	Accounts Payable	Donna Harrison-FY15Conf.R-Conf. Regist. F	644.76	644.76	
8/31/2014	8245 - 67	Accounts Payable	U.U. Church of Fort Mye-0825AdvExp-Reimb.- Rev. Al	274.00	274.00	
8/31/2014	8245 - 76	Accounts Payable	American Express-Aug.2014Bi-A.# 37829211775	1,733.60	1,733.60	
9/2/2014	8251 - 15	Accounts Payable	Susan Ritchie-0902AdvExp-Flight- BoT Mtg	502.20	502.20	
9/30/2014	8323 - 53	Accounts Payable	American Express-Sept.'14Bi-A.# 37829211775	859.40	859.40	
9/30/2014	8327 - 75	Accounts Payable	Julian Sharp-0821Expexp-BoT Mtg.-Liaiso	1,098.08	1,098.08	
10/1/2014	8304 - 17	Accounts Payable	Mark D. Morrison-Reed-AdvExpexp--Flight- BoT Oct	274.04	274.04	
10/18/2014	8371 - 45	Accounts Payable	Mark D. Morrison-Reed-1018Expexp-UUA BOT Mtg./Bo	38.35	38.35	
10/19/2014	8356 - 139	Accounts Payable	Susan K. Weaver-1019Expexp-UUA Board Mtg.	550.58	550.58	
10/19/2014	8371 - 41	Accounts Payable	Sarah Stewart-1019Expexp-UUA BoT Mtg. 1	105.05	105.05	
10/19/2014	8371 - 43	Accounts Payable	Andy Burnette-1019Expexp-UUA BOT Mtg./Bo	178.94	178.94	
10/19/2014	8371 - 47	Accounts Payable	Christina Rivera-1019Expexp-UUA BOT Mtg. 10	263.63	263.63	
10/19/2014	8371 - 49	Accounts Payable	James Snell-1019Expexp-UUA BOT Mtg. Oc	159.39	159.39	
10/19/2014	8371 - 51	Accounts Payable	Susan J. Ritchie-1019Expexp-UUA BOT Mtg. 10	153.99	153.99	
10/20/2014	8371 - 128	Accounts Payable	Robert Eller-Isaacs-1020Expexp-BoT mtg./Bos. 1	593.91	593.91	
10/31/2014	8378 - 127	Accounts Payable	Michael Sallwasser-1019TE-BOT Mtg./Bos. O	158.04	158.04	
10/31/2014	8391 - 21	Accounts Payable	Benji Janapol-1019T&E-BoT Mtg./Bos. O	53.69	53.69	
10/31/2014	8398 - 176	Accounts Payable	American Express-Oct.'14Bil-A.# 37829870398	466.96	466.96	
11/30/2014	8427 - 59	Accounts Payable	American Express-Nov.'14Bil-A.# 37829211775	741.40		741.40
11/30/2014	8427 - 76	Accounts Payable	Susan J. Ritchie-Adv.T&E-Ja-Flight- UUA Boa	345.70		345.70
11/30/2014	8427 - 78	Accounts Payable	Donna Harrison-0914T&E-UUA BoT - Liais	274.85	274.85	
11/30/2014	8427 - 80	Accounts Payable	Donna Harrison-1020T&E-UUA BoT Mtg. 10	176.53	176.53	
11/30/2014	8444 - 111	Accounts Payable	Donna Harrison-78988	68.47	68.47	
11/30/2014	8444 - 227	Accounts Payable	JC3 Consulting-1017T&E-Pres. Search Cm	255.69	255.69	
12/1/2014	8467 - 19	Accounts Payable	Julian Sharp-1019T&E-UUA BOT Mtg./Bo	385.69	385.69	
12/31/2014	8488 - 178	Accounts Payable	American Express-Dec.'14 Bi-Dec. 2014 Airfa	1,444.83		1,444.83
1/18/2015	8506 - 117	Accounts Payable	Christina Rivera-0118T&E-Board of Truste	332.24		332.24
1/18/2015	8506 - 119	Accounts Payable	Lewis Phinney-0118T&E-Jan. Board Mtg.	564.21		564.21
1/18/2015	8508 - 93	Accounts Payable	James Snell-0118T&E-BoT mtg./Bos. J	134.29		134.29
1/18/2015	8514 - 15	Accounts Payable	Robert Eller-Isaacs-0118T&E-BOT Mtg./Bos. 1	343.09		343.09
1/30/2015	8520 - 53	Accounts Payable	American Express-Jan.'15 bi-Jan. 2015 Airfa	1,271.60		1,271.60
1/31/2015	8520 - 97	Accounts Payable	Susan K. Weaver-0118T&E-UUA BoT Mtg./Bo	340.20		340.20
1/31/2015	8545 - 23	Accounts Payable	Sarah Stewart-0118T&E-BOT Mtg./Bos. J	138.67		138.67
2/28/2015	8569 - 58	Accounts Payable	American Express-Feb.'15Bil-A.# 37829211775	2,755.50		2,755.50
2/28/2015	8569 - 88	Accounts Payable	Susan K. Weaver-0217T&E-UUA BoT-GA Agen	333.71		333.71
2/28/2015	8575 - 18	Accounts Payable	Julian Sharp-0118T&E-UUA BOT Mtg./Bo	879.09		879.09
3/1/2015	8621 - 58	Accounts Payable	Benji Janapol-0118T&E-UUA Board Mtg./	163.85		163.85
3/9/2015	8607 - 218	Accounts Payable	Lewis Phinney-0309T&E-BoT Mtg./Birmin	589.22		589.22
3/9/2015	8607 - 220	Accounts Payable	Susan J. Ritchie-0390T&E-UUA Board mtg./	104.00		104.00
3/9/2015	8607 - 222	Accounts Payable	Susan K. Weaver-0309T&E-UUA BOT Mtg./Bi	458.20		458.20
3/9/2015	8615 - 774	Accounts Payable	Christina Rivera-0309T&E-UUA BOT Mtg./Bi	313.52		313.52
3/9/2015	8619 - 15	Accounts Payable	Benji Janapol-0309T&E-UUA Board Mtg./	201.28		201.28
3/9/2015	8621 - 83	Accounts Payable	Andy Burnette-0309T&E-UUA Board Mtg./	113.56		113.56
3/31/2015	8626 - 16	Accounts Payable	Donna Harrison-0222T&E-GAPC Mtg. w/Jim	31.41		31.41
3/31/2015	8626 - 18	Accounts Payable	Donna Harrison-0125T&E-UUA Board Mtg.-	364.71		364.71
3/31/2015	8626 - 20	Accounts Payable	Donna Harrison-0315T&E-BOT Mtg./Selma	82.23		82.23
3/31/2015	8626 - 74	Accounts Payable	American Express-Mar.'15bil-A.# 3782-921177	1,595.90		1,595.90
3/31/2015	8638 - 11	Accounts Payable	Julian Sharp-0318T&E-UUA Board Liais	2,323.12		2,323.12
3/31/2015	8645 - 319	Accounts Payable	American Express-March'15/A-A.# 37829870398	162.73		162.73
4/1/2015	8626 - 14	Accounts Payable	Donna Harrison-AdvT&E-4/2-Lodging-Leading	918.18		918.18
4/14/2015	8667 - 5	Accounts Payable	Club Quarters-154400-DAA-Hotel charges 4	16,517.26		16,517.26

4/16/2015	8682 - 41	Cash	James Key - Selma, Liz	-435.00		-435.00
4/16/2015	8682 - 42	Cash	Susan Weaver - Living Legacy E.Isaacson	-110.00		-110.00
4/30/2015	8682 - 94	Cash	M.Sallwasser reimb	-521.40		-521.40
4/30/2015	8685 - 23	Accounts Payable	American Express-April'15 B-A.#378292117751	475.70		475.70
4/30/2015	8689 - 59	Accounts Payable	Susan K. Weaver-0427T&E-Lead. Edge Conf	897.68		897.68
4/30/2015	8702 - 122	Accounts Payable	Sarah Stewart-0309T&E-UUA BoT Mtg. Ma	348.03		348.03
5/8/2015	8693 - 85	Accounts Payable	Club Quarters-156373-DAA-Hotel for Board	224.32		224.32
6/1/2015	8773 - 17	Accounts Payable	Donna Harrison-0412T&E-GAPC Mtg. April	103.23		103.23
6/1/2015	8773 - 19	Accounts Payable	Donna Harrison-0427T&E-Leading Edge Co	483.22		483.22
Ending Balance				<u>45,150.31</u>		

10-50125-100 - Consultants

11/18/2014	8404 - 41	Accounts Payable	Isabella Furth-1118chkrq-Fee-Consultant	1,400.00	1,400.00	
11/30/2014	8416 - 35	Accounts Payable	Growth Management Consu-1897-Board Consultan	7,793.29	7,793.29	
1/13/2015	8488 - 29	Accounts Payable	Religious Institute-0113Chkreq-Consulting Svc.	337.50		337.50
3/31/2015	8638 - 3	Accounts Payable	Growth Management Consu-1918-Dec.- Jan. Cons	2,390.63		2,390.63
4/18/2015	8658 - 42	Accounts Payable	Faith Trust Institute-0418Chkreq-Pym.-Board Cons	450.00		450.00
5/18/2015	8714 - 225	Accounts Payable	Kikanza Nuri-Robins-0518chkreq-Fee- Consultati	5,000.00		5,000.00
Ending Balance				<u>17,371.42</u>		

10-50135-100 - Meetings

10/16/2014	8342 - 59	Accounts Payable	Jules Catering-360812-BoT Mtgs 10/16	577.50	577.50	
10/16/2014	8342 - 61	Accounts Payable	Sebastians Catering-1736-BOT Mtg. 10/16/	551.80	551.80	
10/17/2014	8342 - 57	Accounts Payable	Basil Tree Catering-63495-Board of Truste	984.50	984.50	
10/20/2014	8342 - 63	Accounts Payable	Sun Coast, Inc.-195-BOT Mtg. 10/18	488.70	488.70	
10/23/2014	8356 - 128	Accounts Payable	Club Quarters-141587-DAA-Rooms for the b	12,396.16	12,396.16	
10/29/2014	8365 - 267	Accounts Payable	Mark D. Morrison-Reed-1029Chkreq-Wshp. presented	1,500.00	1,500.00	
10/31/2014	8398 - 197	Accounts Payable	American Express-Oct.'14Bil-A.# 37829870398	889.94	889.94	
11/3/2014	8398 - 221	Accounts Payable	Business Card-Stm.10/4-1-Pym. Exp. perio	521.78	521.78	
11/30/2014	8443 - 16	Journal Entry	Selma Registration (12/7/14)	8,700.00		8,700.00
1/16/2015	8506 - 47	Accounts Payable	Jules Catering-1509227-Board Mtg. 1/16	731.75		731.75
1/16/2015	8506 - 70	Accounts Payable	Sebastians Catering-3662-Board Mtg.	631.70		631.70
1/17/2015	8508 - 135	Accounts Payable	Basil Tree Catering-64957-UUA Board Lunch	675.94		675.94
1/20/2015	8508 - 125	Accounts Payable	Club Quarters-147923-DAA-Rooms-BoT Mtg.	9,513.24	9,513.24	
1/21/2015	8506 - 72	Accounts Payable	The Westin Birmingham-0121Chkreq-50% Deposit-UUA	10,177.50		10,177.50
2/3/2015	8538 - 101	Accounts Payable	Business Card-Stm-1/4-2/-Pym.- Exp. peri	385.20		385.20
2/28/2015	8607 - 41	Accounts Payable	American Express-Feb.'15/Ad-A.# 37829870398	415.80		415.80
3/26/2015	8602 - 147	Cash	S.Carey Maron - BOT March mtg tips	30.00		30.00
3/31/2015	8631 - 26	Journal Entry	Selma registrations (3/9/15)	690.00		690.00
4/30/2015	8702 - 53	Accounts Payable	American Express-April'15-A-A.# 37829870398	25,753.03		25,753.03
Ending Balance				<u>75,614.54</u>		

10-51710-100 - Software Subscriptions

10/30/2014	8365 - 210	Accounts Payable	OurBoardroomTM Technolo-2013114-OBR Ann. Subscr	9,800.00	2,450.00	2,450.00	2,450.00	2,450.00
10/31/2014	8398 - 199	Accounts Payable	American Express-Oct.'14Bil-A.# 37829870398	204.00	204.00			
2/25/2015	8553 - 174	Accounts Payable	FuzeBox, Inc.-0225Chkreq-Inv.# 133747- A	240.00		240.00		
Ending Balance				<u>10,244.00</u>				

12770 - General Assembly expense**10-50050-100 - Travel**

7/1/2014	8140 - 132	Journal Entry	<Rev> Admin FY'14 AMEX accruals	-206.84	-206.84
7/31/2014	8208 - 110	Accounts Payable	American Express-Jul.2014Bi-A.#378298703981	220.52	220.52
3/31/2015	8640 - 1	Journal Entry	GA registrations (4/6/15)	350.00	350.00
4/23/2015	8675 - 80	Accounts Payable	Stephanie Carey -Maron-Adv.T&E- G-Airfare- GA'15/	567.70	567.70
4/30/2015	8703 - 32	Journal Entry	GA registrations (5/8/15)	350.00	350.00
5/31/2015	8761 - 2	Journal Entry	GA registrations (6/8/15)	-350.00	-350.00
6/30/2015	8798 - 49	Journal Entry	S.Carey Maron - GA T&E/tips	25.00	25.00
6/30/2015	8818 - 29	Accounts Payable	American Express-June'15-Ad-A.# 37829870398	57.30	57.30
6/30/2015	8833 - 394	Accounts Payable	Doubletree by Hilton-Po-Hotel-GA'1-Hotel for GA'15	1,364.88	1,364.88
6/30/2015	8835 - 40	Journal Entry	7/15 AMEX bill FY'15 accruals	<u>902.13</u>	<u>902.13</u>
Ending Balance				<u><u>3,280.69</u></u>	

10-50060-100 - Printing

5/31/2015	8768 - 96	Accounts Payable	American Express-May'15-Com-A.# 37829870498	346.75	346.75
6/1/2015	8745 - 69	Accounts Payable	J.R. Rosen Studio-1401-Distinguished A	370.00	370.00
6/30/2015	8818 - 48	Accounts Payable	American Express-June'15-Ad-A.# 37829870398	266.94	266.94
6/30/2015	8835 - 144	Journal Entry	7/15 AMEX bill FY'15 accruals	<u>432.82</u>	<u>432.82</u>
Ending Balance				<u><u>1,416.51</u></u>	

10-50065-100 - Supplies

7/31/2014	8208 - 135	Accounts Payable	American Express-Jul.2014Bi-A.#378298703981	99.51	99.51
5/28/2015	8734 - 19	Accounts Payable	U.U. Fellowship of Newa-0528chkreq-Youth Grp. GA V	205.00	205.00
6/30/2015	8818 - 51	Accounts Payable	American Express-June'15-Ad-A.# 37829870398	167.48	167.48
6/30/2015	8833 - 308	Accounts Payable	Business Card-Stm.6/4-7/-Misc. Exp. 6/4-	<u>131.10</u>	<u>131.10</u>
Ending Balance				<u><u>603.09</u></u>	

10-50053-100 - Travel & Entertainment Non-staff

7/1/2014	8140 - 152	Journal Entry	<Rev> Admin FY'14 AMEX accruals	-1,864.35	-1,864.35
7/31/2014	8185 - 66	Accounts Payable	Robert Eller-Isaacs-GA'14Expre-BoT Mtg. @ GA'	940.51	940.51
7/31/2014	8208 - 127	Accounts Payable	American Express-Jul.2014Bi-A.#378298703981	1,864.35	1,864.35
9/4/2014	8280 - 14	Cash	B. Marlin-Coole for L.Coole/R.Dodd GA hotel	-313.25	-313.25
2/28/2015	8569 - 59	Accounts Payable	American Express-Feb.'15Bil-A.# 37829211775	552.20	552.20
3/31/2015	8640 - 24	Journal Entry	GA registrations (4/6/15)	5,455.00	5,455.00
4/30/2015	8682 - 93	Cash	M.Sallwasser reimb	-247.20	-247.20
4/30/2015	8685 - 24	Accounts Payable	American Express-April'15 B-A.#378292117751	577.28	577.28
4/30/2015	8703 - 58	Journal Entry	GA registrations (5/8/15)	5,250.00	5,250.00
5/31/2015	8751 - 11	Journal Entry	Yth Caucus staff observer flight BOT chg	223.20	223.20
5/31/2015	8754 - 112	Accounts Payable	American Express-May'15bill-A.# 37829211775	5,509.70	5,509.70
5/31/2015	8761 - 26	Journal Entry	GA registrations (6/8/15)	-4,290.00	-4,290.00
6/2/2015	8745 - 36	Accounts Payable	Christina Rivera-Childcare--Child care exp.	350.00	350.00
6/10/2015	8763 - 69	Accounts Payable	Julian Sharp-Adv.T&E- G-Flight- UUA Boa	737.20	737.20
6/30/2015	8792 - 71	Accounts Payable	American Express-June'15 St-A.# 3782-921177	209.26	209.26
6/30/2015	8806 - 188	Accounts Payable	Andy Burnette-0629T&E-GA'15 Exp./Port	608.66	608.66
6/30/2015	8806 - 190	Accounts Payable	Lewis Phinney-0628T&E-June Board Mtg.	417.50	417.50
6/30/2015	8806 - 192	Accounts Payable	Robert Eller-Isaacs-0629T&E-BOT & GA'15/Por	969.50	969.50

6/30/2015	8806 - 194	Accounts Payable	Susan K. Weaver-0629T&E-BOT & GA'15/Por	364.20	364.20
6/30/2015	8806 - 196	Accounts Payable	Tim Atskins-0629T&E-Board & Appoint	290.25	290.25
6/30/2015	8806 - 198	Accounts Payable	Michael Sallwasser-0628T&E-Board & GA'15/	196.64	196.64
6/30/2015	8810 - 75	Accounts Payable	Manish K. Mishra-Marzet-0629T&E-UUA Election Ca	231.05	231.05
6/30/2015	8818 - 227	Accounts Payable	Benji Janapol-0627T&E-Jun. UUA Board	170.61	170.61
6/30/2015	8818 - 233	Accounts Payable	Donna Harrison-0630T&E-2-Board Mtg. & GA	244.21	244.21
6/30/2015	8824 - 33	Accounts Payable	Caleb Leman-0629T&E-GA'15 & Board M	619.48	619.48
6/30/2015	8824 - 79	Accounts Payable	Christina Rivera-0629T&E-UUA BoT Mtg. &	1,387.14	1,387.14
6/30/2015	8824 - 156	Accounts Payable	Crowne Plaza Portland-D-Hotel- GA'-Rooms charge fo	2,644.95	2,644.95
6/30/2015	8824 - 171	Accounts Payable	Hotel Eastlund-Hotel-GA'1-Rooms charge fo	1,114.12	1,114.12
6/30/2015	8824 - 192	Accounts Payable	Courtyard Portland Down-Hotel- GA'-Rooms for GA'15	1,194.27	1,194.27
6/30/2015	8824 - 197	Accounts Payable	Hilton- Portland & Exec-Hotel for -Rooms Charge fo	1,364.88	1,364.88
6/30/2015	8833 - 269	Accounts Payable	Patrick McLaughlin-GA'15 T&E-UUA Board Mtg.@	548.00	548.00
6/30/2015	8833 - 416	Accounts Payable	Doubletree by Hilton-Po-Hotel-GA'1-Hotel for GA'15	21,433.25	21,433.25
6/30/2015	8835 - 124	Journal Entry	7/15 AMEX bill FY'15 accruals	10.00	10.00
6/30/2015	8845 - 27	Journal Entry	GA Shipping charges	59.49	59.49
Ending Balance				<u>48,822.10</u>	

10-50135-100 - Meetings

7/1/2014	8140 - 164	Journal Entry	<Rev> Admin FY'14 AMEX accruals	-323.23	-323.23
7/31/2014	8208 - 150	Accounts Payable	American Express-Jul.2014Bi-A.#378298703981	323.23	323.23
2/24/2015	8549 - 101	Accounts Payable	James Pickel-78738	-100.00	-100.00
3/31/2015	8631 - 40	Journal Entry	GA A/V chgs (3/9/15)	1,450.00	1,450.00
4/30/2015	8703 - 89	Journal Entry	GA A/V chgs (5/8/15)	200.00	200.00
5/31/2015	8761 - 50	Journal Entry	GA A/V chgs (6/8/15)	1,000.00	1,000.00
6/30/2015	8798 - 50	Journal Entry	S.Carey Maron - GA T&E/tips	60.00	60.00
6/30/2015	8833 - 379	Accounts Payable	Metro Exposition Recrea-59835-OCC Sales- Spac	605.12	605.12
6/30/2015	8833 - 434	Accounts Payable	Doubletree by Hilton-Po-Hotel-GA'1-Hotel for GA'15	12,813.66	12,813.66
Ending Balance				<u>16,028.78</u>	

220,528.24 40,292.20 25,060.13 82,269.26 72,906.65

UUA BOARD OF TRUSTEES OCTOBER 2014 MEETING					
GUEST INFORMATION					
First Name	Last Name	Check-in Date	Check-out Date	Room Type	# of Nights
Andy	Burnette	10/15/2014	10/19/2014	club	4
Rob	Eller-Isaacs	10/15/2014	10/20/2014	standard	5
Donna	Harrison	10/14/2014	10/20/2014	standard	6
Benji	Janapol	10/15/2014	10/19/2014	club	4
Jim	Key	10/12/2014	10/21/2014	standard	9
Lew	Phinney	10/15/2014	10/20/2014	standard	5
Susan	Ritchie	10/15/2014	10/19/2014	club	4
Christina	Rivera	10/15/2014	10/19/2014	standard	4
Michael	Sallwasser	10/14/2014	10/19/2014	standard	5
Julian	Sharp	10/15/2014	10/20/2014	standard	5
James	Snell	10/15/2014	10/19/2014	club	4
Sarah	Stewart	10/15/2014	10/19/2014	standard	4
Susan	Weaver	10/15/2014	10/19/2014	standard	4
GAPC	Rep	10/15/2014	10/19/2014	club	4
Eric	Craymer	10/15/2014	10/19/2014	club	4
Mark	Morrison-Reed	10/17/2014	10/18/2014	club	1
				TOTAL	72

UUA BOARD OF TRUSTEES JANUARY 2015 MEETING					
GUEST INFORMATION					
First Name	Last Name	Check-in	Check-out	Room Type	# of Nights
Rob	Eller-Isaacs	1/15/2015	1/18/2015	standard	3
Donna	Harrison	1/14/2015	1/19/2015	standard	5
Benji	Janapol	1/15/2015	1/18/2015	club	3
Jim	Key	1/12/2015	1/18/2015	standard	6
Lew	Phinney	1/15/2015	1/18/2015	standard	3
Susan	Ritchie	1/15/2015	1/18/2015	standard	3
Christina	Rivera	1/15/2015	1/18/2015	standard	3
Michael	Sallwasser	1/14/2015	1/18/2015	club	4
Julian	Sharp	1/15/2015	1/18/2015	standard	3
James	Snell	1/15/2015	1/18/2015	standard	3
Sarah	Stewart	1/15/2015	1/18/2015	standard	3
Susan	Weaver	1/14/2015	1/18/2015	standard	4
Linda	Olson-Peebles	1/15/2015	1/18/2015	club	3
Chip	Roush	1/15/2015	1/18/2015	club	3
				TOTAL	49

UUA BOARD OF TRUSTEES OCTOBER 2015 MEETING**GUEST INFORMATION**

First Name	Last Name	Check-in	Check-out	Room Type	# of Nights
Tim	Atkins	10/14/2015	10/18/2015	Club	4
Gregory	Boyd	10/14/2015	10/18/2015	Club	4
Andy	Burnette	10/14/2015	10/18/2015	Club	4
Olivia	Calvi	10/16/2015	10/18/2015	Club	2
Rob	Eller-Isaacs	10/14/2015	10/19/2015	Club	5
Dorothy	Holmes	10/14/2015	10/18/2015	Club	4
Jim	Key	10/14/2015	10/18/2015	Club	4
Caleb	Leman	10/14/2015	10/18/2015	Club	4
Patrick	McLaughlin	10/14/2015	10/18/2015	Club	4
Christina	Rivera	10/14/2015	10/18/2015	Club	4
Michael	Sallwasser	10/14/2015	10/18/2015	Club	4
Julian	Sharp	10/14/2015	10/18/2015	Club	4
James	Snell	10/14/2015	10/18/2015	Club	4
Susan	Weaver	10/14/2015	10/18/2015	Club	4
Denise	Rimes	10/15/2015	10/18/2015	Club	3
Linda	Olson-Peebles	10/15/2015	10/18/2015	Club	3
Debra	Boyd	10/15/2015	10/18/2015	Club	3
				TOTAL	64

UUA BOARD OF TRUSTEES OCTOBER 2014 MEETING			
ROOM RATE INFORMATION			
DATE	# OF ROOMS	RATE	ROOM TYPE
10/14/2014	8	\$209	Standard
10/15/2014	7/11	\$189/\$209	Club/Standard
10/16/2014	7/11	\$189/\$209	Club/Standard
10/17/2014	7/11	\$164/\$184	Club/Standard
10/18/2014	7/11	\$164/\$184	Club/Standard
10/19/2014	5	\$184	Standard

UUA BOARD OF TRUSTEES JANUARY 2015 MEETING			
ROOM RATE INFORMATION			
DATE	# OF ROOMS	RATE	ROOM TYPE
1/14/2015	10/10	\$146/\$156	Club/Standard
1/15/2015	10/10	\$146/\$156	Club/Standard
1/16/2015	10/10	\$146/\$156	Club/Standard
1/17/2015	10/10	\$146/\$156	Club/Standard
1/18/2015	5	\$164/\$184	Club/Standard

UUA BOARD OF TRUSTEES JANUARY 2015 MEETING			
ROOM RATE INFORMATION			
DATE	# OF ROOMS	RATE	ROOM TYPE
10/14/2015	20	\$201	Club
10/15/2015	20	\$176	Club
10/16/2015	20	\$176	Club
10/17/2015	20	\$176	Club
10/18/2015	10	\$176	Club

	C	D	E	F	G	H
2	Unitarian Universalist Association	FY14	FY15	FY16	FY16	Percent
3	Budget Overview	Results	Results	Budget	1Q16 Fcst	Inc/(Dec)
4	Current Operations		Unaudited			F to G
5						
6	\$ in Thousands					
7	Income:					
8	Income for General Support					
9	Annual Program Fund	6,657	6,532	6,734	6,734	0.0%
10	Annual Program Fund - Regional	0	0	700	575	-17.9%
11	Unrestricted Gifts	1,437	1,333	1,350	1,350	0.0%
12	Bequest Income	698	450	500	500	0.0%
13	Administrative Fees	2,007	2,037	2,335	2,302	-1.4%
14	Investment Income	2,293	3,288	3,905	3,148	-19.4%
15	Other Current Fund Income	2,595	2,600	1,938	3,571	84.3%
16	Total Income for General Support	15,688	16,241	17,462	18,180	4.1%
17						
18	Income for Designated Purposes					
19	Campaign Income	698	1,774	1,487	1,501	1.0%
20	UUCSR Veatch Grants	2,207	2,320	2,304	2,354	2.2%
21	Grants and Scholarships	927	1,086	1,026	1,026	0.0%
22	Ministerial Aid Funds	531	543	484	484	0.0%
23	Holdeen and International Trusts	1,448	1,940	1,698	1,713	0.9%
24	Income for Other Purposes	835	951	1,114	1,108	-0.5%
25	Total Inc for Designated Purposes	6,645	8,614	8,112	8,186	0.9%
26	Total Income	22,333	24,854	25,574	26,366	3.1%
27						
28	Expenses:					
29	Board & Volunteer Leadership	568	550	494	526	6.4%
30						
31	Programs:					
32	Program and Strategy Office	899	803	805	805	0.0%
33	Multicultural Growth and Witness	1,242	1,217	1,130	1,132	0.2%
34	International Programs	1,367	1,770	1,525	1,574	3.2%
35	Congregational Life	2,912	2,969	3,809	3,662	-3.9%
36	Ministries and Faith Development	4,864	4,824	4,968	4,906	-1.3%
37	UU Funding Program	1,207	1,320	1,254	1,329	6.0%
38	Crisis Relief & Misc. Programs	401	60	53	53	0.0%
39	Communications	2,733	2,654	2,748	2,743	-0.2%
40						
41	Total Programs	15,624	15,617	16,292	16,203	-0.5%
42						
43	Administration	1,626	1,211	1,462	1,425	-2.6%
44	Contingency/Salary Increase	22	0	687	687	0.0%
45						
46	Infrastructure					
47	Stewardship and Development	2,343	1,920	2,097	2,157	2.9%
48	Information Technology Services	1,419	1,443	1,485	1,485	0.0%
49	Internal Services	1,874	4,105	3,306	4,089	23.7%
50	Total Infrastructure	5,636	7,468	6,888	7,731	12.2%
51						
52	Total Expenses	23,476	24,846	25,824	26,571	2.9%
53						
54	Depreciation Spending	0	0	250	250	
55						
56	Current Section Excess/(Deficit)	(1,143)	8	(0)	45	
57						

	D	E	F	G	H	I
1	Unitarian Universalist Association	FY14	FY15	FY16	FY16	Percent
2	Forecast Summary	Results	Results	Budget	1Q16 Fcst	Inc/(Dec)
3	Current Operations Expenses		Unaudited			H to I
4						
5	<i>\$ in Thousands</i>					
6	Income:					
7	Income for UUA General Support					
8	Annual Program Fund	6,657	6,532	7,434	7,309	-1.7%
9	Unrestricted Gifts	1,437	1,333	1,350	1,350	0.0%
10	Bequest Income	698	450	500	500	0.0%
11	Administrative Fees	2,007	2,037	2,335	2,302	-1.4%
12	Endowment Income	2,254	3,052	3,148	3,148	0.0%
13	Lease Income	0	318	757	1,579	108.6%
14	Investment Income	39	(82)	0	0	n/a
15	Other Current Income	2,595	2,600	1,938	1,992	2.8%
16		15,688	16,241	17,462	18,180	4.1%
17	Income for Designated Purposes					
18	Campaign Income	698	1,774	1,487	1,501	1.0%
19	Veatch Grants	2,207	2,320	2,304	2,354	2.2%
20	Grants and Scholarships	927	1,086	1,026	1,026	0.0%
21	Ministerial Aid Funds	531	543	484	484	0.0%
22	Holdeen & International Trusts	1,448	1,940	1,698	1,713	0.9%
23	Income for Other Purposes	835	951	1,114	1,108	-0.5%
24		6,645	8,614	8,112	8,186	0.9%
25	Total Income	22,333	24,854	25,574	26,366	3.1%
26						
27	Board & Volunteer Leadership					
28	Board of Trustees	249	221	166	186	12.0%
29	Board Committees	102	101	109	109	0.0%
30	Board Task Forces	8	7	4	4	0.0%
31	Moderator	26	28	26	26	0.0%
32	Nominating Committee	21	27	19	19	0.0%
33	Commission on Appraisal	26	20	19	31	60.8%
34	Ministerial Fellowship Committee	111	119	121	121	0.0%
35	Commission on Social Witness	24	29	30	30	0.0%
36	Total Board & Volunteer Leadership	568	550	494	526	6.4%
37						
38	Programs:					
39	Program Strategy Office (former Growth Strategies)	899	803	805	805	0.0%
40						
41	Multicultural Growth and Witness	1,242	1,217	1,130	1,132	0.2%
42						
43	International Office	233	230	205	204	0.0%
44	Holdeen International Partners	139	143	161	161	0.0%
45	Holdeen India Program	686	1,101	845	890	5.4%
46	UU-UNO	310	296	315	318	0.9%
47	Total International	1,367	1,770	1,525	1,574	3.2%
48						
49	Congregational Life					
50	Congregational Life	2,633	2,756	2,495	2,356	-5.6%
51	Southern Region	0	0	1,237	1,228	-0.7%
52	Office of Congregational Stewardship Services	278	213	78	78	0.0%
53	Total Congregational Life	2,912	2,969	3,809	3,662	-3.9%
54						
55	Ministries and Faith Development					
56	Resource Development Director	131	139	153	153	0.0%
57	Resource Development Office	624	507	471	476	1.0%
58	Youth and Young Adult Ministries	442	528	588	592	0.7%
59	Director of Ministries and Faith Development	569	364	400	400	0.0%
60	Director of RE Credentialing	96	70	100	100	0.0%
61	Director of Ministerial Credentialing	208	200	192	192	0.0%
62	Director of Transitions	343	334	315	315	0.0%
63	Office of Church Staff Finances	572	592	657	648	-1.3%
64	Office of UUA Health Plan	195	240	239	230	-3.7%

	D	E	F	G	H	I
1	Unitarian Universalist Association	FY14	FY15	FY16	FY16	Percent
2	Forecast Summary	Results	Results	Budget	1Q16 Fcst	Inc/(Dec)
3	Current Operations Expenses		Unaudited			H to I
65	Director of Professional Development	158	193	190	190	0.0%
66	Scholarships and Ministerial Ed Grants	328	350	350	349	-0.5%
67	Continuing Education	48	65	85	100	18.5%
68	Aid Funds	597	606	577	509	-11.8%
69	Panel on Theological Education	552	634	651	651	0.0%
70	Total Ministries and Faith Development	4,864	4,824	4,968	4,906	-1.3%
71						
72	UU Funding Program	1,207	1,320	1,254	1,329	6.0%
73	Crisis Relief & Misc. Programs	401	60	53	53	0.0%
74						
75	Communications					
76	IPW Office	500	349	382	379	-0.9%
77	Periodicals Office	960	952	975	975	0.0%
78	Publications Administration	504	526	567	568	0.2%
79	UUA Bookstore	769	827	823	821	-0.2%
80	Total Communications	2,733	2,654	2,748	2,743	-0.2%
81						
82	Total Programs	15,624	15,617	16,292	16,203	-0.5%
83						
84	Administration					
85	Office of the President	460	500	557	557	0.0%
86	Office of the Executive Vice President	651	331	409	384	-6.1%
87	Contingency Expense	22	0	433	433	0.0%
88	Salary Increase	0	0	254	254	0.0%
89	Human Resources	514	379	496	484	-2.6%
90	Total Administration	1,648	1,211	2,149	2,112	-1.8%
91						
92	Infrastructure:					
93	Stewardship and Development					
94	Vice President, Development	288	59	51	51	-0.6%
95	APF Campaign	291	270	367	367	0.0%
96	Friends Campaign	414	291	353	373	5.7%
97	Charitable Gift and Estate Planning	140	154	175	175	0.0%
98	Comprehensive Campaign	1,210	1,146	1,151	1,191	3.5%
99	Total Stewardship and Development	2,343	1,920	2,097	2,157	2.9%
100						
101	Information Technology Services	1,419	1,443	1,485	1,485	0.0%
102						
103	Internal Services:					
104	Finance					
105	Treasurer and Vice President of Finance	529	381	387	382	-1.3%
106	Financial Services	601	615	635	651	2.6%
107	Total Finance	1,130	996	1,022	1,033	1.1%
108						
109	Facilities					
110	Facilities - General	78	(0)	0	0	n/a
111	25 Beacon Street	(27)	0	0	0	0.0%
112	41 Mt Vernon Street	(7)	29	0	0	n/a
113	Eliot & Pickett House	416	0	0	0	n/a
114	24 Farnworth Street	284	2,706	2,285	2,525	10.5%
115	Building Investment	0	373	0	531	n/a
116	Total Operations Services	743	3,108	2,285	3,056	33.8%
117						
118	Total Internal Services	1,874	4,105	3,306	4,089	23.7%
119						
120	Total Infrastructure	7,284	8,678	9,037	9,842	8.9%
121	Total Expenses	23,476	24,846	25,824	26,571	2.9%
122						
123	Depreciation Spending	0	0	250	250	
124						
125	Current Section Excess/(Deficit)	(1,143)	8	(0)	45	

UNITARIAN UNIVERSALIST ASSOCIATION

*Statements of Financial Position**(in thousands)***DRAFT - NOT FINAL***June 30,***2015****2014****Assets**

Cash and cash equivalents	\$	21,664	\$	17,797
Accounts receivable, net		1,931		2,107
Pledges receivable, net		218		2,198
Inventories		1,258		1,224
Other assets		1,474		1,904
Investments		80,813		106,188
Investment funds managed for others		95,114		93,797
Funds held in trust by others		44,552		46,738
Funds held in support of split-interest agreements		10,404		11,354
Loans to member congregations, net		5,543		6,335
Property and equipment, net		36,791		12,912

Total assets

\$	<u>299,762</u>	\$	<u>302,554</u>
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Liabilities and Net Assets**Liabilities:**

Accounts payable and accrued expenses	\$	6,603	\$	11,686
Annuity liabilities		2,211		2,401
Bank debt		11,447		12,223
Obligations under split-interest agreements		6,040		6,662
Obligations for funds managed for others		95,114		93,797
Accumulated postretirement benefit obligation		1,991		1,690

Total liabilities

<u>123,406</u>	<u>128,459</u>
----------------	----------------

Net assets:

Unrestricted	58,936	50,553
Temporarily restricted	59,238	65,114
Permanently restricted	58,182	58,428

Total net assets

<u>176,356</u>	<u>174,095</u>
----------------	----------------

Total liabilities and net assets

\$	<u>299,762</u>	\$	<u>302,554</u>
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See accompanying notes to financial statements.

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UNITARIAN UNIVERSALIST ASSOCIATION

Statements of Activities

(with comparative totals for 2014)

(in thousands)

	For the Years Ended June 30,				2014
	2015				
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Support and revenue:					
Fundraising and gifts and bequests	\$ 11,948	\$ 2,364	\$ 159	\$ 14,471	\$ 12,215
Net sales from publishing activities	7,362	-	-	7,362	6,623
Sales and administrative services	2,371	-	-	2,371	2,498
Investment return authorized for operations	5,161	-	-	5,161	3,816
Distributions from Holdeen	1,205	143	-	1,348	1,372
Other investment income	221	-	-	221	352
Building investment income	692	-	-	692	-
Other income	4,949	-	-	4,949	5,696
Net assets released from restriction	1,722	(1,722)	-	-	-
Total support and revenue	35,631	785	159	36,575	32,572
Expenditures:					
Programs	26,029	-	-	26,029	25,673
General and administration	7,470	-	-	7,470	5,606
Stewardship and development	1,920	-	-	1,920	2,343
Total expenditures	35,419	-	-	35,419	33,622
Changes in net assets from operations	212	785	159	1,156	(1,050)
Nonoperating income (expense):					
Investment return, net of amounts authorized for operations	(2,476)	(2,657)	-	(5,133)	6,809
Increase in value of funds held in support of split-interest agreements and trusts	55	(1,978)	(405)	(2,328)	4,400
Post-retirement benefit plan expense	(382)	-	-	(382)	-
Gain from sale of real estate	9,059	-	-	9,059	22,157
Donation from Liberal Religious Charitable Society	2,014	(2,026)	-	(12)	9,664
Bequest income - Board restricted	276	-	-	276	-
Other income	140	-	-	140	-
Other expense	(88)	-	-	(88)	(149)
Unfunded depreciation	(427)	-	-	(427)	-
Change in net assets from nonoperating activities	8,171	(6,661)	(405)	1,105	42,881
Change in net assets	8,383	(5,876)	(246)	2,261	41,831
Net assets, beginning of year	50,553	65,114	58,428	174,095	132,264
Net assets, end of year	\$ 58,936	\$ 59,238	\$ 58,182	\$ 176,356	\$ 174,095

See accompanying notes to financial statements.

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UNITARIAN UNIVERSALIST ASSOCIATION
Supplemental Schedule of Assets by Business Segment

June 30, 2015

(in thousands)

	Current	General Assembly	Group Insurance Plan	Bacon Press	CPLF	UUCEF	Eliminations	Total
Current assets:								
Cash and cash equivalents	\$ 5,478	\$ 644	\$ 1,441	\$ 2,371	\$ 1,702	\$ 10,028	\$ -	\$ 21,664
Investments	55	-	-	59	-	175,872	(59)	175,927
Accounts receivable, net	1,170	-	-	761	800	-	(800)	1,931
Pledges receivable, net	218	-	-	-	-	-	-	218
Inventories	538	-	-	720	-	-	-	1,258
Amounts due from other business segments	15	-	-	-	-	-	(15)	-
Other current assets	249	-	-	-	-	37	-	286
Total current assets	7,723	644	1,441	3,911	2,502	185,937	(874)	201,284
Funds held in trust by others	44,552	-	-	-	-	-	-	44,552
Funds held in support of split-interest agreements	10,404	-	-	-	-	-	-	10,404
Other assets	200	-	-	-	-	-	-	200
Loans to member congregations, net	-	-	-	-	5,543	-	-	5,543
Property and equipment, net	36,689	-	-	12	-	90	-	36,791
Royalty advances	-	-	-	988	-	-	-	988
Total assets	\$ 99,568	\$ 644	\$ 1,441	\$ 4,911	\$ 8,045	\$ 186,027	\$ (874)	\$ 299,762

UNITARIAN UNIVERSALIST ASSOCIATION

Supplemental Schedule of Liabilities and Net Assets by Business Segment

June 30, 2015

(In thousands)

	Current	General Assembly	Group Insurance Plan	Beacon Press	CPLF	UUCEF	Eliminations	Total
Current liabilities:								
Accounts payable and accrued expenses	\$ 4,754	\$ -	\$ -	\$ 1,642	\$ 7	\$ 200	\$ -	\$ 6,603
Current portion of annuity liabilities	316	-	-	-	-	-	-	316
Current portion of bank debt	809	-	-	-	83	-	-	892
Amounts due to (from) other business segments	467	-	-	15	(20)	33	(495)	-
Total current liabilities	6,346	-	-	1,657	70	233	(495)	7,811
Bank debt	8,494	-	-	-	2,061	-	-	10,555
Annuity liability and deferred revenue	1,895	-	-	-	-	-	-	1,895
Assets held in trust for others	6,040	-	-	-	-	95,114	-	101,154
Accumulated postretirement benefit obligation	1,991	-	-	-	-	-	-	1,991
Total liabilities	24,766	-	-	1,657	2,131	95,347	(495)	123,406
Net assets:								
Unrestricted	25,888	644	1,441	3,130	1,301	26,852	(320)	58,936
Temporarily restricted	37,561	-	-	83	201	21,411	(18)	59,238
Permanently restricted	11,353	-	-	41	4,412	42,417	(41)	58,182
Total net assets	74,802	644	1,441	3,254	5,914	90,680	(379)	176,356
Total liabilities and net assets	\$ 99,568	\$ 644	\$ 1,441	\$ 4,911	\$ 8,045	\$ 186,027	\$ (874)	\$ 299,762

(4)

UNITARIAN UNIVERSALIST ASSOCIATION
Supplemental Schedule of Unrestricted Activities by Business Segment

For the Year Ended June 30, 2015

(in thousands)

	Current	General Assembly	Group Insurance Plan	Bacon Press	CPLF	UUCF	Eliminations	Total
Operating:								
Support and revenue:								
Fundraising and gifts and bequests	\$ 11,809	\$ -	\$ -	\$ 139	\$ -	\$ -	\$ -	\$ 11,948
Net sales from publishing activities	1,123	-	-	6,239	-	-	-	7,362
Sales and administrative services	1,489	1,665	-	-	-	-	(783)	2,371
Investment return authorized for operations	5,139	-	-	-	22	(2,254)	2,254	5,161
Distributions from Holden	1,205	-	-	-	-	-	-	1,205
Other investment income	(83)	-	-	6	298	-	-	221
Building investment income	692	-	-	-	-	-	-	692
Other income	3,398	-	1,505	246	-	-	(200)	4,949
Net assets released from restriction	1,722	-	-	-	-	-	-	1,722
Total support and revenue	26,494	1,665	1,505	6,030	320	(2,254)	1,271	35,631
Expenses:								
Board and volunteer leadership	550	-	-	-	-	-	-	550
Multicultural growth & witness	1,217	-	-	-	-	-	-	1,217
International	1,770	-	-	-	-	-	-	1,770
Congregational life	5,413	-	-	-	-	-	-	5,413
Ministry and faith development	4,824	-	1,390	-	-	-	(363)	5,851
UU Funding Program	1,320	-	-	-	-	-	-	1,320
Crisis Relief Program	60	-	-	-	-	-	-	60
Communications	2,305	-	-	-	-	-	-	2,305
Cost of goods sold and publishing expenses	349	-	-	6,523	-	-	(200)	6,672
Administration	1,211	-	-	-	-	-	-	1,211
Stewardship and development	1,920	-	-	-	-	-	-	1,920
Information technology services	1,443	-	-	-	-	-	-	1,443
Internal services	3,732	-	-	-	-	-	-	3,732
Building investment expense	373	-	-	-	-	-	-	373
General assembly	-	1,421	-	-	304	-	(237)	1,421
Expenses associated with investment pools	-	-	-	-	94	-	-	94
Interest expense	-	-	-	-	-	-	-	-
Total expenses	26,487	1,421	1,390	6,523	398	(2,254)	(800)	35,419
Increase (decrease) in unrestricted net assets from operations	7	244	115	107	(78)	(2,254)	2,071	212
Nonoperating:								
Investment income	55	-	-	-	-	(86)	(2,390)	(2,476)
Increase in value of funds held in support of split-interest agreements and trusts	(382)	-	-	-	-	-	-	55
Postretirement benefit plan expense	2,464	-	-	-	-	6,595	-	(382)
Gain from sale of real estate	-	-	-	-	-	2,014	-	9,059
Acquisition of Liberal Religious Charitable Society	-	-	-	-	-	-	-	2,014
Bequest income - Board restricted	276	-	-	-	-	-	-	276
Other income	140	-	-	-	-	-	-	140
Other expense	(88)	-	-	-	-	-	-	(88)
Other releases and changes in net assets	(427)	-	-	-	-	-	-	(427)
Unfunded depreciation	2,038	-	-	-	-	-	-	-
Total decrease in net assets from nonoperating activities	2,038	-	-	-	-	-	-	(427)
Increase (decrease) in unrestricted net assets	2,045	244	115	107	(78)	6,269	(319)	8,383

Proposed General Assembly Budget
2014 and 2015

		Proposed 2016	Approved 2016
		Columbus 12/2014	Columbus 9/2015
	INCOME		
Registration			
10-44700-700-00000	Pre-registration	\$ 1,289,921.00	\$ 1,245,711.00
10-44705-700-00000	Onsite registration	\$ 65,000.00	\$ 65,000.00
10-44710-700	Off-site delegate registration	\$ 18,000.00	\$ 20,000.00
10-44705-710-70054	Partner registration		
	UUA Campaign Immigration		
	UUA NOW Income (Gift)		
	Total Registration	\$ 1,372,921.00	\$ 1,330,711.00
Non-Reg. Income			
10-44715-700	Child Care	\$ 3,000.00	\$ 3,000.00
10-44720-700	Youth Camp	\$ 3,000.00	\$ 3,000.00
10-44730-700	Exhibits	\$ 70,000.00	\$ 80,000.00
10-44735-700	A/V Equipment	\$ 15,000.00	\$ 15,000.00
10-44740-700	Advertising	\$ 13,000.00	\$ 15,000.00
10-44745-700	Conf. Consultation	\$ 10,000.00	\$ 10,000.00
10-44750-700	Royalties		\$ 25,000.00
10-44995-700	Miscellaneous Income		
	Total Non-Reg. Income	\$ 114,000.00	\$ 151,000.00
	Total GA Income	\$1,486,921.00	\$1,481,711.00
	EXPENSES	Proposed 2016	Approved 2016
Association Business		Dec-14	Sep-15
10-50080-705	Legal Expense	\$ 45,000.00	\$ 45,000.00
10-55010-705	Election	\$ 5,000.00	\$ 5,000.00
10-55015-705	Parliamentarian	\$ -	\$ 4,000.00
10-57310-705	UUA Staff Subsidies	\$ 50,000.00	\$ 50,000.00
	Sub-Total	\$ 100,000.00	\$ 104,000.00
GA Office			
10-50005-710	Salaries	\$ 261,161.00	\$ 261,161.00
	Agency Salaries (AZIM?)		
10-50035-710	Benefits Transfer	\$ 75,000.00	\$ 85,000.00
10-50040-710	Occupancy Allocation	\$ 30,000.00	\$ -
10-50055-710	Telephone	\$ 2,500.00	\$ 2,500.00
10-50060-710	Printing	\$ 25,000.00	\$ 25,000.00
10-50065-710-00000	Supplies	\$ 6,000.00	\$ 6,000.00
10-50065-710-70054	Service Supplies		
10-50070-710	Postage	\$ 3,000.00	\$ 3,000.00
10-50090-710	Miscellaneous	\$ 1,200.00	\$ 1,200.00
10-50095-710	Bankcard Charges	\$ 40,000.00	\$ 40,000.00
10-50105-710	Memberships	\$ 2,000.00	\$ 2,000.00
10-50535-710	Equipment Purchase	\$ 15,000.00	\$ 18,000.00
	Sub-Total	\$ 460,861.00	\$ 443,861.00
Planning Committee			

Proposed General Assembly Budget
2014 and 2015

10-50050-720	Travel	\$ 12,000.00	\$ 12,000.00
10-50053-720	Non-staff Travel	\$ 65,000.00	\$ 65,000.00
10-50125-720	Consultants	\$ 750.00	\$ 13,350.00
10-50215-720	Scholarships	\$ 25,000.00	\$ 25,000.00
10-55200-720	Volunteer Committee	\$ 80,000.00	\$ 80,000.00
10-55205-720	Miscellaneous (Site Search)	\$ 1,800.00	\$ 1,800.00
	Sub-Total	\$ 184,550.00	\$ 197,150.00
GA Expense			
10-50050-740	Travel	\$ 15,000.00	\$ 15,000.00
10-50075-740	Advertising	\$ 7,000.00	\$ 8,000.00
10-50085-740	Space Rental	\$ 150,000.00	\$ 150,000.00
10-50090-740	Miscellaneous/ Contingency	\$ 5,000.00	\$ 5,000.00
10-50115-740-70054	Programs (Witness & Svc)	\$ 5,000.00	\$ 5,000.00
10-50240-740	Non-Staff Training (AR/AO)	\$ 1,000.00	\$ 1,000.00
10-50530-740	Equipment Rental	\$ 56,500.00	\$ 60,000.00
10-50545-740	Insurance	\$ 6,000.00	\$ 6,000.00
10-54725-740	Shipping/Freight	\$ 8,000.00	\$ 8,000.00
10-55410-740	A/V Rental	\$ 225,000.00	\$ 225,000.00
10-55420-740	Accessibility Services	\$ 18,500.00	\$ 18,500.00
10-55425-740	Carry-over	\$ 1,000.00	\$ (15,000.00)
10-55430-740	Environmental St'ship	\$ 38,000.00	\$ 38,000.00
	Carbon Offset	\$ 16,000.00	\$ 17,500.00
10-55435-740	Right Relations Team	\$ 4,000.00	\$ 4,000.00
10-55445-740	GAPC Sponsored Booths	\$ 1,700.00	\$ 1,700.00
	Sub-Total	\$ 557,700.00	\$ 547,700.00
GA Programs			
10-50115-750	Programs	\$ 20,000.00	\$ 20,000.00
10-50205-750	Grants (Young Adult)	\$ 5,060.00	\$ 6,000.00
10-54600-750	Product Development (SE+)	\$ 20,000.00	\$ 10,000.00
10-55100-750	Off-site Delegate Support	\$ 19,525.00	\$ 25,000.00
10-55500-750	Worship & Celebration	\$ 20,000.00	\$ 20,000.00
10-55505-750	Ware Lecture	\$ 13,000.00	\$ 20,000.00
10-55510-750	Music	\$ 9,000.00	\$ 9,000.00
10-55515-750	Dances	\$ 2,000.00	\$ 2,000.00
10-55520-750	Ambiance	\$ 1,000.00	\$ 1,000.00
10-55530-750	Day Camp	\$ 23,000.00	\$ 23,000.00
10-55532-750	Child Care	\$ 20,000.00	\$ 20,000.00
10-55535-750	Youth Caucus	\$ 23,225.00	\$ 25,000.00
10-55542-750	PDG Support	\$ 3,000.00	\$ 3,000.00
10-55552-750	Worship Arts Support	\$ 5,000.00	\$ 5,000.00
10-55555-750	Electronic Support	\$ -	\$ -
	Communication Support		
	Sub-Total	\$ 183,810.00	\$ 189,000.00
	Total GA Expenses	\$1,486,921.00	\$1,481,711.00
	Total GA Income	\$1,486,921.00	\$1,481,711.00
	Reserve Balance Sheet		

To: Tim Brennan, Treasurer
From: Jan Sneegas, Director, GACS
Re: 2016 Proposed Budget and Fees
(Revised by the Planning Committee, September, 2015)

Budget

The revised 2016 budget proposed by the Planning Committee reflects a decrease in the amount of registration required to break even, from the version originally proposed. This is due primarily to support from Columbus to help with convention center costs (\$150,000) through \$5.00 per room night rebate paid by the hotels (estimated \$25,000).

- Funds from the UUA to support the Office of Conference Services in providing meeting planning services to UUA staff is \$10,000, the same as it was in FY 2015 (line-item 10-44745-700 Conference Consultation). This is despite expenditures in 2015 which were over \$10,000 in support of Marching in the Arc of Justice conference.
- This budget continues to support the request from UUA Administration to have the Planning Committee budget provide \$50,000 in support of UUA staff registrations for General Assembly.
- In this budget, the carbon emissions of all registrants will be offset as they were in FY 2015 (\$17,500).
- The budgetary request of Youth Caucus was honored in full (\$25,000).
- The budgetary request of Young Adults was honored in full (\$6,000).
- The budget includes an increase of \$5425 for off-site delegate support, raising the total to \$25,000.

Fees

Registration. The Planning Committee recommends no increase in registration fees keeping the full-time registration rate for GA 2016 at \$350. The Planning Committee thought no increase for the Columbus General Assembly would support increased attendance. Please see attached table for registration fees.

Exhibits. Some of our larger exhibitors have been subletting their spaces; we feel that this allows them to take unfair advantage of the pricing structure, securing the equivalent of subsidized space for subletters, while shutting out other entry-level exhibitors.

Holding up the values of equity, diversity, and inclusion, we want to change the pricing structure so that the price per square foot is more consistent between booth sizes; we want to encourage the maximum number of exhibitors our space allows, increasing the potential diversity of ideas and goods in the hall. Building on last years' graduated price increases, the proposed fee structure for FY 2016 moves us to a model based wholly on square foot pricing (with the exception of the UUA bookstore which will continue with FY 2015 prices). FY 2016 reduces the cost of the 10' x 10' by \$100 to \$750 (\$7.50 per square foot). The 10' x 20' booth would increase from \$1300 to \$1500 and so on. Please see attached table.

- This brings us into alignment with industry standard pricing models
- Reduces the entry point from \$850 to \$750
- Eliminates the fiscal advantages of subletting



UUA Board Working Group on Committees

Board Report

uua.org



Committees Working Group Report

- Preface
 - Overview
 - Reminder



Committees Working Group Report

- Commission on Appraisal
 - Recent Events
 - Analysis
 - Lessons Learned
 - Future Actions



Committees Working Group Report

- General Assembly Planning Committee
 - Recent Events
 - WG Discussion
 - Future Actions



Committees Working Group Report

- Nominating Committee
 - Recent Events
 - Future Actions



Committees Working Group Report

- Board of Review
 - History
 - WG Discussion
 - Future Action



Committees Working Group Report

- UUA Board Discussion
 - Questions re: Recent Event and History
 - Feedback on Analysis, WG Discussion and Lessons Learned
 - Feedback on Future Action



Appointments Committee

Board Liaison Report

uua.org



Appointments Committee Liaison Report

- Appointments Process Review
 - Documenting Process
 - Vacancies
 - Consultation
 - Correcting an Imbalance



Appointments Committee Liaison Report

- Appointments Process Review
 - Defining Necessary Qualifications
 - Leadership Development
 - Information Sharing
 - Interview Guidelines



Appointments Committee Liaison Report

- Appointments Process Review

Questions

Next: Leadership Development Proposal



Appointments Committee Liaison Report

- Leadership Development
 - Background
 - Participants
 - Specific Focus



Appointments Committee Liaison Report

- Leadership Development Proposal
 - Launch
 - > *UUA Board Meeting*
 - > *Leadership Council*
 - > *Congregational Life Leadership Team*
 - > *Nominating and Appointments Committees*



Appointments Committee Liaison Report

- Leadership Development Proposal
 - First Contact
 - Continuing Engagement
 - Follow-up



Appointments Committee Liaison Report

- Leadership Development Proposal

Comments

Questions

Concerns

UUA Leadership Development Proposal

Launch

UUA Board Meeting

Michael Sallwasser reports on our conversation

- UUA Board members each identify two Unitarian Universalists with promise as national leaders
 - Providing name, city and congregation with email contact information and a sentence about gifts

Leadership Council

Harlan Limpert reports on our conversation

- Leadership Council members identify another 10 potential leaders
 - Providing name, city and congregation with email contact information and a sentence about gifts

Congregational Life Leadership Team

Nancy Bowen reports on our conversation

- Regional Leads each identify 2-3 potential leaders from their leadership development experiences
 - Providing name, city and congregation with email contact information and a sentence about gifts

Nominating Committee and Appointments Committee

Danielle and Marcia report on our conversation

- These committees agree to implement an experiment and begin to identify presenters and resources. Will the two committees work together in leadership development or split the names and work independently? Or some other level of cooperation?
- Prepare to receive and communicate with the pool of potential leaders being generated
- Ask for 2 or 3 brief testimonials about the interesting, rewarding and important nature of the volunteer work being done now. Of course, it will be best if these support the positions you are recruiting this year.
- Review position descriptions so that opportunities are accurately represented. Always best to focus on the outcomes or product of a work group.
- Decide on graphics, charts, etc. to be shared online (UUA governance and committee chart)
- Pictures of key UUA leaders to use in your orientation: Jim Key, Peter Morales, current chair of a committee you are recruiting for.
- Timeline for your process

Hopefully we have identified a pool of 30-35 unique names of preliminarily qualified potential leaders. For purposes of our experiment let's assume 30 individuals - noting specifically names that are offered by multiple groups and giving them some priority (e.g. same name from Board and Regional Leads.)

UUA Leadership Development Proposal

First Contact

Nominating Committee and Appointments Committee

- Identify three dates for video conversations in January and February. I suggest 75 minutes as it always takes time to settle these gatherings down when folks are familiar with the technology.
- Clarify staff assistance and use of UUA Zoom platform for this work
- Dividing your 30 into 3 groups of 10 based on: geography, time zone, anticipated interest, something else obvious to you.
- Contact all 30 individuals
 - “Your potential for leadership in our UUA has been brought to our attention by _____. We write to invite you to an introductory information video conversation about leadership in our UUA on _____. Please let me know that you will participate and I will send you the online link. This may take multiple points of outreach.”
- Video conferences happen
Hopefully you are able to have at least two hosts, short videos about the UUA and from folks serving in the positions you are recruiting for this year. Remember that you can design a short survey immediately following the video conference to query continuing interest, additional questions, etc.

Committee members follow up with all 30 individually (-unless they said don't call me on the survey):

Appreciation for their attendance

You indicated additional questions about _____. I am happy to tell you more.

Have any other questions occurred to you since our conversation?

Add interview questions from the Appointments and Nominating Committees

What opportunities are most interesting to you this year?

If nominated, would your life, work and other responsibilities allow you to serve next year?

If so, may I send you an application so that we can officially consider you?

If not, may we contact you again in 2017 to let you know of other opportunities?

Continuing Engagement

Another more specific video conversation with those you continue to nurture into leadership.

Invite someone currently serving (not one leaving) to talk about the experience.

Take questions

Remind folks about the application process

Follow-up

Video conference to orient all nominees and new appointees to the UUA and roles. You might introduce the mentors Danielle mentioned, explain the technology the group uses, calendar meetings, reimbursement policies, etc. Much of this will probably need to be said again but this can be your final encouraging and genuinely helpful contact with the folks you are guiding into leadership.

At its most recent meeting, the UUA Board of Trustees devoted multiple blocks of time to discuss #BlackLivesMatter. These discussions involved both training about how to embrace the new paradigm shift that is the BLM movement as well as time to reflect on the General Sessions process of the Action of Immediate Witness brought forth by our UU Youth at General Assembly 2015.

The Board takes full responsibility for a process which deeply hurt many members of our Beloved Community.

It is not lost on us that our silence both during the General Session and since GA could be interpreted as disinterest or approval. Neither is true and we will continue to examine our own privilege which allowed a process to continue for almost 2 hours which was clearly not embodying the best of our Unitarian Universalist theology and principles nor moving us toward our Global Ends of "A healthy Unitarian Universalist community that is alive with transforming power, moving our communities and the world toward more love, justice, and peace..." It is our responsibility as your Board to examine what happened and make changes for the future. We take our responsibility seriously and will be in conversation with you, one of our "Sources of Authority and Accountability", as we navigate this process.