

MONITORING REPORTS – 2.7 FINANCIAL CONDITION AND ACTIVITIES

Submitted to BoardPaq on September 30, 2016.

2.7 FINANCIAL CONDITION AND ACTIVITIES

Policy: The President shall not cause or allow conditions that would jeopardize the Association's fiscal health.

Operational definition: The conditions covered by the sub-policies of policy 2.7 address all material aspects of the Association's fiscal health. The UUA Administration will use best practices in financial management and monitoring as described in the sub-policies below.

Supporting evidence: See individual policies below.

2.7.2

Policy: [The President shall not] Fail to monitor revenues and expenses against the Board-approved budget, or fail to make timely reports on significant variances.

Operational definition: Monitoring revenues and expenses against the board-approved budget means that the UUA Administration shall prepare regular, detailed financial reports of operations, review reports at the appropriate level of authority, identify variances from budget, and take action as necessary to adjust expenses to available resources. Such reports will be prepared monthly, and a thorough review and reforecast shall be prepared quarterly engaging all staff group directors and others with revenue and spending responsibility. Significant variances arise when the projected actual expenses for the year vary by more than 5% (but at least \$25,000) from the original budget. Any significant variances will be reported to the Financial Advisor, the Financial Secretary, and the Board of Trustees. The reporting and monitoring process shall focus on those business segments where significant programmatic activities are accounted for.

Rationale: Monitoring the budget is a process and therefore compliance is demonstrated by describing that process. The monitoring process focuses on the Current Operations, General Assembly and Beacon Press sections of the budget because this is where the programmatic activities of the organization are accounted for. The other sections of the budget – UU Common Endowment Fund and Congregational Loan Fund – are monitored quarterly by the CFO. What makes a variance from budget “significant” is a matter of judgment that varies with the size of an organization. The definition of significant variance above was arrived at through a discussion with the UUA's auditors in which they recommended a threshold of 5% to 10% with an absolute lower limit.

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Supporting evidence: The UUA Administration prepares regular budget forecasts for Current Operations, General Assembly and Beacon Press showing budget, actual results, and variances with explanations of significant variances. The quarterly forecasting process involves all staff group directors and those responsible for generating income and controlling expenses. Each manager reviews activity to date and projects expenses and revenues for the remainder of the year. In addition, the UUA generates monthly statements on current operations showing year-to-date budget, actual results, and previous year's data that are reviewed by the CFO, Controller, and staff group directors. The quarterly forecast reports for current operations were submitted to the Board of Trustees prior to their meetings in October, January, April and June of FY2016. Monthly reports are distributed to the Financial Advisor and Financial Secretary by email and are available for direct inspection. Quarterly forecasts for Beacon Press are prepared by Beacon's CFO and reviewed by the Director of Beacon Press and the UUA CFO. The financial reports and forecasts are reviewed by the Press's Advisory Board at their meetings. Financial reports and forecasts for General Assembly are prepared by the General Assembly and Conference Services Director and reviewed by the UUA's COO, CFO, and the GA Planning Committee.

Therefore, I report compliance.

Policy 2.7.3

Policy: [The President shall not] Permit the Association to accept gifts of tangible or intangible property (including financial assets) which expose the Association to financial, legal, or other risk; that are inconsistent with the Shared Vision (ENDS); or that violate the Association's Gift Acceptance Guidelines.

Operational definition: This policy pertains to gifts of property, whether tangible or intangible, and to gifts of financial assets (i.e. cash, securities, or pledges to give). Tangible property refers to both real property (land and buildings) and personal property (e.g. automobiles, tools, furniture). Intangible property describes something which a person or corporation can have ownership of and can transfer ownership of to another person or corporation, but has no physical substance, e.g. copyright, trademarks, or patents. The acceptance and processing of all gifts, including gifts of property, are guided by the UUA Gift Administration Policies and Guidelines adopted by the Administration in April 2005. These Guidelines prohibit the acceptance of gifts "that are not a part of existing Board-approved programs and projects" or a donation "that appears to subject the Association to litigation or to legal or financial liability." Gifts of non-tradable securities or closely held securities are evaluated on an individual basis for compliance with the Guidelines. Administrative procedures that control for these conditions would indicate compliance with the policy.

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Rationale: Under the Administration’s Gift Administration Policies and Guidelines no gift of any nature is accepted by the UUA which does not fund an expense included in the budget or an activity that furthers the President’s priorities as described in the Monitoring Report on Policy 1 “Ends” submitted to the Board. The budget prepared by the Administration and approved by the Board must be consistent with the Shared Vision, in accordance with Policy 2.7. On occasion, the UUA receives donations for activities that were not included in the annual budget because funding resources could not be identified at the time the budget was prepared. If such a gift is consistent with the President’s priorities as described in the Ends Monitoring Report, it may be accepted. Otherwise, it would be either rejected or, if the President believed it would benefit the Association, referred to the Board for consideration.

Supporting evidence: No tangible or intangible property was offered to or accepted by the UUA during FY 2016 or FY 2017 through August 31, 2016. If a gift had been offered that fell outside the Guidelines, the gift would have been reviewed by the UUA Gift Council, which consists of the President, Chief Operating Officer, Treasurer, the Director of Stewardship and Development, and the Charitable Gift and Estate Planning Director. The Gift Council did not consider any gifts of property during fiscal year 2016 or during fiscal year 2017 through August 31. Gifts of securities are liquidated within one day of receipt.

Therefore, I report compliance.

Policy 2.7.4

Policy: [The President shall not] Acquire, encumber, or dispose of real property without prior Board approval, except that the President may accept and promptly dispose of real property donated to the Association.

Operational definition: We interpret “acquire, encumber, or dispose” to mean enter into a binding purchase and sale agreement and/or to pledge real property as security for a loan or other financial transaction. While the President must obtain Board approval prior to entering into such a real property transaction, we interpret this to not include properties acquired or disposed of in the regular operation of the Building Loan and Guarantee Program. If the UUA’s fixed asset register, where any additions or disposal of property would be recorded, shows no such transactions, or if the Board has voted to approve such transactions, then compliance is indicated.

Rationale: The Association has acquired and disposed of real property as its needs have changed. Such real estate transactions can take multiple forms including outright purchases, long-term leases, and/or options to purchase. All such transactions should be captured by this policy. The regular operation of a lending program includes exposure to defaults. Since one of the ways that the UUA manages the risk of its loan portfolio is by

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securing the loans with liens on property, occasionally acquiring property though repossession is part of the prudent management of the program. While such defaults are rare, when one occurs, it is the Administration's practice to liquidate those properties as quickly as is consistent with recovering as much of the loan balance as possible. These transactions are conducted with the guidance of the Association's real estate counsel.

Supporting evidence: During Fiscal Year 2016, no real property was acquired by the Association and the fixed asset register recorded no such transactions.

Therefore, I report compliance.

MONITORING REPORT – 2.2.1

Submitted to Boardpaq on September 30, 2016.

2.2.1.

Policy: The president shall not fail to provide a process for dealing with congregational complaints.

Operational definition: We interpret this policy to be focused on a three kinds of congregational complaints:

1. a charge of misconduct on the part of one of our credentialed religious professionals;
2. a complaint against a UUA staff person or volunteer serving on a UUA committee;
3. or a more general complaint.

The policy creates an expectation that there are specific, written, and published processes to register and deal with such complaints that are easily accessible to a complainant.

A report will be provided to the board every three years summarizing:

1. The UUA Office of Ethics and Safety process for logging complaints;
2. The UUA's independent "whistle blower" process;
3. An explanation of the process for general complaints to be addressed by UUA staff;
4. A report of how many people used the independent whistle blower process for logging complaints;
5. A report of how many complaints against credentialed religious professionals were logged by the UUA Intake Person, how many cases were adjudicated by the Ministerial Fellowship Committee (MFC) and the Religious Education Credentialing Committee (RECC), and how many religious professionals either resigned pending review or were removed from fellowship.

Rationale: One role of the UUA is to provide support to its member congregations. It does not govern them. In our tradition of congregational polity, each member congregation has the power to ordain, call/hire, supervise and dismiss ministers and other staff and to do so independently of the UUA. It is the congregation, not the Association, that takes responsibility for regulation of its own policies and staff.

However, the UUA takes seriously its responsibility to provide clear, compassionate

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avenues to register and address complaints of misconduct on the part of religious professionals, UUA staff and volunteer leaders, and to support congregations in working through internal conflicts. UUA staff also acknowledge its responsibility to maintain accurate records of claims or reports submitted to staff of unethical or inappropriate behavior.

Supporting Data:

1. The UUA Office of Ethics and Safety, in addition to broad support for safe congregations and right relations, provides a system for response to complaints of professional misconduct that is grounded in principles of restorative justice and reconciliation.

Details regarding this process can be found at: <http://www.uua.org/safe/misconduct>

Of note: The UUA worked with Marie Fortune of the Faith Trust Institute to audit all internal policies and bring them up to date in terms of best practices, including adding a trained cadre of advocates to assist complainants. In addition the UUA website was audited and is in the process of being upgraded to use consistent, compassionate and clear language to explain our processes.

2. The objectives of the UUA's Whistleblower Policy are to:
 - prevent or detect and correct improper activities
 - encourage each UUA trustee, employee, volunteer, vendor, or other person (a "Reporting Individual") to report what he or she in good faith believes to be a serious violation of law or policy or a material accounting irregularity (a "Concern")
 - ensure the receipt, documentation, and resolution of reports received under this policy
 - protect Reporting Individuals from retaliation.

The whistleblower policy is explained in great detail in an appendix to the UUA Governance Manual (2.f):

<http://www.uua.org/uuagovernance/manual/limits/appendices/183780.shtml>

Ethics Point is the company used to log Whistleblower complaints. More can be found about this service here: <http://www.uua.org/uuagovernance/manual/192847.shtml>

3. More general complaints by congregants and congregations can be registered in several ways. Congregational Life staff members are available for consultation and congregational trainings and interventions when necessary. The Intake person for Ethics and Safety in Congregational Life is available to direct calls that come into the UUA to appropriate personnel in the field, or to resources for a wide variety of safety related issues in congregations (disruptive persons, registered sex offenders, etc.) The Right Relations team models healthy ways of managing interpersonal or other kinds of complaints at each General Assembly, and models for covenants of right relations are available through the Safe Congregations website. Responsible staffing resources are

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also readily available on line and through consultation with UUA staff. Extensive on line resources are available through [uua.org: http://www.uua.org/safe](http://www.uua.org/safe)

4. In fiscal years 2014, 2015, and 2016, *no one* logged a complaint with Ethics Point;

5. The administration keeps a record of allegations of professional misconduct and their final adjudication. In fiscal years 2014, 2015, and 2016:

- 125 complaints were logged by the UUA Intake Person
- 105 of the 125 were of the nature that is typically handled by field staff or referred back to the congregation. Examples include complaints about the quality of the ministers sermons, an incompetent board, concerns about a bylaw not being followed, or some other matter of congregational leadership or governance.
- 15 of the 125 were deemed worthy of investigation by the independent consultant with whom the UUA contracts
- 7 of the 15 cases investigated were referred to the MFC for adjudication. 0 were referred to the RECC.
- 4 of the 7 ministers either resigned pending review or were removed from fellowship. (OF NOTE: only one of these cases involved sexual misconduct)
- 3 of the 7 were put on probation or otherwise disciplined by the MFC.

I therefore report compliance.

MONITORING REPORT – 2.2.2

Submitted to Boardpaq on September 30, 2016.

2.2.2.

Policy: The president shall not fail to operate in accordance with the current Board policy regarding loans to congregations, as documented in "Appendix 2.A: Congregational Properties and Loan Commission (CPLC) Loan Program".

Operational Definition: We interpret this to mean the President's budget will project breakeven or a surplus. The annual audited financial statement will show breakeven or an operating surplus, or, if the President believes a loss was unavoidable, he will provide a complete explanation. The Congregational Loan Policy limits congregational loans to \$900,000 and guarantees 50% of the loan amount but no more than \$450,000. Such loans should be made prudently, so as to protect the assets of the Association

Rationale: The budget is the best reflection of the President's operating plan for the year, thus demonstrating the Administration's efforts to avoid an operating deficit. In the case of the Congregational Properties and Loan Fund, the budget includes few programmatic expenses. Income is predominantly from debt service on congregational loans, and expenses are predominantly interest on the Association's line of credit. Assuming that most of the loan portfolio remains current, the budget is largely self - balancing. Thus, avoiding an operating deficit is primarily a function of rigorous due diligence, close monitoring of loans, and oversight.

Supporting Evidence: Under the President's direction, a financial plan for fiscal year 2017 was prepared reflecting a breakeven bottom line. Unaudited financial statements for FY 2016 showed a loss for the year of \$42,000 and one loan guarantee for \$450,000.

The Administration follows the following procedures to minimize the risk of defaults in the loan and guarantee program. Each congregation wishing a loan or guarantee submits a detailed application to the Administrator for Congregational Life Staff Group. The application includes financial statements, financial projections, and a strategic plan. Under the Administration's policy, debt service may be no more than 25% of total projected revenue in any future fiscal year. Further, the congregation must conduct a capital campaign that yields pledges equal to or greater than three times the annual pledges in the most recent year. After the application is reviewed and approved by the Assistant Controller, it goes to the Treasurer & CFO for final review. After his approval, the loan is referred to the Association's real estate counsel who, working with the congregation's lawyer, prepares the loan documentation. All loans are structured as mortgages secured by the underlying property. The Assistant Controller and the UUA Treasurer meet regularly to review the financial statements and the status of all loans. They pay particular attention to any delinquent loans and often assist in restructuring

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troubled loans. The UUA maintains an allowance for uncollectible loans of approximately \$340,000 that is reviewed each year.

As of June 30, 2016, there were 23 outstanding loans with an unpaid balance of \$5.6 million. One congregation is noncurrent in its payments and is receiving special scrutiny from the staff. There were no loan defaults in FY2016.

I therefore report compliance.

MONITORING REPORT – 2.2. TREATMENT OF CONGREGATIONS

Submitted to BoardPaq on September 30, 2016.

2.2 TREATMENT OF CONGREGATIONS

Policy: With respect to member congregations or those congregations seeking membership, the President shall not cause or allow conditions, procedures, decisions or services that are untimely, disrespectful, inequitable, discriminatory or not transparent.

Operational definition: We interpret this to mean that the President will ensure all UU congregations and covenanting communities, regardless of UUA membership status (full, multi-denominational, or emerging), and all members of those congregations and communities have clear access to the multitude of auditory, video, print and web-based resources available from the UUA staff and its associated individuals and organizations. UUA staff understand providing “clear access” involves pro-active promotion and distribution of these resources to increase their use and adoption. Note that some additional services, such as intensive consultation with staff, are dependent upon a covenantal relationship with the UUA, meaning that such services provided will be more readily available to those congregations in good standing and in right relationship.

To ensure the administration is complying with this policy we have expanded the certification process to include a survey which solicits feedback from congregational leaders about their knowledge and utilization of UUA staff and services. In the spring of 2016, staff also worked with district and regional boards to pilot a Congregational Life Advisory Council survey focused on congregational awareness and utilization of field services. The summary results of these surveys are included in this months Board agenda in BoardPaq.

Rationale: Because there is no external, objective standard for compliance with a policy such as this, the administration is using its judgment in determining that two questions from the above mentioned surveys will serve as the core measurement of compliance. The response to both questions will be used in future years to provide comparison measurements.

The first is question #2 from the Congregational Life Advisory Council survey:

“How familiar are you with the services offered by your UUA Congregational Life staff?”

We maintain that if 75% or more of the respondents are "Very familiar, Familiar, or Somewhat Familiar" with the services offered by Field Staff, the administration will have done an very good job of ensuring unhampered access and making

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congregational leaders aware of the field services available to them and that the administration would be in compliance with this policy.

The second is question #11 from the certification questionnaire:

“What services, resources or programs from the UUA has your congregation used in the past year?”

We maintain that if the UUA services listed in this question approach or exceed 50% usage, the administration will have done a successful job of ensuring unhampered access and making congregational leaders aware of the UUA services available to them and that the administration would be in compliance with this policy.

The responses to these two questions are summarized below in the "Supporting Data" section and outlined in more detail in the attached survey results.

Supporting Data: Looking at Question #2 from the Congregational Life Advisory Council survey report, you will see that 80% responded that they were “very familiar, familiar, or somewhat familiar” with the services offered by Field Staff. This exceeded our goal of 75% goal by 5%.

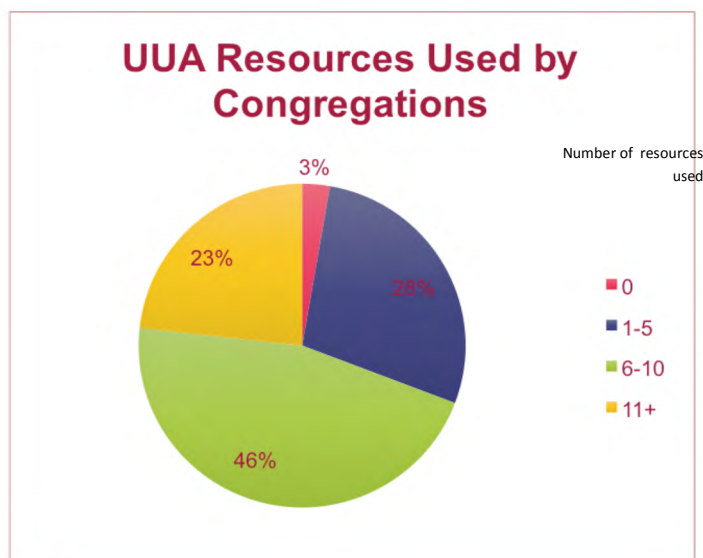
Nearly all congregations, about 97%, reported through the congregational questionnaire that they had engaged with one or more of the resources, services and opportunities provided by the UUA, on the congregational questionnaire.¹ Responses to multiple questions from the certification questionnaire were combined to give a full picture of the usage of UUA resources and services. The chart below tallies number of resources and services that each congregation indicated they had used or engaged in the prior year, drawn from the following list:

- Tapestry of Faith curricula
- Our Whole Lives curricula
- International Office
- UU United Nations Office
- Holdeen India Program
- UU College of Social Justice
- WorshipWeb
- Standing on the Side of Love

¹ We believe the questionnaire responses to be generally representative of UUA congregations as a whole. 770 congregations completed the questionnaire (74%), and an analysis of these congregations relative to the total congregations certified indicated that respondents were generally representative of the membership size and regional breakdown of all certified congregations (70-80% of each group), with the exception of tiny congregations (< 60 members) who only had a 62% response rate.

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- UUA Bookstore
- Online Webinars
- Regional/District Trainings
- Direct consultation with UUA staff
- Leadership development and church management materials
- Stewardship and fundraising materials
- Communications and online media materials
- UUA blogs and
- UUA email lists.²



This has exceeded our goal of 75% of congregations who report using UUA resources by 23%. Compared to 2013, in which 68% of congregations identified using resources on a similar list, this is a dramatic increase, indicating greater awareness and use of UUA resources in the past few years.

Additionally, the administration has studied the other detailed results of the surveys and will use the results to continue to strengthen our congregations' access to and awareness of UUA services. The administration is committed to including these questions in future surveys to track progress over time.

Additional Supporting Data: While quantitative data provides an important measure of compliance, we are aware that qualitative data is equally helpful and

² Note: the questionnaire responses were not cross-referenced with other UUA services and opportunities, such as ministerial and staff transitions, General Assembly participation and Welcoming Congregations certification, so engagement with these other opportunities are above and beyond this report.

MONITORING REPORT – 2.2. TREATMENT OF CONGREGATIONS

often provides a more robust picture of our staff's efforts. With this in mind, we offer some more detail about the work and strategies we are employing to ensure congregational access to and awareness of our UUA services.

Countless services, resources, and many kinds of support are available to all congregations, leaders, and members of the UUA through the UUA website, Regional website, access by phone and email to committed UUA staff members, and various publications that are produced and provided at no charge to UUA members such as the UU World publication. We are continually analyzing these materials for current relevance and accessibility. For example, we routinely test the accessibility and navigability of our website through data from sources outside the UUA. The results of this testing are used to improve and develop our materials, such as with our current project to reorganize the UUA.org menu and structure to make it easier for users to find what they want. The impact of this kind of responsiveness can be seen in the increase in traffic on UUA.org, including among returning users (who are more likely to be UU members and leaders).

In the past we made religious education curricula available only through purchase in the bookstore, but in recent years, through the generosity of donors, we have been able to change this. The Tapestry of Faith curriculum is an excellent example of a comprehensive set of curricula for children and family religious education that is now free and fully accessible on the web for any congregation regardless of its financial resources.

Where there are costs associated with any of the programs or services, the costs are generally evenly applied. Sometimes there are “tiered” level services, in which congregations are given discounts on some services if, for example, they bring teams of leaders to trainings (in order to maximize their benefit) or if they are fair share congregations to the regions and the UUA.

Recognizing that congregational stewardship is crucial to congregational thriving and getting more challenging in the modern fund-raising landscape, we are implementing new strategies to ensure robust and accessible stewardship services to our congregations. We've entered into a “preferred vendor” relationship with an outside stewardship consultant group. We've established a stewardship service fund to supplement our congregation's costs for those preferred vendor's services. And our Congregational Life and Stewardship & Development Departments now work more closely than ever to design capacity building programming together.

The advent of web-based technologies allows us to make an extraordinary breadth of resources related to congregational health and vitality transparent and readily available to all who choose to make use of them, regardless of membership size or status. For instance, last year, the Central East region's online UU Leadership

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Institute had 573 congregational leaders from all five regions (as well as Canada and the UK) engage its online learning offerings.

Even with this growing use of technology, we are aware that personal relationship between our UUA staff and our congregational leaders remains the most effective way to ensure that our congregations not only are aware of UUA services but also find the UUA services that match their unique needs. To this end, our Congregational Life Department is using a “Primary Contact” model of staffing which involves matching one field staff member with every congregation. These Primary Contacts proactively engage their congregations and serve as their porthole to the wide array of UUA services available to them. Regionalization has been crucial to this model of personal connection. Prior to regionalization, a District Executive had to maintain personal relationships with dozens of congregations. Now that field staff have been consolidated into larger teams, we’ve been able to ensure that field staff service a more manageable number of 30 congregations or below. Furthermore, we’re expanding this Primary Contact model to our Covenanting Communities, further ensuring that these innovative communities get specialized help discerning which UUA services are most useful to them.

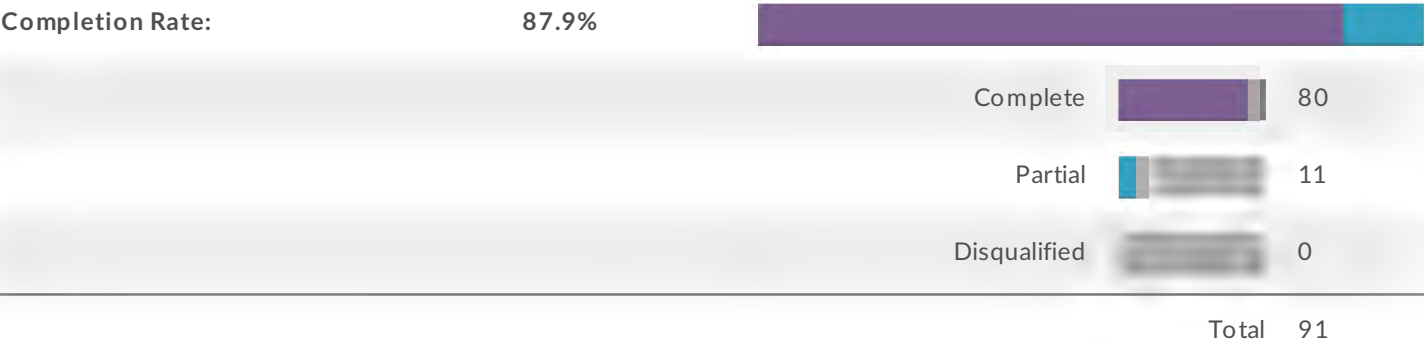
This overview highlights how our strategies for ensuring unhampered access are diverse and mutually supportive. It also highlights the way in which our UUA staff are committed not only to ensuring access of our congregations but also ensuring that we help our congregations discern which services meet their unique needs.

We therefore report compliance.

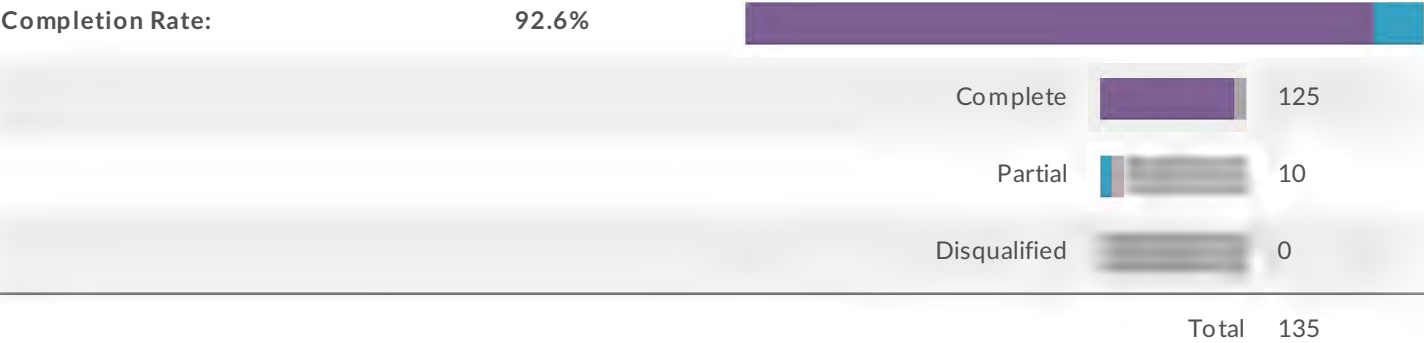
Comparison Report CLAC Survey

Response Counts

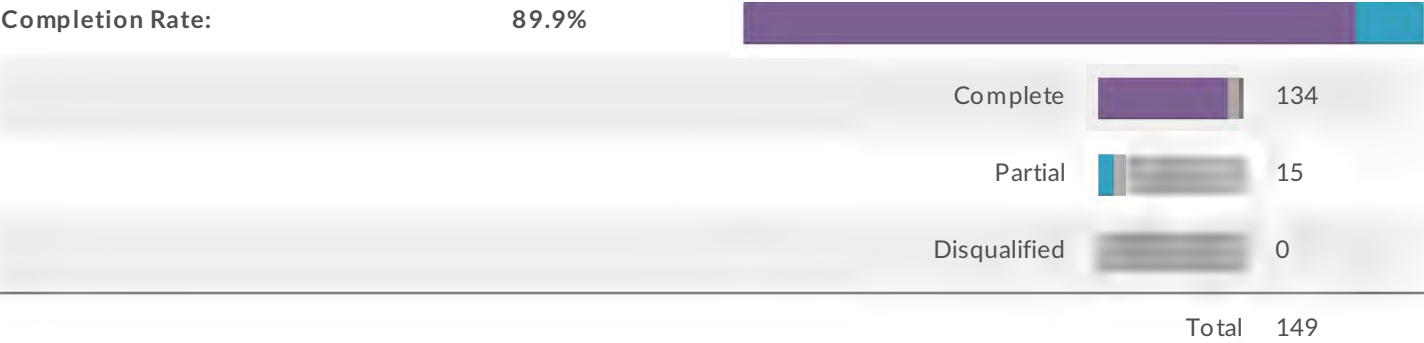
MidAmerica



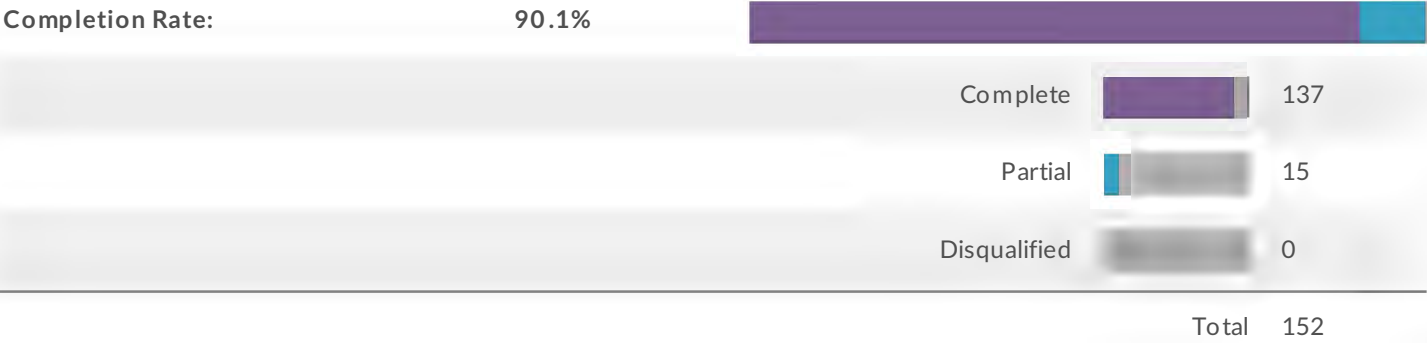
New England



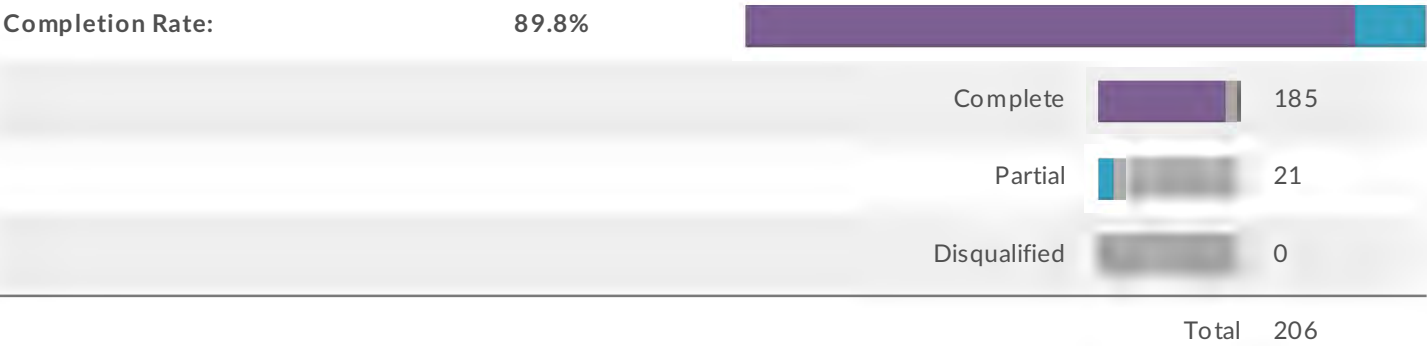
Central East



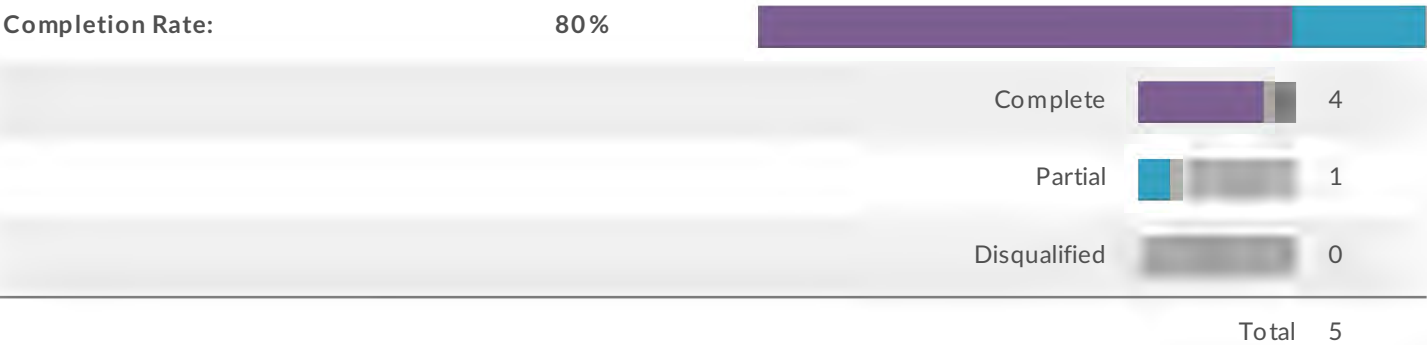
Southern



Pacific West



Other



1. The following is a list of typical events and services that district and/or regional staff offer. For each item that, to your knowledge, you or anyone else in your congregation has attended or participated in during this church year (Sept 2015-current) please rank the usefulness of the event or service on a scale of 1 to 3 (1-Not Useful, 2-Somewhat Useful, 3-Very Useful). Choose the best description of the event or service. It does not have to be exact. Please rank all items that apply.

	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
Face-to-face workshops, programs, retreats					
MidAmerica	39 42.9%	2 2.2%	14 15.4%	36 39.6%	91 12.3%
New England	31 23%	1 0.7%	31 23%	72 53.3%	135 18.3%
Central East	41 27.5%	2 1.3%	23 15.4%	83 55.7%	149 20.2%
Southern	67 44.1%	3 2%	23 15.1%	59 38.8%	152 20.6%
Pacific West	80 38.8%	3 1.5%	41 19.9%	82 39.8%	206 27.9%
Other	2 40%	1 20%	1 20%	1 20%	5 0.7%

Cluster meetings (of any kind)					
MidAmerica	49 53.8%	5 5.5%	14 15.4%	23 25.3%	91 12.3%
New England	68 50.4%	3 2.2%	29 21.5%	35 25.9%	135 18.3%
Central East	43 28.9%	7 4.7%	49 32.9%	50 33.6%	149 20.2%
Southern	73 48%	4 2.6%	34 22.4%	41 27%	152 20.6%
Pacific West	117 56.8%	4 1.9%	41 19.9%	44 21.4%	206 27.9%

	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Online workshops or programs or webinars

MidAmerica	46 50.5%	2 2.2%	24 26.4%	19 20.9%	91 12.3%
New England	60 44.4%	3 2.2%	41 30.4%	31 23%	135 18.3%
Central East	68 45.6%	5 3.4%	39 26.2%	37 24.8%	149 20.2%
Southern	100 65.8%	1 0.7%	34 22.4%	17 11.2%	152 20.6%
Pacific West	121 58.7%	7 3.4%	43 20.9%	35 17%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Online learning circles

MidAmerica	81 89%	2 2.2%	5 5.5%	3 3.3%	91 12.3%
New England	126 93.3%	2 1.5%	3 2.2%	4 3%	135 18.3%
Central East	127 85.2%	5 3.4%	12 8.1%	5 3.4%	149 20.2%
Southern	139 91.4%	3 2%	8 5.3%	2 1.3%	152 20.6%
Pacific West	184 89.3%	3 1.5%	14 6.8%	5 2.4%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Start-ups for clergy

MidAmerica	76 83.5%	1 1.1%	7 7.7%	7 7.7%	91 12.3%
New England	122 90.4%	0 0%	3 2.2%	10 7.4%	135 18.3%

	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
Central East	123 82.6%	2 1.3%	5 3.4%	19 12.8%	149 20.2%
Southern	129 84.9%	1 0.7%	9 5.9%	13 8.6%	152 20.6%
Pacific West	176 85.4%	4 1.9%	4 1.9%	22 10.7%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Start-ups for other staff (i.e. DRE, membership coordinator, music director, etc.)

MidAmerica	80 87.9%	0 0%	4 4.4%	7 7.7%	91 12.3%
New England	111 82.2%	3 2.2%	10 7.4%	11 8.1%	135 18.3%
Central East	124 83.2%	2 1.3%	10 6.7%	13 8.7%	149 20.2%
Southern	139 91.4%	2 1.3%	5 3.3%	6 3.9%	152 20.6%
Pacific West	182 88.3%	2 1%	5 2.4%	17 8.3%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Board or leadership retreat

MidAmerica	66 72.5%	1 1.1%	9 9.9%	15 16.5%	91 12.3%
New England	92 68.1%	0 0%	14 10.4%	29 21.5%	135 18.3%
Central East	100 67.1%	2 1.3%	17 11.4%	30 20.1%	149 20.2%
Southern	116 76.3%	0 0%	12 7.9%	24 15.8%	152 20.6%
Pacific West	134 65%	2 1%	12 5.8%	58 28.2%	206 27.9%
Other	4 80%	0 0%	1 20%	0 0%	5 0.7%

Not Used 1 - Not Useful 2 - Somewhat Useful 3 - Very Useful

Consultation or coaching in any form




MidAmerica	43 47.3%	1 1.1%	16 17.6%	31 34.1%	91 12.3%
New England	77 57%	2 1.5%	18 13.3%	38 28.1%	135 18.3%
Central East	52 34.9%	3 2%	32 21.5%	62 41.6%	149 20.2%
Southern	87 57.2%	1 0.7%	24 15.8%	40 26.3%	152 20.6%
Pacific West	90 43.7%	4 1.9%	30 14.6%	82 39.8%	206 27.9%
Other	2 40%	0 0%	0 0%	3 60%	5 0.7%

Chalice Lighters – donor or recipient







MidAmerica	66 72.5%	0 0%	9 9.9%	16 17.6%	91 12.3%
New England	118 87.4%	0 0%	8 5.9%	9 6.7%	135 18.3%
Central East	85 57%	5 3.4%	26 17.4%	33 22.1%	149 20.2%
Southern	108 71.1%	3 2%	19 12.5%	22 14.5%	152 20.6%
Pacific West	113 54.9%	3 1.5%	28 13.6%	62 30.1%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Transition/Interim ministry consulting or coaching services







MidAmerica	62 68.1%	6 6.6%	8 8.8%	15 16.5%	91 12.3%
New England	103 76.3%	1 0.7%	7 5.2%	24 17.8%	135 18.3%
Central East	104 69.8%	1 0.7%	11 7.4%	33 22.1%	149 20.2%

	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
 Southern	128 84.2%	3 2%	5 3.3%	16 10.5%	152 20.6%
 Pacific West	141 68.4%	6 2.9%	10 4.9%	49 23.8%	206 27.9%
 Other	5 100%	0 0%	0 0%	0 0%	5 0.7%







Compensation consultation

 MidAmerica	72 79.1%	3 3.3%	5 5.5%	11 12.1%	91 12.3%
 New England	102 75.6%	4 3%	10 7.4%	19 14.1%	135 18.3%
 Central East	117 78.5%	1 0.7%	12 8.1%	19 12.8%	149 20.2%
 Southern	128 84.2%	3 2%	7 4.6%	14 9.2%	152 20.6%
 Pacific West	163 79.1%	4 1.9%	18 8.7%	21 10.2%	206 27.9%
 Other	5 100%	0 0%	0 0%	0 0%	5 0.7%







Grant programs

 MidAmerica	78 85.7%	1 1.1%	4 4.4%	8 8.8%	91 12.3%
 New England	115 85.2%	0 0%	10 7.4%	10 7.4%	135 18.3%
 Central East	125 83.9%	4 2.7%	4 2.7%	16 10.7%	149 20.2%
 Southern	135 88.8%	4 2.6%	1 0.7%	12 7.9%	152 20.6%
 Pacific West	167 81.1%	2 1%	6 2.9%	31 15%	206 27.9%
 Other	4 80%	0 0%	0 0%	1 20%	5 0.7%





District or Regional meetings/assemblies



		Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
 MidAmerica	30 33%	1 1.1%	23 25.3%	37 40.7%	91 12.3%	
 New England	59 43.7%	10 7.4%	37 27.4%	29 21.5%	135 18.3%	
 Central East	48 32.2%	9 6%	49 32.9%	43 28.9%	149 20.2%	
 Southern	96 63.2%	6 3.9%	21 13.8%	29 19.1%	152 20.6%	
 Pacific West	86 41.7%	7 3.4%	57 27.7%	56 27.2%	206 27.9%	
 Other	4 80%	0 0%	0 0%	1 20%	5 0.7%	

Church Administrators support groups







 MidAmerica	75 82.4%	0 0%	7 7.7%	9 9.9%	91 12.3%	
 New England	110 81.5%	1 0.7%	10 7.4%	14 10.4%	135 18.3%	
 Central East	130 87.2%	2 1.3%	13 8.7%	4 2.7%	149 20.2%	
 Southern	140 92.1%	2 1.3%	5 3.3%	5 3.3%	152 20.6%	
 Pacific West	176 85.4%	2 1%	13 6.3%	15 7.3%	206 27.9%	
 Other	5 100%	0 0%	0 0%	0 0%	5 0.7%	

Leadership development training, leadership school, Commissioned Lay Leader (CER)







 MidAmerica	73 80.2%	0 0%	5 5.5%	13 14.3%	91 12.3%	
 New England	115 85.2%	1 0.7%	10 7.4%	9 6.7%	135 18.3%	
 Central East	112 75.2%	3 2%	10 6.7%	24 16.1%	149 20.2%	
 Southern	104 68.4%	0 0%	15 9.9%	33 21.7%	152 20.6%	

	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
 Pacific West	145 70.4%	2 1%	18 8.7%	41 19.9%	206 27.9%
 Other	5 100%	0 0%	0 0%	0 0%	5 0.7%


Stewardship workshops, consulting or coaching

 MidAmerica	75 82.4%	2 2.2%	6 6.6%	8 8.8%	91 12.3%
 New England	93 68.9%	1 0.7%	18 13.3%	23 17%	135 18.3%
 Central East	117 78.5%	1 0.7%	19 12.8%	12 8.1%	149 20.2%
 Southern	123 80.9%	0 0%	14 9.2%	15 9.9%	152 20.6%
 Pacific West	154 74.8%	4 1.9%	19 9.2%	29 14.1%	206 27.9%
 Other	2 40%	0 0%	2 40%	1 20%	5 0.7%

Pulpit supply services

 MidAmerica	82 90.1%	2 2.2%	4 4.4%	3 3.3%	91 12.3%
 New England	106 78.5%	1 0.7%	13 9.6%	15 11.1%	135 18.3%
 Central East	131 87.9%	2 1.3%	9 6%	7 4.7%	149 20.2%
 Southern	137 90.1%	1 0.7%	8 5.3%	6 3.9%	152 20.6%
 Pacific West	180 87.4%	3 1.5%	8 3.9%	15 7.3%	206 27.9%
 Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Youth programming or youth conferences

 MidAmerica	55 60.4%	0 0%	13 14.3%	23 25.3%	91 12.3%
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	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
New England	98 72.6%	3 2.2%	15 11.1%	19 14.1%	135 18.3%
Central East	90 60.4%	2 1.3%	15 10.1%	42 28.2%	149 20.2%
Southern	114 75%	1 0.7%	8 5.3%	29 19.1%	152 20.6%
Pacific West	117 56.8%	1 0.5%	24 11.7%	64 31.1%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Young adult programming or young adult conferences

MidAmerica	79 86.8%	1 1.1%	5 5.5%	6 6.6%	91 12.3%
New England	121 89.6%	2 1.5%	4 3%	8 5.9%	135 18.3%
Central East	124 83.2%	2 1.3%	10 6.7%	13 8.7%	149 20.2%
Southern	138 90.8%	4 2.6%	5 3.3%	5 3.3%	152 20.6%
Pacific West	179 86.9%	1 0.5%	10 4.9%	16 7.8%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Safe congregations - consultation, coaching or trainings

MidAmerica	76 83.5%	3 3.3%	6 6.6%	6 6.6%	91 12.3%
New England	116 85.9%	1 0.7%	9 6.7%	9 6.7%	135 18.3%
Central East	106 71.1%	2 1.3%	17 11.4%	24 16.1%	149 20.2%
Southern	137 90.1%	0 0%	10 6.6%	5 3.3%	152 20.6%
Pacific West	177 85.9%	4 1.9%	9 4.4%	16 7.8%	206 27.9%

	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Consulting, coaching, or workshop on congregational partnership/multisite issues

MidAmerica	81 89%	1 1.1%	7 7.7%	2 2.2%	91 12.3%
New England	119 88.1%	2 1.5%	3 2.2%	11 8.1%	135 18.3%
Central East	116 77.9%	2 1.3%	15 10.1%	16 10.7%	149 20.2%
Southern	139 91.4%	3 2%	4 2.6%	6 3.9%	152 20.6%
Pacific West	173 84%	8 3.9%	10 4.9%	15 7.3%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Consulting, coaching, or workshop on entrepreneurial or emerging church or new "beyond" initiatives

MidAmerica	85 93.4%	1 1.1%	3 3.3%	2 2.2%	91 12.3%
New England	123 91.1%	1 0.7%	3 2.2%	8 5.9%	135 18.3%
Central East	135 90.6%	2 1.3%	6 4%	6 4%	149 20.2%
Southern	143 94.1%	0 0%	3 2%	6 3.9%	152 20.6%
Pacific West	188 91.3%	1 0.5%	9 4.4%	8 3.9%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Family camps such as Summer Institute, The Point (aka SWUUSI)

MidAmerica	68 74.7%	1 1.1%	4 4.4%	18 19.8%	91 12.3%
New England	122 90.4%	2 1.5%	3 2.2%	8 5.9%	135 18.3%

	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful	
Central East	118 79.2%	2 1.3%	12 8.1%	17 11.4%	149 20.2%
Southern	113 74.3%	3 2%	14 9.2%	22 14.5%	152 20.6%
Pacific West	154 74.8%	4 1.9%	19 9.2%	29 14.1%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Social Media and technology consultation, coaching or trainings

MidAmerica	80 87.9%	1 1.1%	5 5.5%	5 5.5%	91 12.3%
New England	119 88.1%	5 3.7%	8 5.9%	3 2.2%	135 18.3%
Central East	124 83.2%	1 0.7%	13 8.7%	11 7.4%	149 20.2%
Southern	136 89.5%	0 0%	9 5.9%	7 4.6%	152 20.6%
Pacific West	174 84.5%	0 0%	15 7.3%	17 8.3%	206 27.9%
Other	5 100%	0 0%	0 0%	0 0%	5 0.7%

Newsletter (paper or electronic)

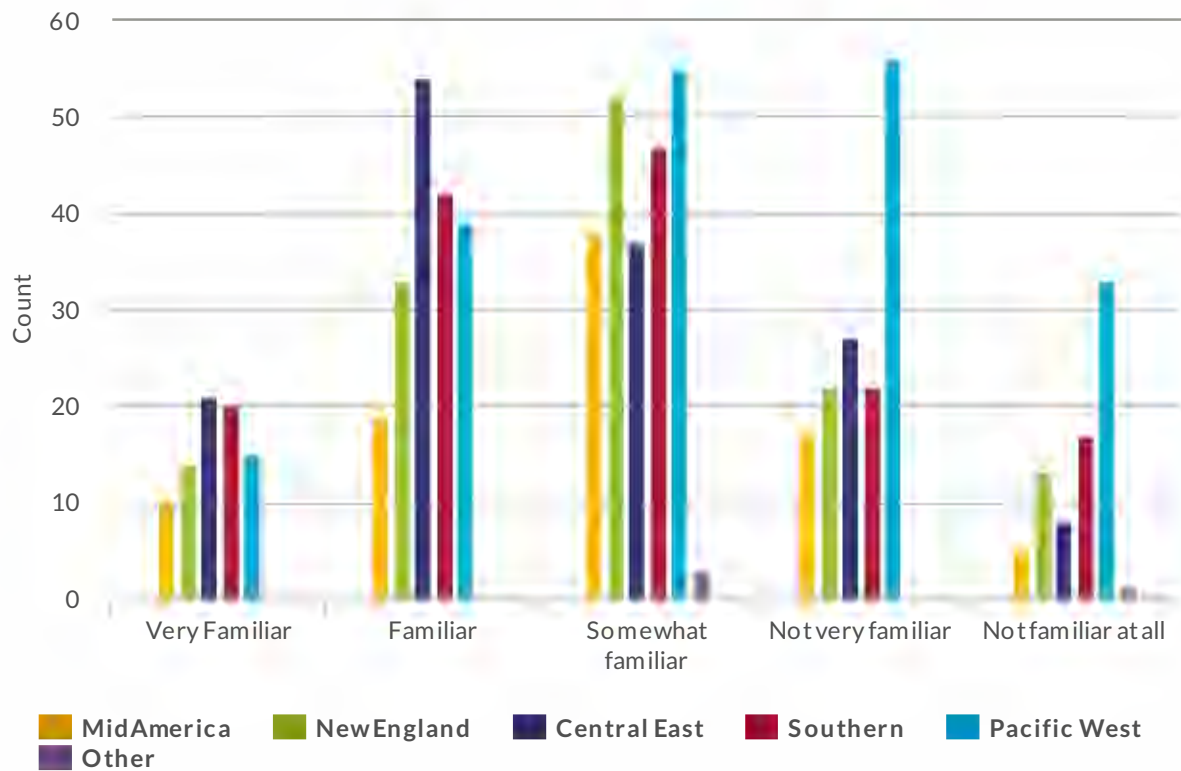
MidAmerica	50 54.9%	3 3.3%	25 27.5%	13 14.3%	91 12.3%
New England	75 55.6%	1 0.7%	42 31.1%	17 12.6%	135 18.3%
Central East	83 55.7%	4 2.7%	45 30.2%	17 11.4%	149 20.2%
Southern	79 52%	6 3.9%	41 27%	26 17.1%	152 20.6%
Pacific West	134 65%	5 2.4%	39 18.9%	28 13.6%	206 27.9%
Other	3 60%	0 0%	2 40%	0 0%	5 0.7%

	Not Used	1 - Not Useful	2 - Somewhat Useful	3 - Very Useful
Website				
MidAmerica	43 47.3%	3 3.3%	24 26.4%	21 23.1%
New England	54 40%	1 0.7%	42 31.1%	38 28.1%
Central East	63 42.3%	3 2%	53 35.6%	30 20.1%
Southern	66 43.4%	8 5.3%	42 27.6%	36 23.7%
Pacific West	95 46.1%	8 3.9%	54 26.2%	49 23.8%
Other	4 80%	0 0%	1 20%	0 0%
Facebook or other social media				
MidAmerica	67 73.6%	2 2.2%	14 15.4%	8 8.8%
New England	85 63%	3 2.2%	34 25.2%	13 9.6%
Central East	90 60.4%	3 2%	36 24.2%	20 13.4%
Southern	97 63.8%	1 0.7%	33 21.7%	21 13.8%
Pacific West	141 68.4%	2 1%	37 18%	26 12.6%
Other	5 100%	0 0%	0 0%	0 0%











































Do you have any comments or explanations of the items you checked above?

MidAmerica

2. How familiar are you with the services offered by your UUA Congregational Life staff?



Value	Segment	Percent	Count	% of Total
Very Familiar	MidAmerica	12.5%	10	1.4%
	New England	17.5%	14	1.9%
	Central East	26.3%	21	2.9%
	Southern	25%	20	2.8%
	Pacific West	18.8%	15	2.1%
	Other	0%	0	0%
	Total		80	11.1%
Familiar	MidAmerica	10.2%	19	2.6%
































Value	Segment	Percent		Count	% of Total
	 New England	17.6%		33	4.6%
	 Central East	28.9%		54	7.5%
	 Southern	22.5%		42	5.8%
	 Pacific West	20.9%		39	5.4%
	 Other	0%		0	0%
Total				187	25.9%
Somewhat familiar	 MidAmerica	16.4%		38	5.3%
	 New England	22.4%		52	7.2%
	 Central East	15.9%		37	5.1%
	 Southern	20.3%		47	6.5%
	 Pacific West	23.7%		55	7.6%
	 Other	1.3%		3	0.4%
Total				232	32.1%
Not very familiar	 MidAmerica	11.8%		17	2.4%
	 New England	15.3%		22	3.1%
	 Central East	18.8%		27	3.8%
	 Southern	15.3%		22	3.1%
	 Pacific West	38.9%		56	7.8%
	 Other	0%		0	0%
Total				144	20.2%
Not familiar at all	 MidAmerica	6.5%		5	0.7%
	 New England	16.9%		13	1.8%
	 Central East	10.4%		8	1.1%
	 Southern	22.1%		17	2.4%

































Value	Segment	Percent	Count	% of Total
	Pacific West	42.9%	33	4.6%
	Other	1.3%	1	0.1%
	Total		77	10.7%

3. What is the primary way you learn about regional/district services?

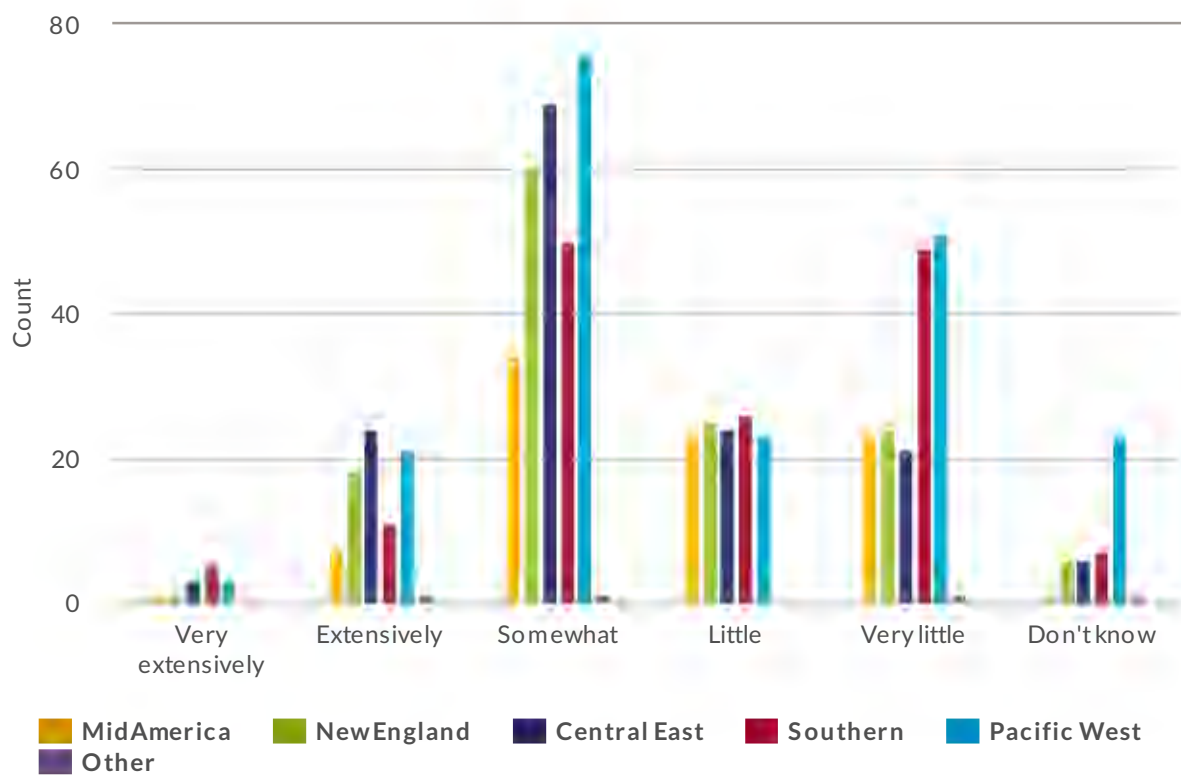


Value	Segment	Percent	Count	% of Total
Newsletter or other regional/district communications	MidAmerica	13.6%	32	4.5%
	New England	29.2%	69	9.6%
	Central East	7.6%	18	2.5%
	Southern	28.8%	68	9.5%











































Value	Segment	Percent		Count	% of Total
	 Pacific West	20.3%		48	6.7%
	 Other	0.4%		1	0.1%
			Total	236	32.9%
Regional/district website or link from the UUA website	 MidAmerica	23.7%		18	2.5%
	 New England	15.8%		12	1.7%
	 Central East	18.4%		14	1.9%
	 Southern	17.1%		13	1.8%
	 Pacific West	25%		19	2.6%
	 Other	0%		0	0%
			Total	76	10.5%
Email from my Primary Contact or other regional/district Congregational Life staff person	 MidAmerica	5.7%		12	1.7%
	 New England	16.1%		34	4.7%
	 Central East	35.5%		75	10.4%
	 Southern	14.7%		31	4.3%
	 Pacific West	27%		57	7.9%
	 Other	0.9%		2	0.3%
			Total	211	29.3%
Word of mouth from other congregational leaders or minister	 MidAmerica	15.2%		16	2.2%
	 New England	9.5%		10	1.4%















Value	Segment	Percent		Count	% of Total
	 Central East	21%		22	3.1%
	 Southern	15.2%		16	2.2%
	 Pacific West	38.1%		40	5.6%
	 Other	1%		1	0.1%
			Total	105	14.6%
Attendance at a workshop, conference, webinar or other meeting	 MidAmerica	22.2%		6	0.8%
	 New England	7.4%		2	0.3%
	 Central East	14.8%		4	0.6%
	 Southern	22.2%		6	0.8%
	 Pacific West	33.3%		9	1.3%
	 Other	0%		0	0%
			Total	27	3.8%
Other - Write In	 MidAmerica	7.9%		5	0.7%
	 New England	11.1%		7	1%
	 Central East	20.6%		13	1.8%
	 Southern	22.2%		14	1.9%
	 Pacific West	38.1%		24	3.3%
	 Other	0%		0	0%
			Total	63	8.7%

4. In your perception, how extensively has your congregation used Congregational Life staff services or participated in district or regional programs in the past year?

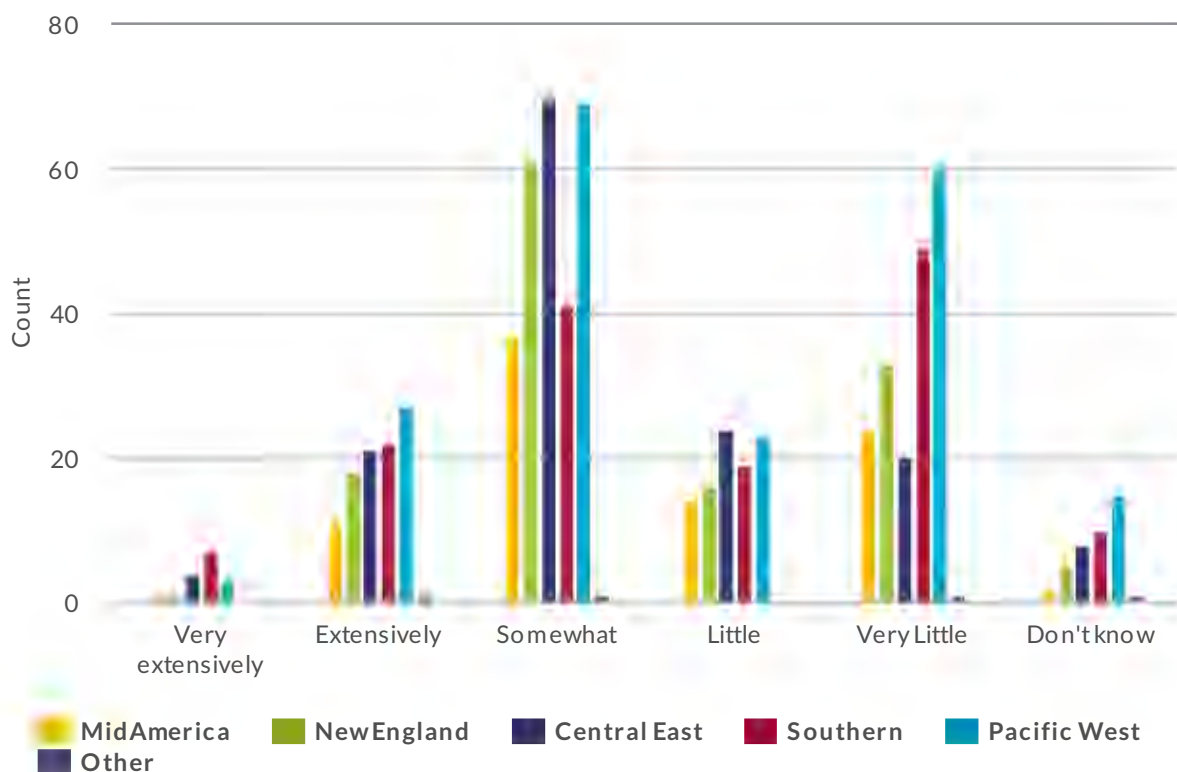


Value	Segment	Percent	Count	% of Total
Very extensively	MidAmerica	7.7%	1	0.1%
	New England	7.7%	1	0.1%
	Central East	23.1%	3	0.4%
	Southern	38.5%	5	0.7%
	Pacific West	23.1%	3	0.4%
	Other	0%	0	0%
	Total		13	1.7%
Extensively	MidAmerica	8.5%	7	1%
	New England	22%	18	2.5%






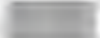















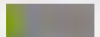







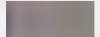
Value	Segment	Percent		Count	% of Total
	 Central East	29.3%		24	3.3%
	 Southern	13.4%		11	1.5%
	 Pacific West	25.6%		21	2.9%
	 Other	1.2%		1	0.1%
	Total			82	11.3%
Somewhat	 MidAmerica	11.7%		34	4.7%
	 New England	20.7%		60	8.3%
	 Central East	23.8%		69	9.6%
	 Southern	17.2%		50	7%
	 Pacific West	26.2%		76	10.6%
	 Other	0.3%		1	0.1%
	Total			290	40.3%
Little	 MidAmerica	19%		23	3.2%
	 New England	20.7%		25	3.5%
	 Central East	19.8%		24	3.3%
	 Southern	21.5%		26	3.6%
	 Pacific West	19%		23	3.2%
	 Other	0%		0	0%
	Total			121	16.8%
Very little	 MidAmerica	13.6%		23	3.2%
	 New England	14.2%		24	3.3%
	 Central East	12.4%		21	2.9%
	 Southern	29%		49	6.8%
	 Pacific West	30.2%		51	7.1%

Value	Segment	Percent		Count	% of Total
Don't know	 Other	0.6%		1	0.1%
			Total	169	23.4%
	 MidAmerica	2.3%		1	0.1%
	 New England	13.6%		6	0.8%
	 Central East	13.6%		6	0.8%
	 Southern	15.9%		7	1%
	 Pacific West	52.3%		23	3.2%
	 Other	2.3%		1	0.1%
			Total	44	6%

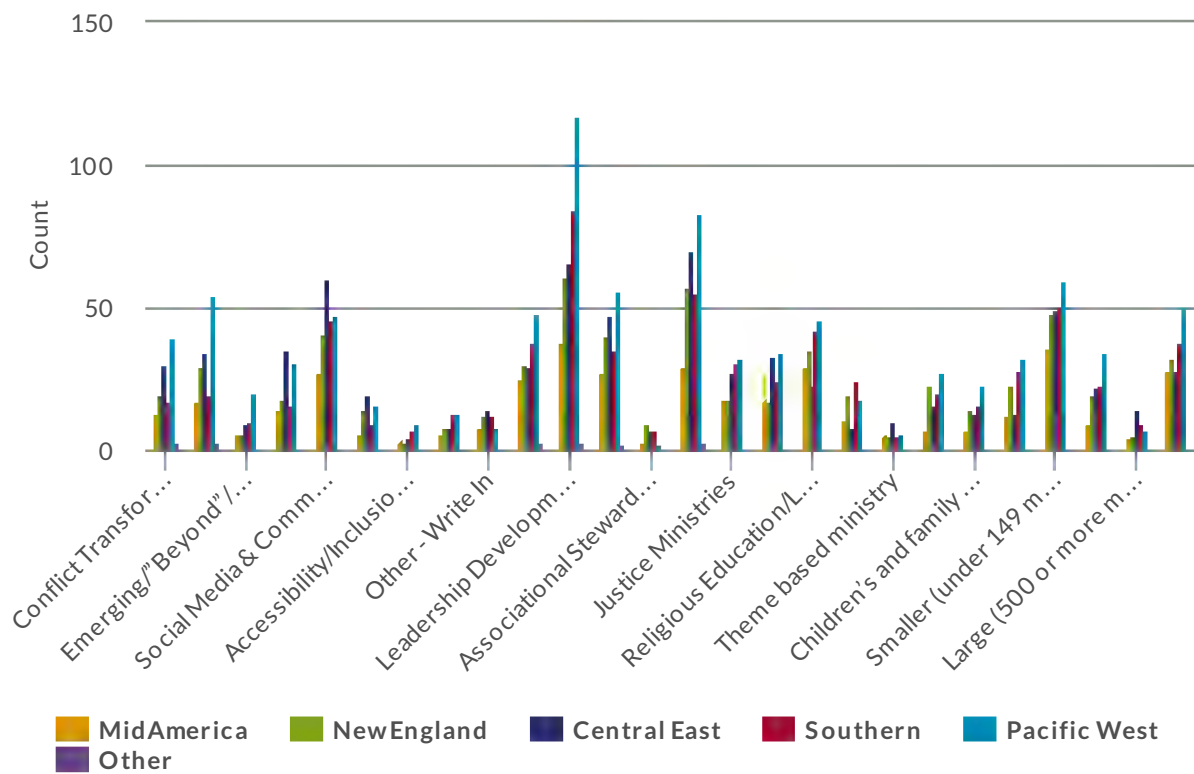
5. In the past year, how much did your participation in district or regional events, programs, and/or coaching shape the way your congregation approaches important congregational issues?



































Value	Segment	Percent	Count	% of Total
Very extensively	MidAmerica	6.3%	1	0.1%
	New England	6.3%	1	0.1%
	Central East	25%	4	0.6%
	Southern	43.8%	7	1%
	Pacific West	18.8%	3	0.4%
	Other	0%	0	0%
	Total		16	2.2%
Extensively	MidAmerica	11%	11	1.5%
	New England	18%	18	2.5%
	Central East	21%	21	2.9%
	Southern	22%	22	3.1%
	Pacific West	27%	27	3.8%
	Other	1%	1	0.1%
	Total		100	13.9%
Somewhat	MidAmerica	13.3%	37	5.1%
	New England	21.9%	61	8.5%
	Central East	25.1%	70	9.7%
	Southern	14.7%	41	5.7%
	Pacific West	24.7%	69	9.6%
	Other	0.4%	1	0.1%
	Total		279	38.7%
Little	MidAmerica	14.6%	14	1.9%
	New England	16.7%	16	2.2%
	Central East	25%	24	3.3%

































Value	Segment	Percent		Count	% of Total
	 Southern	19.8%		19	2.6%
	 Pacific West	24%		23	3.2%
	 Other	0%		0	0%
				Total	96
Very Little	 MidAmerica	12.8%		24	3.3%
	 New England	17.6%		33	4.6%
	 Central East	10.7%		20	2.8%
	 Southern	26.2%		49	6.8%
	 Pacific West	32.1%		60	8.3%
	 Other	0.5%		1	0.1%
				Total	187
Don't know	 MidAmerica	4.9%		2	0.3%
	 New England	12.2%		5	0.7%
	 Central East	19.5%		8	1.1%
	 Southern	24.4%		10	1.4%
	 Pacific West	36.6%		15	2.1%
	 Other	2.4%		1	0.1%
				Total	41































Check your top 5 areas

































































Value	Segment	Percent	Count	% of Total
Conflict Transformation/Right Relations	MidAmerica	10.7%	13	0.4%
	New England	15.7%	19	0.6%
	Central East	24.8%	30	0.9%
	Southern	14%	17	0.5%
	Pacific West	32.2%	39	1.2%
	Other	2.5%	3	0.1%
	Total		121	3.7%
Governance	MidAmerica	10.9%	17	0.5%
	New England	18.6%	29	0.9%
	Central East	21.8%	34	1%

Value	Segment	Percent		Count	% of Total
	 Southern	12.2%		19	0.6%
	 Pacific West	34.6%		54	1.6%
	 Other	1.9%		3	0.1%
			Total	156	4.7%
Congregational Partnership/Multisite	 MidAmerica	12.3%		14	0.4%
	 New England	15.8%		18	0.5%
	 Central East	30.7%		35	1.1%
	 Southern	14%		16	0.5%
	 Pacific West	27.2%		31	0.9%
	 Other	0%		0	0%
			Total	114	3.4%
Social Media & Communications	 MidAmerica	12.2%		27	0.8%
	 New England	18.6%		41	1.2%
	 Central East	27.1%		60	1.8%
	 Southern	20.8%		46	1.4%
	 Pacific West	21.3%		47	1.4%
	 Other	0%		0	0%
			Total	221	6.6%
	 MidAmerica	14.5%		25	0.8%
Mission and Vision Work					

Value	Segment	Percent		Count	% of Total
	 New England	17.3%		30	0.9%
	 Central East	16.8%		29	0.9%
	 Southern	22%		38	1.1%
	 Pacific West	27.7%		48	1.4%
	 Other	1.7%		3	0.1%
			Total	173	5.2%
Leadership Development	 MidAmerica	10.3%		38	1.1%
	 New England	16.5%		61	1.8%
	 Central East	17.9%		66	2%
	 Southern	22.8%		84	2.5%
	 Pacific West	31.7%		117	3.5%
	 Other	0.8%		3	0.1%
			Total	369	11%
Staff/Ministerial Transitions	 MidAmerica	13%		27	0.8%
	 New England	19.3%		40	1.2%
	 Central East	22.7%		47	1.4%
	 Southern	16.9%		35	1.1%
	 Pacific West	27.1%		56	1.7%

Value	Segment	Percent		Count	% of Total
	 Other	1%		2	0.1%
			Total	207	6.3%
Congregational Stewardship (How to increase commitment in congregational giving)	 MidAmerica	9.8%		29	0.9%
	 New England	19.2%		57	1.7%
	 Central East	23.6%		70	2.1%
	 Southern	18.5%		55	1.7%
	 Pacific West	27.9%		83	2.5%
	 Other	1%		3	0.1%
			Total	297	9%
Justice Ministries	 MidAmerica	14.3%		18	0.5%
	 New England	14.3%		18	0.5%
	 Central East	21.4%		27	0.8%
	 Southern	24.6%		31	0.9%
	 Pacific West	25.4%		32	1%
	 Other	0%		0	0%
			Total	126	3.7%
Multi/Intercultural Competency	 MidAmerica	20%		27	0.8%
	 New England	12.6%		17	0.5%

Value	Segment	Percent		Count	% of Total
	 Central East	24.4%		33	1%
	 Southern	17.8%		24	0.7%
	 Pacific West	25.2%		34	1%
	 Other	0%		0	0%
			Total	135	4%
Religious Education/Lifespan Faith Formation	 MidAmerica	16.6%		29	0.9%
	 New England	20%		35	1.1%
	 Central East	13.1%		23	0.7%
	 Southern	24%		42	1.3%
	 Pacific West	26.3%		46	1.4%
	 Other	0%		0	0%
			Total	175	5.4%
Youth & young adult ministry	 MidAmerica	11.1%		12	0.4%
	 New England	21.3%		23	0.7%
	 Central East	12%		13	0.4%
	 Southern	25.9%		28	0.8%
	 Pacific West	29.6%		32	1%
	 Other	0%		0	0%

Value	Segment	Percent		Count	% of Total
			Total	108	3.3%
Smaller (under 149 members) Congregation Needs /Support	 MidAmerica	14.8%		36	1.1%
	 New England	19.7%		48	1.4%
	 Central East	20.1%		49	1.5%
	 Southern	20.9%		51	1.5%
	 Pacific West	24.2%		59	1.8%
	 Other	0.4%		1	0%
			Total	244	7.3%
Mid-size (150-499 members) Congregation Needs/Support	 MidAmerica	8.3%		9	0.3%
	 New England	17.6%		19	0.6%
	 Central East	20.4%		22	0.7%
	 Southern	21.3%		23	0.7%
	 Pacific West	31.5%		34	1%
	 Other	0.9%		1	0%
			Total	108	3.3%
New Member Integration	 MidAmerica	15.9%		28	0.8%
	 New England	18.2%		32	1%
	 Central East	15.9%		28	0.8%

Value	Segment	Percent	Count	% of Total
	Southern	21.6%	38	1.1%
	Pacific West	28.4%	50	1.5%
	Other	0%	0	0%
	Total		176	5.2%

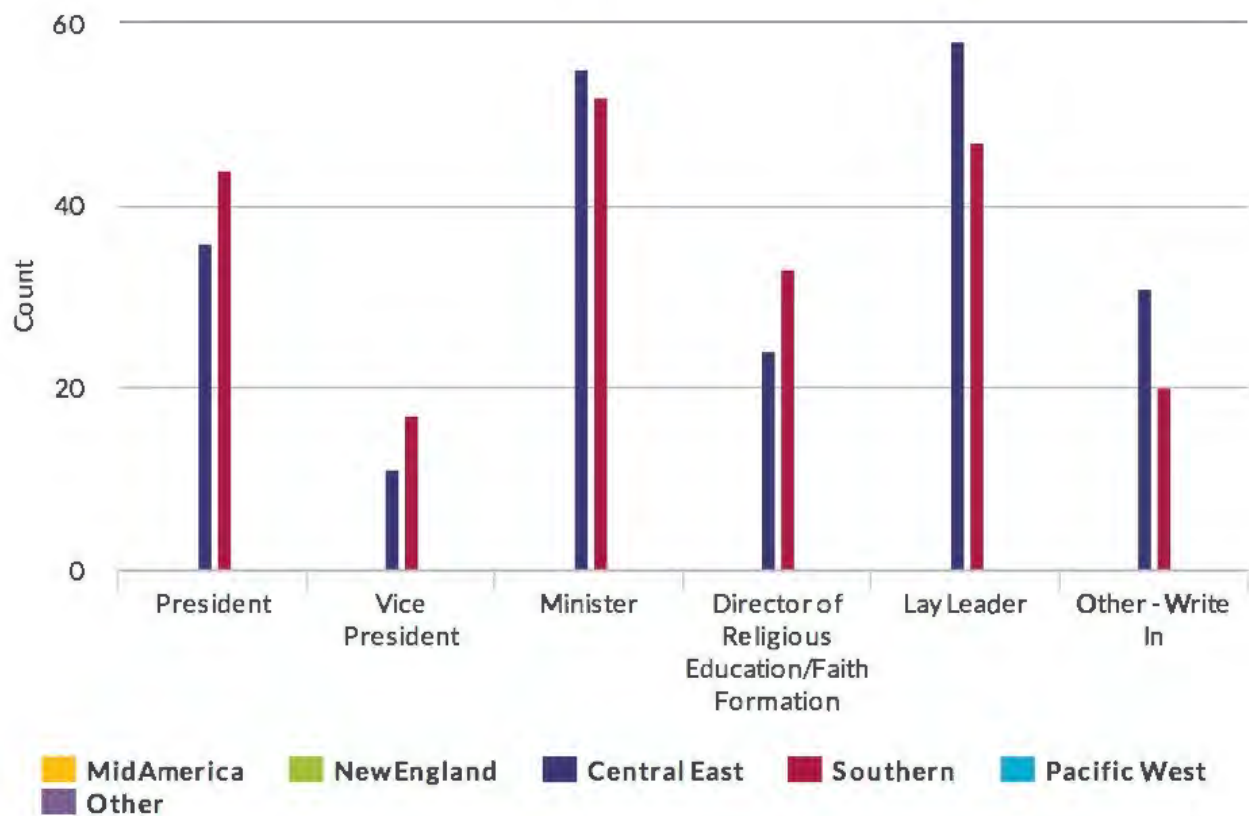
7. Do you feel your relationship with UUA field staff has deepened since the switch to a Primary Contact structure (in the last 12 to 18 months)?



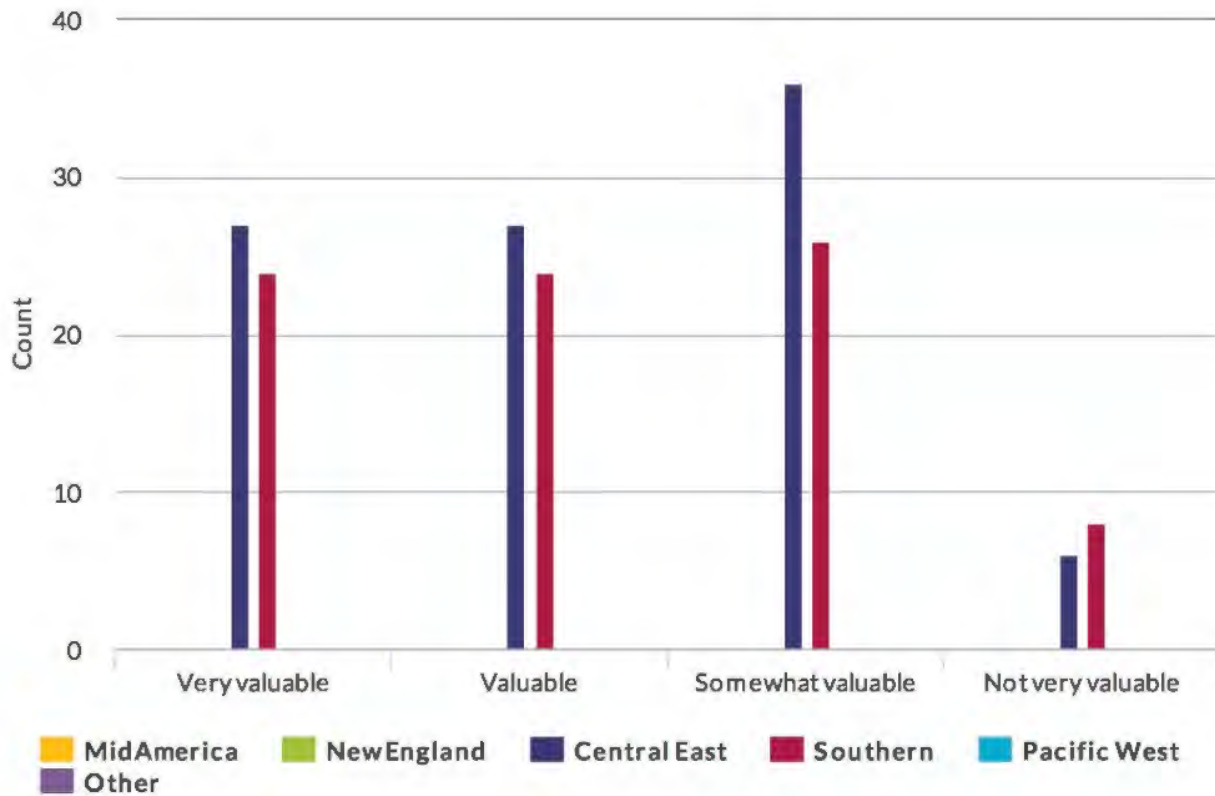
8. Does your congregation participate in a congregational cluster?



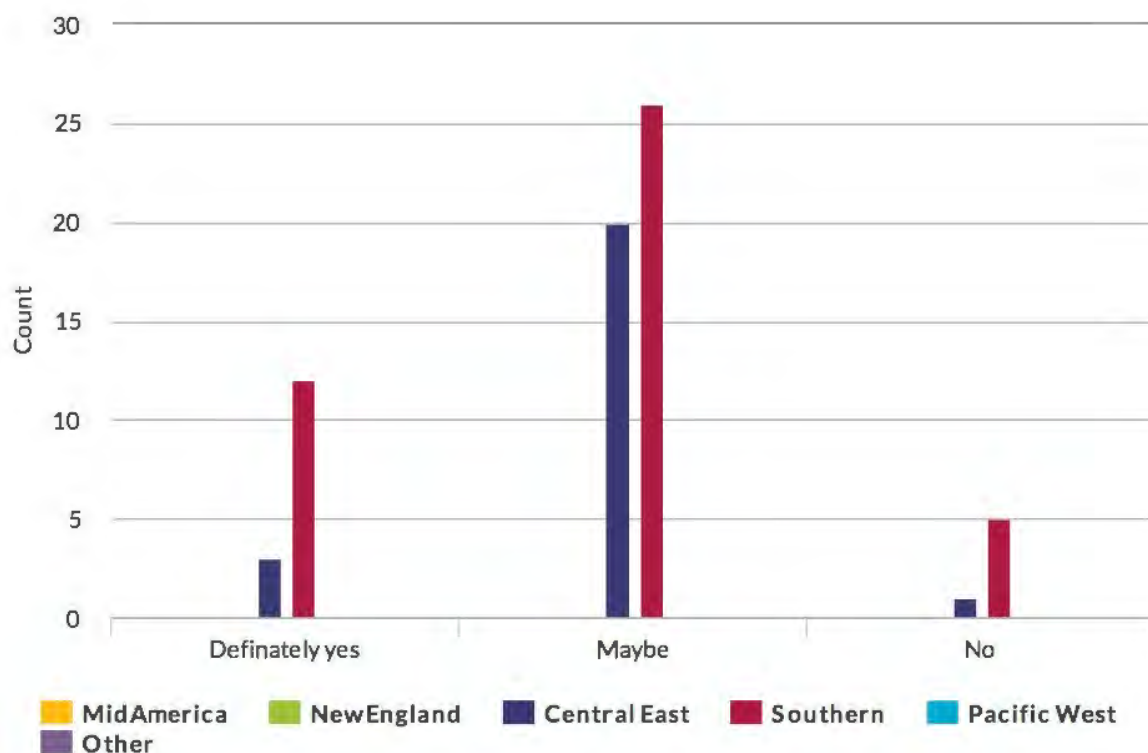
If yes or sometimes, who participates? (check all that apply)



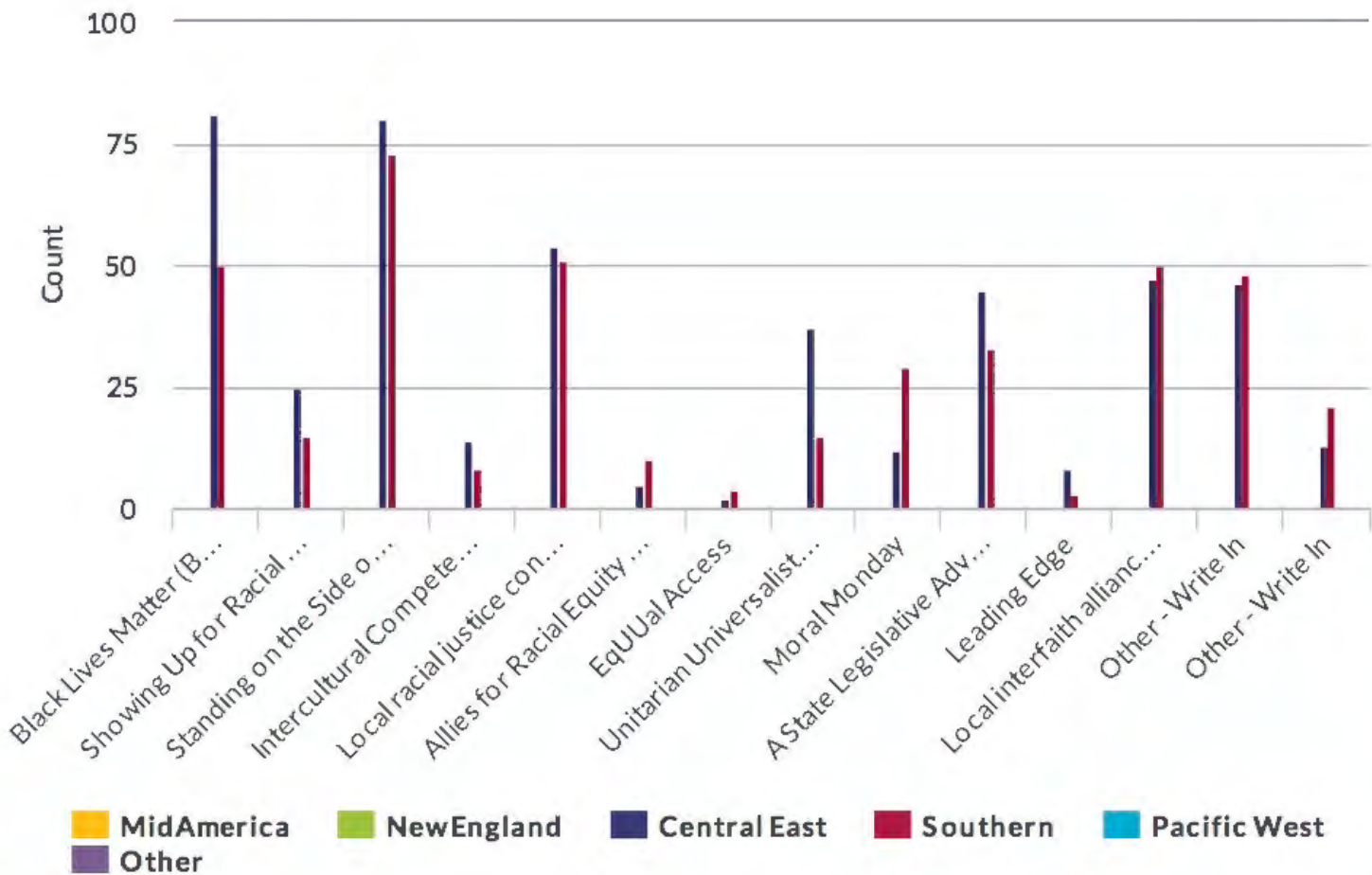
If yes or sometimes, how valuable do you find participation in the cluster?



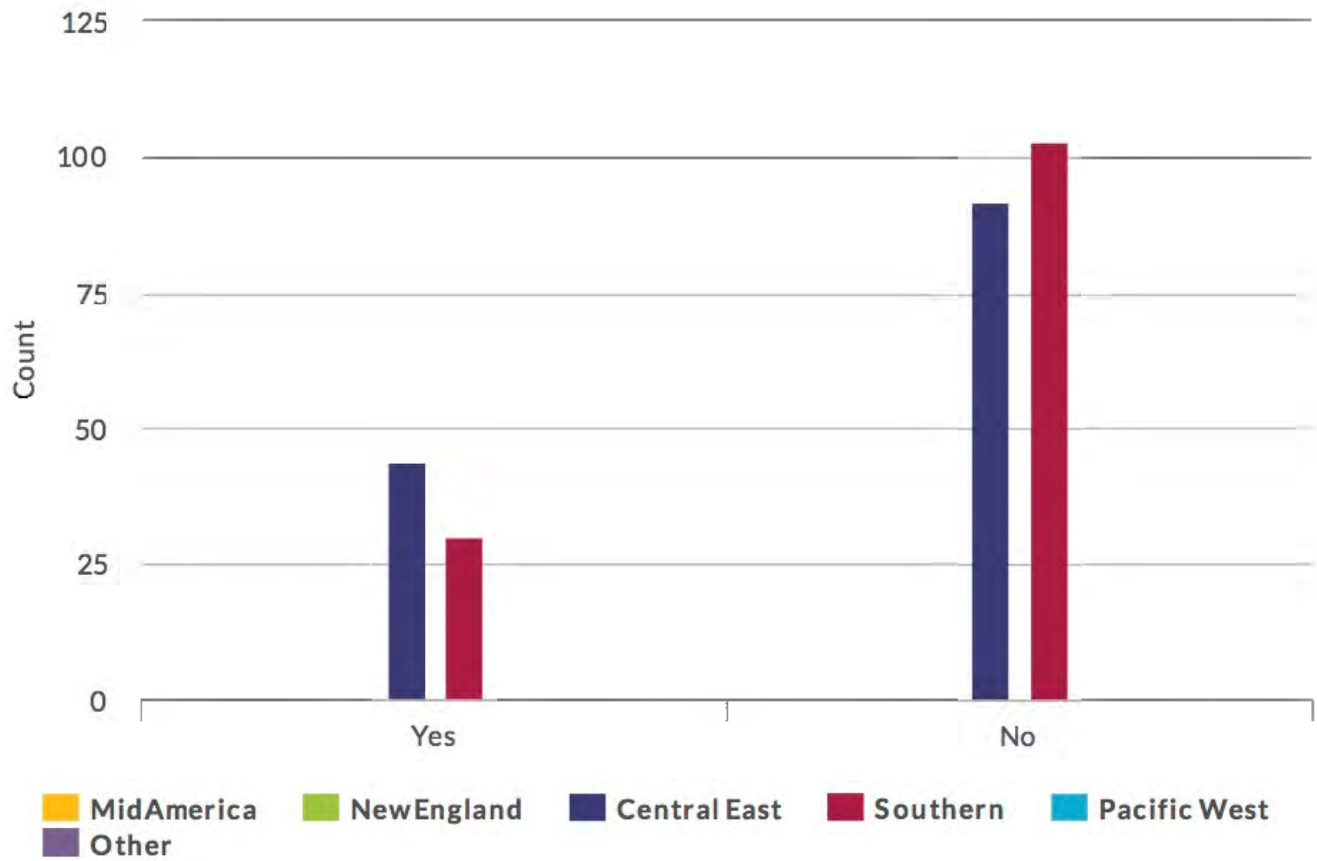
If “not at all”, do you think your congregation would like to be part of a cluster?



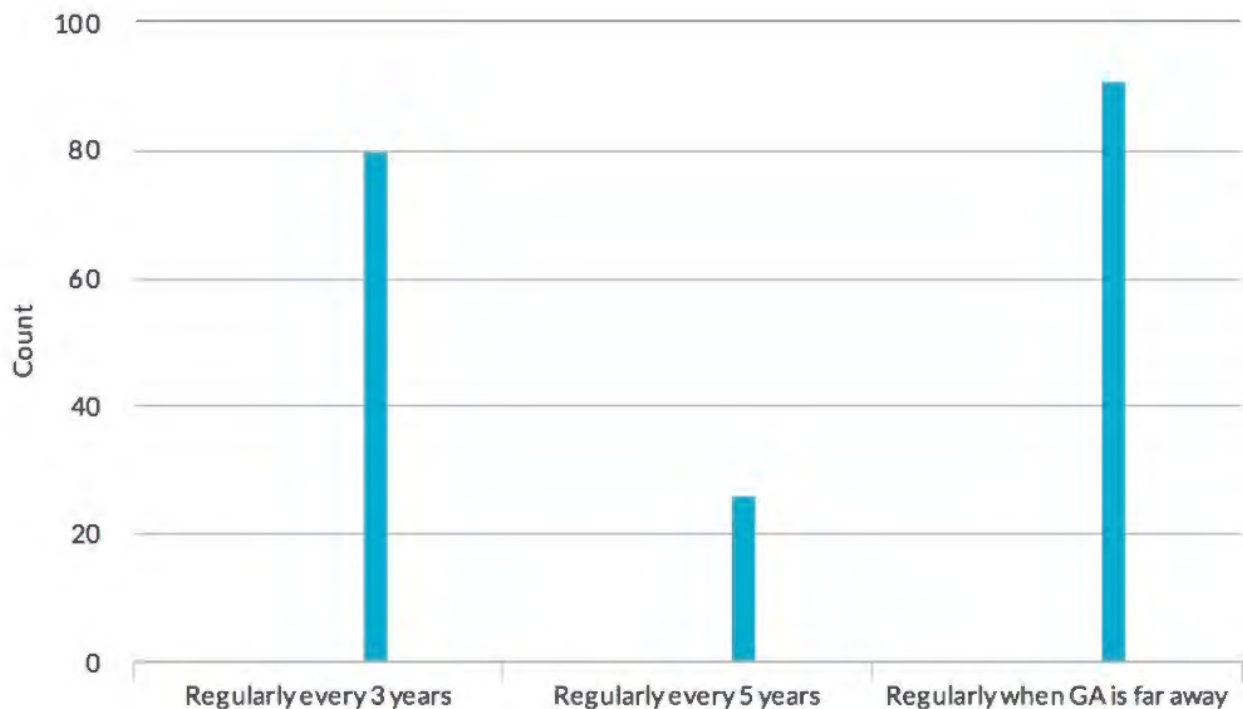
9. Is your congregation currently involved in any form of race, class, gender identity or other racial or social justice or inclusion ministry? Check all that apply.



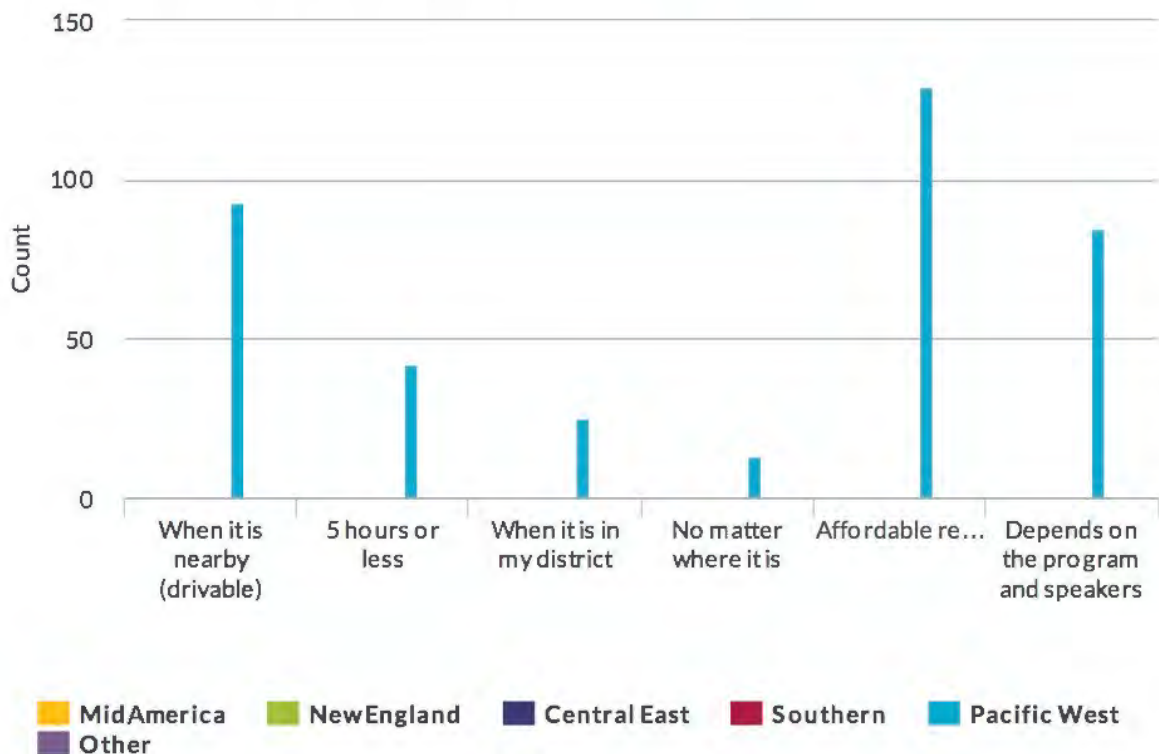
Have you consulted with regional staff or used regional resources in your racial or social justice ministry?



10. In 2013 the Pacific Western Region held the first Regional Assembly. It was a large, joyful and complete event. We seek feedback on the likelihood that your congregation will promote and participate in a regular Regional Assemblies rotating through our four districts. How often should we have a Pacific Western Regional Assembly?















What criteria will influence your participation?






Value	Segment	Percent	Count	% of Total
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11. As you reflect on the justice work your congregation actively addresses please indicate all of the issues in which you have a significant interest and characterize your activities.

		Longstanding partnerships	Working independently	Just starting	
Aging					
 MidAmerica	0 0%	0 0%	0 0%	0 0%	0 0%
 New England	0 0%	0 0%	0 0%	0 0%	0 0%
 Central East	0 0%	0 0%	0 0%	0 0%	0 0%
 Southern	0 0%	0 0%	0 0%	0 0%	0 0%
 Pacific West	15 16%	48 51.1%	31 33%	94 100%	
 Other	0 0%	0 0%	0 0%	0 0%	0 0%
Corporate Personhood					
 MidAmerica	0 0%	0 0%	0 0%	0 0%	0 0%
 New England	0 0%	0 0%	0 0%	0 0%	0 0%
 Central East	0 0%	0 0%	0 0%	0 0%	0 0%
 Southern	0 0%	0 0%	0 0%	0 0%	0 0%
 Pacific West	7 15.6%	14 31.1%	24 53.3%	45 100%	
 Other	0 0%	0 0%	0 0%	0 0%	0 0%







		Longstanding partnerships	Working independently	Just starting	
Death with Dignity					
<div><div></div><div>MidAmerica</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>New England</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>Central East</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>Southern</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>Pacific West</div></div>	19 23.5%	30 37%	32 39.5%	81 100%	
<div><div></div><div>Other</div></div>	0 0%	0 0%	0 0%	0 0%	
Economic Inequality					
<div><div></div><div>MidAmerica</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>New England</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>Central East</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>Southern</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>Pacific West</div></div>	44 37.6%	35 29.9%	38 32.5%	117 100%	
<div><div></div><div>Other</div></div>	0 0%	0 0%	0 0%	0 0%	
Environmental					
<div><div></div><div>MidAmerica</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>New England</div></div>	0 0%	0 0%	0 0%	0 0%	
<div><div></div><div>Central East</div></div>	0 0%	0 0%	0 0%	0 0%	

	Longstanding partnerships	Working independently	Just starting	
 Southern	0 0%	0 0%	0 0%	0 0%
 Pacific West	68 43.9%	59 38.1%	28 18.1%	155 100%
 Other	0 0%	0 0%	0 0%	0 0%







Gender Justice Issues

 MidAmerica	0 0%	0 0%	0 0%	0 0%
 New England	0 0%	0 0%	0 0%	0 0%
 Central East	0 0%	0 0%	0 0%	0 0%
 Southern	0 0%	0 0%	0 0%	0 0%
 Pacific West	57 52.3%	36 33%	16 14.7%	109 100%
 Other	0 0%	0 0%	0 0%	0 0%







Gun Violence

 MidAmerica	0 0%	0 0%	0 0%	0 0%
 New England	0 0%	0 0%	0 0%	0 0%
 Central East	0 0%	0 0%	0 0%	0 0%
 Southern	0 0%	0 0%	0 0%	0 0%
 Pacific West	13 17.8%	19 26%	41 56.2%	73 100%
 Other	0 0%	0 0%	0 0%	0 0%





Homelessness



		Longstanding partnerships	Working independently	Just starting	
 MidAmerica	0 0%	0 0%	0 0%	0 0%	
 New England	0 0%	0 0%	0 0%	0 0%	
 Central East	0 0%	0 0%	0 0%	0 0%	
 Southern	0 0%	0 0%	0 0%	0 0%	
 Pacific West	101 67.3%	22 14.7%	27 18%	150 100%	
 Other	0 0%	0 0%	0 0%	0 0%	

Hunger







 MidAmerica	0 0%	0 0%	0 0%	0 0%	
 New England	0 0%	0 0%	0 0%	0 0%	
 Central East	0 0%	0 0%	0 0%	0 0%	
 Southern	0 0%	0 0%	0 0%	0 0%	
 Pacific West	73 68.2%	20 18.7%	14 13.1%	107 100%	
 Other	0 0%	0 0%	0 0%	0 0%	

Immigration







 MidAmerica	0 0%	0 0%	0 0%	0 0%	
 New England	0 0%	0 0%	0 0%	0 0%	
 Central East	0 0%	0 0%	0 0%	0 0%	
 Southern	0 0%	0 0%	0 0%	0 0%	

	Longstanding partnerships	Working independently	Just starting	
 Pacific West	63 51.6%	26 21.3%	33 27%	122 100%
 Other	0 0%	0 0%	0 0%	0 0%


Legislative Advocacy Networks






 MidAmerica	0 0%	0 0%	0 0%	0 0%
 New England	0 0%	0 0%	0 0%	0 0%
 Central East	0 0%	0 0%	0 0%	0 0%
 Southern	0 0%	0 0%	0 0%	0 0%
 Pacific West	37 44.6%	22 26.5%	24 28.9%	83 100%
 Other	0 0%	0 0%	0 0%	0 0%

Mass Incarceration







 MidAmerica	0 0%	0 0%	0 0%	0 0%
 New England	0 0%	0 0%	0 0%	0 0%
 Central East	0 0%	0 0%	0 0%	0 0%
 Southern	0 0%	0 0%	0 0%	0 0%
 Pacific West	16 23.5%	22 32.4%	30 44.1%	68 100%
 Other	0 0%	0 0%	0 0%	0 0%

Prison Ministries

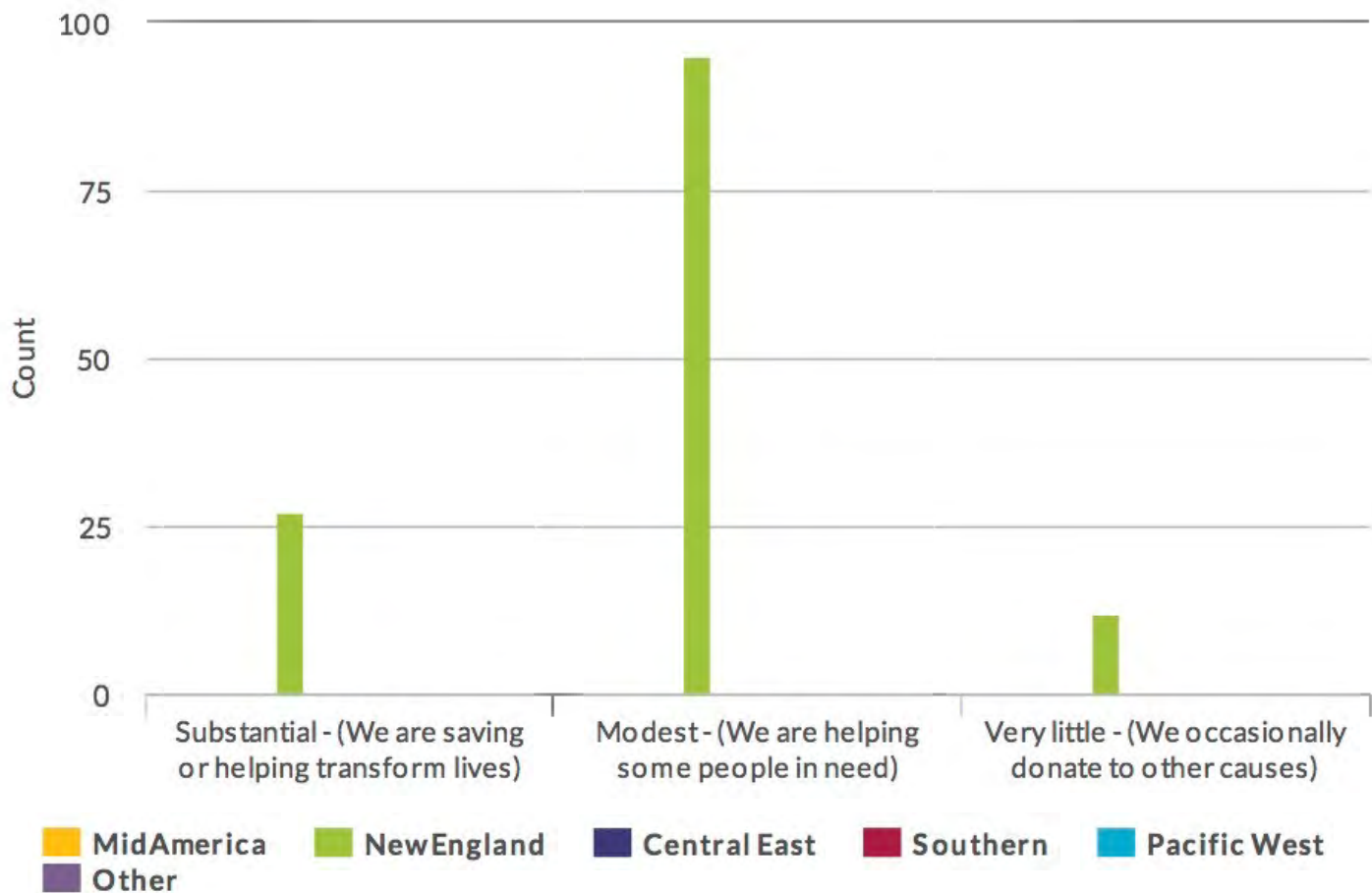
 MidAmerica	0 0%	0 0%	0 0%	0 0%
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	Longstanding partnerships	Working independently	Just starting	
 New England	0 0%	0 0%	0 0%	0 0%
 Central East	0 0%	0 0%	0 0%	0 0%
 Southern	0 0%	0 0%	0 0%	0 0%
 Pacific West	17 26.6%	19 29.7%	28 43.8%	64 100%
 Other	0 0%	0 0%	0 0%	0 0%

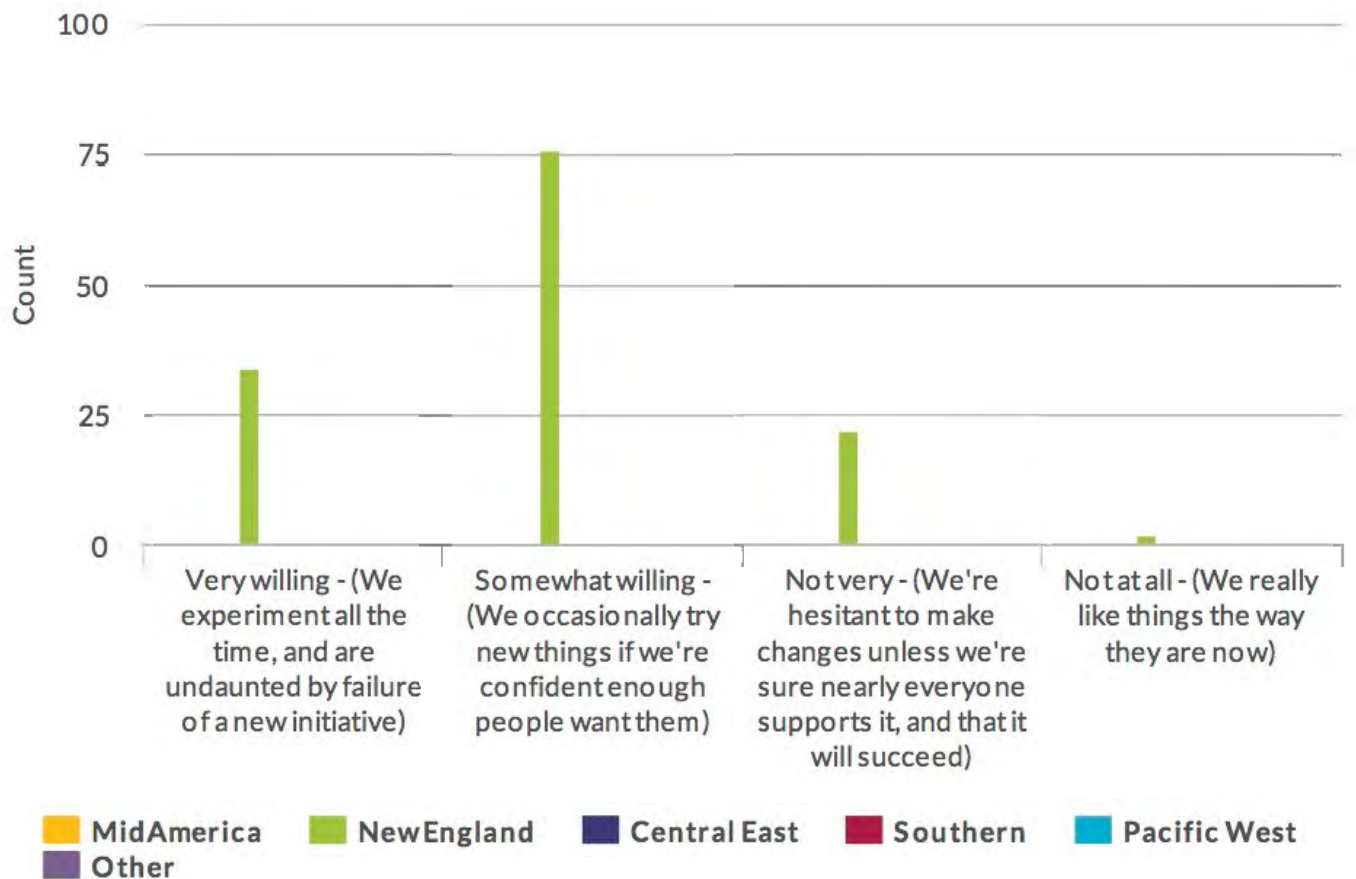
Worker Justice

 MidAmerica	0 0%	0 0%	0 0%	0 0%
 New England	0 0%	0 0%	0 0%	0 0%
 Central East	0 0%	0 0%	0 0%	0 0%
 Southern	0 0%	0 0%	0 0%	0 0%
 Pacific West	23 37.7%	15 24.6%	23 37.7%	61 100%
 Other	0 0%	0 0%	0 0%	0 0%

12. How would you describe the impact of your congregation's ministries on the lives of people outside the congregation?



13. How would you describe your congregation's willingness to take risks and experiment with new ministries, programs or practice?



MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

Submitted to Boardpaq on September 30, 2016.

2.4

Policy:

With respect to employment, compensation, and benefits for Association staff, the President shall not cause or allow:

- A. An unfair or inhumane benefit structure.
- B. Conditions that jeopardize the fiscal integrity of the Association.

Further, without limiting the scope of the foregoing by this enumeration, the President shall not:

- 1. Promise permanent employment.
- 2. Set salaries at levels that are materially less than those paid by comparable nonprofit organizations.
- 3. Provide less than a living wage to all employees.
- 4. Change or administer benefits so as to cause imprudent or inequitable situations, including those that:
 - A. Incur unfunded liabilities.
 - B. Provide less than a reasonable level of benefits to all employees.
 - C. Allow any employee to lose benefits already promised.
 - D. Differentiate among classes of employees.

2.4.A.: The President shall not cause or allow: An unfair or inhumane benefit structure.

Operational Definition: The UUA shall provide benefits for eligible staff, consistent with the inclusive values of our faith. Benefit plans will not be defined to limit eligibility, preclude participation, or limit UUA cost sharing or contribution based on race, color, ability or disability, gender or gender identity, affectation or sexual orientation, genetics, age, or national origin as qualifiers. Neither will eligibility be determined in such a way that staff at higher grades receive benefits options that differ from those offered to staff at lower grades or employee rank, except when specified by the Board of Trustees for officers of the Association.

To promote fairness, in addition to allowing participation by regular full-time staff in the benefits plans, regular part-time staff will also be eligible for participation, pro-rated as appropriate. Where plan rules allow, eligibility will be set at 20 hours per week (1,000 hours per year for the UUA Organizations Retirement Plan).

Domestic partner coverage for applicable group insurance plans will be offered.

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

Rationale: Much Federal and some state legislation prohibits benefits plan discrimination based on protected categories, including race, color, ability/disability, gender or gender identity, affectation or sexual orientation, age, or national origin.

Benchmarks from the 2016 Kaiser Family Foundation Survey indicate that organizations of 200 or more employees set benefits eligibility to allow for an 81% eligibility rate, permitting participation by some, but not all, part-time staff. The UUA, in setting our eligibility at 20 hours per week for staff, far exceeds the national benchmark with eligibility at 97% of regular staff.

Note that eligibility for the UUA Organizations Retirement Plan is set at 1,000 hours by Internal Revenue Code.

Supporting Data: No UUA benefit plan limits eligibility, participation or cost sharing or contribution based on race, color, ability or disability, gender or gender identity, affectation or sexual orientation, genetics, age, or national origin as qualifiers.

No UUA benefit plan determines eligibility, participation, cost sharing or contribution in such a way that staff at higher grades receive benefits options that differ from those offered to staff at lower grades.

No regular UUA employee who works at least 20 hours per week is excluded from the UUA benefits plans.

Domestic partners (same- or opposite-sex) are not excluded from participation in the health, dental, or flexible benefits plans.

Therefore, I report compliance.

2.4.B.: The President shall not cause or allow: Conditions that jeopardize the fiscal integrity of the Association.

Operational Definition: In regard to employment-, benefits- and compensation-related matters, the UUA will observe all applicable Federal and state laws, will follow best Human Resources practices, and will follow best practices in financial management and oversight.

Rationale: The UUA engages legal counsel for employment matters and for the benefits plans. Other best practices in Human Resources are suggested by the Society for Human Resources Management. The UUA bases its accounting and control systems on the Financial Accounting Standards Board Codification. Yearly audits will also include the UUA benefits plans.

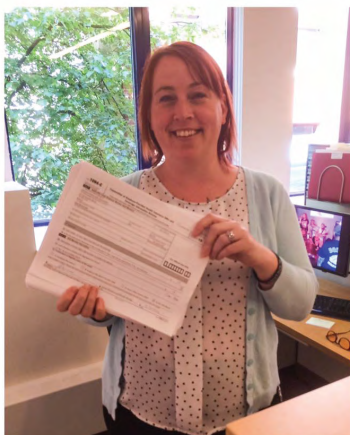
MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

See also, the Monitoring Report for Policy 2.7.

Supporting Data: Government regulations concerning employment and benefits plans are extensive. As such, written records of all personnel-, compensation-, and benefits-related actions are kept for all employees. Personnel records are kept securely, and document hire, pay rate and benefits changes, job changes, requests for leave (including Family and Medical Leave Act [FMLA] requests) and accommodations under the American's with Disabilities Act (ADA). I-9 documentation (U.S. employment eligibility and identity) is also kept securely and separately for all staff hired after November 6, 1986 and retained per U.S. Department of Homeland Security retention requirements. Reports on unemployment eligibility, Social Security wages, etc. are provided by the Office of Human Resources upon request of the various Federal and state agencies.

Annual review and non-discrimination testing for the UUA Organizations Retirement Plan (for national staff) was completed for the calendar year ending December 31, 2014. On February 3, 2016, The ANGELL Pension Group issued a letter indicating that employer contributions (11% of eligible compensation) had been made according to plan guidelines; that non-discrimination testing (so that the Plan does not operate in favor of Highly Compensated Employees) was determined to pass; that Section 415 limitations on contributions had not been exceeded; and, that required minimum distributions for terminated employees reaching age 70½ had occurred per Internal Revenue Code. The annual review and non-discrimination testing for the calendar year ending December 31, 2015 is in progress; all materials have been submitted, and we are awaiting the final determination letter from The ANGELL Pension Group.

As required under Section 6056 of the Affordable Care Act, the first “New Health Insurance Marketplace Coverage Options and Your Health Coverage” notice (OMB No. 1210-0149) was first distributed on September 30, 2013 and thereafter annually in January and at time of hire for new staff. As of January, 2013 and also required under the Affordable Care Act, the UUA began reporting the cost of health insurance premiums in box 12 of the Form W-2, which is distributed each January to employees active during the previous calendar year.



Also required by the Affordable Care Act, for the first time we distributed individual copies of the IRS Form 1095-C “Employer-Provided Health Insurance Offer and Coverage.” These were mailed to staff on March 16, 2016. We filed the complete package with the IRS under Form 1094-C “Transmittal of Employer-Provided Health Insurance Offer and Coverage Information Returns” on May 26, 2016 in advance of the deadline. (See photograph, left, of Kati MacDonald, our Human Resources and Benefits Manager, getting ready to send off the 1094-C package to the IRS.)

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

Reports of accidents and injuries are produced per Occupational Health and Safety Administration (OSHA) regulations and reported to state agencies as necessary via our worker's compensation carrier. The annual OSHA 300A was completed on February 1, 2016 for calendar year 2015.

The Medicare Part D Notice was mailed to all participants of the UUA Health Plan and all Medicare eligible staff on September 11, 2015.

The annual Medicaid and the Children's Health Insurance Program (CHIP) Notice was distributed in December, 2015 for calendar year 2016.

Other required reporting includes the annual EEO-1, which was last filed on October 30, 2015. (Note that the EEO-1 is normally due by September 30 each year. In 2015, however, the Equal Employment Opportunity Commission extended the deadline to October 30.) The next EEO-1 will be filed on September 30, 2016.

Required Federal and state workplace postings are displayed on bulletin boards accessible to all staff at each of our office locations.

The UUA Health Plan, the UU Organizations Retirement Plan, and the Worker's Compensation plan are audited each year (the latter by the carrier solely for determination of rates). The financial statements of the UUA for the fiscal years ending June 30, 2015 and 2014 were audited by Mayer, Hoffman, McCann P.C., Tofias New England Division. In their November 9, 2015 report to the Board of Trustees, they stated, "In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Unitarian Universalist Association as of June 30, 2015 and 2014, and the changes in net assets and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America." The financial statements of the Unitarian Universalist Organizations Health Plan for the fiscal year ending June 30, 2015 and 2014 were audited by RSM US LLP. In their January 29, 2016 report to the Employee Benefits Trust, they stated, "In our opinion, the financial statements referred to above present fairly, in all material respects, the financial status of the Plan as of June 30, 2015 and 2014, and the changes in its financial status for the years then ended, in accordance with accounting principles generally accepted in the United States of America."

Therefore, I report compliance.

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

2.4.1.: The President shall not: Promise permanent employment.

Operational Definition: The UUA will not make promises or implications of permanent or guaranteed employment by including language in hiring letters and in the *Employee Manual* stating that employment is “at will,” “regular,” or “temporary,” and will avoid using the term or references to “permanent” or “guaranteed” employment.

The *Employee Manual* includes explicit language indicating that “[a]n employee may terminate his or her employment at any time, and the UUA retains a similar right.” Hiring letters will typically include the following language:

“As a condition of employment, please sign and date this letter below, and return it to [Human Resources]. By accepting this offer, you will be an employee ‘at will,’ with no specified term of employment. This acceptance means that either you or we may terminate employment, at any time....”

Rationale: The Society for Human Resources Management recommends, “In an effort to avoid creating a contractual agreement, the [hire] letter should contain a statement that the employment is at will. Eliminating verbiage regarding employment for a definite period of time or making promises about future earnings or bonuses is a consistent way to keep your [organization] out of the courts in the event that an employee files suit based on language in the offer letter that implies an employment commitment between the employer and the employee.”

Supporting Data: With the exception of the UUA President, 100% of regular and temporary UUA staff hired since July 1, 2009 have received hire letters or memoranda indicating that their employment is “at will,” “regular,” or “temporary.”

100% of UUA employees receive Intranet links to and have access to the online or printed *UUA Employee Manual*.

Therefore, I report compliance.

2.4.2.: The President shall not: Set salaries at levels that are materially less than those paid by comparable nonprofit organizations.

Operational Definition: Salaries and compensation for regular Association employees will be benchmarked against market data gathered from salary surveys for comparable work, organizations and geography, in addition to reflecting data based on broader economic changes (e.g., cost of living). Salary ranges will be reviewed at least biennially; staff compensation within the ranges will be reviewed at least annually.

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

Rationale: Salary ranges for UUA pay grades were reviewed in 2015 based on data from a variety of regional and national sources, such as the Compdata Nonprofit Survey, the Nonprofit Employment Trends Survey, Guidestar, and in addition to data from non-profit, for-profit, UUA congregations (from the salary recommendations published by the Office of Church Staff Finances), the U.S. Bureau of Labor Statistics, and from data gleaned from or provided by other religious institutions. At least 25 UUA positions in a broad occupational range were benchmarked. Ranges within grades are broad enough to account for geographic differences in compensation.

Supporting Data: Salary ranges for all UUA pay grades were reviewed in 2015. Based on the latest review, adjustments to the ranges are needed. We are currently working with our compensation consultants—3C (Compensation Consulting Consortium)—on updates to the ranges to take effect on January 1, 2017.

Compensation rates for all regular UUA staff were reviewed for changes effective January 1, 2016. An adjustment of 2% for cost-of-living was made, with some nominal rate modifications based on duties or grade changes. 100% of regular staff are *at or above the minimum* of the range for their current pay grade.

Therefore, I report compliance.

2.4.3.: The President shall not: Provide less than a living wage to all employees.

Operational Definition: Salaries and compensation for regular Association employees should not fall below established position pay grades, updated if necessary to reflect broader economic changes and data gathered from salary surveys for comparable work. Furthermore, each regular employee of the Association shall earn an hourly wage of no less than the calculated “Living Wage” based on data for one adult in their city of employment.

The UUA President’s initial salary is set by the Board of Trustees.

Rationale: Salary ranges indicating market conditions were reviewed 2014 based on data from a variety of sources, including non-profit, for-profit, UUA congregations (from the salary recommendations published by the Office of Church Staff Finances), and data gleaned from other religious institutions.

To set the Living Wage, the UUA uses the “Living Wage Calculator” of the Massachusetts Institute of Technology, which is based on the Urban Consumer Price Index (CPI-U) and other pertinent data. Since all of the UUA staff whose pay rates closest to the Living Wage are based in Boston, we also benchmark with the Living Wage set by the Boston City Council under the Living Wage Ordinance. Note that the Living Wage set by the City of Boston—currently \$14.11 per hour (June, 2015)—is established for a family of four.

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

Supporting Data: 100% of regular Association staff is paid *at least* at the minimum of the salary range for each grade.

100% of regular Association staff is paid at or above the Living Wage. In the spring of 2015, the UUA Leadership Council set a minimum wage of \$15.00 for all UUA staff. 100% of Boston-based staff is paid at or above the Living Wage set by the Boston City Council in the Living Wage Ordinance. (Note that the lowest hourly wage paid by the UUA to staff—regular or temporary—is currently \$18.00.)

Therefore, I report compliance.

2.4.4.A.: The President shall not: Change or administer benefits so as to cause imprudent or inequitable situations, including those that: Incur unfunded liabilities.

Operational Definition: The creation of benefits programs or plans shall not create future debt obligations for the Association for which the costs and payment of benefits have not been budgeted and/or accrued previously.

Rationale: The UUA currently offers a number of benefits that create future financial liability for the Association, including the UUA Health Plan, the retiree health plan, the paid vacation plan, and the sabbatical provision for the President. In no case will the Association permit benefits plans to go unfunded in current or future fiscal years. Liabilities will be carried in appropriate lines in the UUA Budget for the retiree health plan, the paid vacation plan, and for the sabbatical provision for the President; or, in the financial statements in the case of the UUA Health Plan.

The UUA Health Plan records a liability each year for incurred but not reported claims (IBNR). The Plan uses an actuary (Milliman, Inc.) to calculate the IBNR liability, and the actuary incorporates management lag reports and other historical information to estimate the amount of claims incurred, but not reported.

The paid vacation plan is funded and budgeted each year per GAAP as determined by the UUA's Finance office.

The sabbatical provision for the President is funded and budgeted each year per vote of the UUA Board of Trustees (January 26, 1985).

Medical insurance for retirees of the Association's national staff (per policy dated July 1, 2002, *Employee Manual*) is funded and budgeted per FAS 106 guidelines (Financial Accounting Standards Board statement 106, "Employers' Accounting for Postretirement Benefits Other Than Pensions"). The accumulated postretirement benefit obligation of \$1,991,000 for 2015 is explained in the November 9, 2015 Independent Auditors' Report by

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

Mayer Hoffman McCann P.C., Tofias New England Division to the Board of Trustees, Note 11.

Note that the UUA Organizations Retirement Plan—as a defined contribution plan—creates no unfunded liability for the UUA now or in the future.

Supporting Data: The January 29, 2016 audit of the UUA Health Plan by RSM US LLP states, “Plan obligations at June 30, 2015 and 2014 for claims incurred by active participants but not reported at that date are based on an estimate, prepared by the Actuary, which is based on historical payment lags experienced by the Plan including factors of average days claims are outstanding and average dollars of such claims. The Plan had \$991,000 and \$893,000 of estimated claims incurred but not reported for all active participants at June 30, 2015 and 2014, respectively.” The January 29, 2016 audit also notes that “The [UUA Health] Plan experienced claim losses at a per participant level *in excess* of the deductible during the Plan year ended June 30, 2014” [emphasis mine.] However, “[st]op-loss reimbursements totaling \$919,754 have been netted with claims paid in the accompanying statements of changes in net assets available for plan benefits.” It’s important to note that for FY 2015, “The Plan *did not experience* claim losses at a per participant level or at the Plan level in excess of the respective deductibles during the Plan year ended June 30, 2015” [emphasis mine.]

Medical insurance for retirees is funded and budgeted in FY 2017 for \$67,000 (account 10-51512-630 “Post Retirement Benefit Cost” in the Human Resources lines of the UUA Budget).

Vacation Accrual is funded and budgeted in FY 2017 for \$15,000 (account 10-51511-630 “Vacation Accrual” in the Human Resources lines of the UUA Budget).

The sabbatical provision for the President is accrued for future payment. The President’s sabbatical is funded and budgeted in FY 2017 for \$57,687 (account 10-51510-630 “Sabbatical Provision” in the Human Resources lines of the UUA Budget).

The UUA, therefore, has no unfunded benefits liabilities.

Therefore, I report compliance.

2.4.4.B.: The President shall not: Change or administer benefits so as to cause imprudent or inequitable situations, including those that: Provide less than a reasonable level of benefits to all employees.

Operational Definition: To provide a reasonable level of fairness to all employees, in addition to allowing participation by all regular full-time staff in the benefits plans, regular part-time staff will also be eligible for participation, pro-rated as appropriate. Where rules

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

allow, eligibility will be set at 20 hours per week (1,000 hours per year for the UUA Organizations Retirement Plan) for regular employees.

Benefits offerings will be benchmarked and reviewed against market data gathered from benefits surveys for comparable work and organizations.

Rationale: Benchmarks from the 2016 Kaiser Family Foundation Survey indicate that organizations of 200 or more employees set benefits eligibility to allow for an 81% eligibility rate, permitting participation by some, but not all, part-time staff. The UUA, in setting our eligibility at 20 hours per week for staff, exceeds the national benchmark by allowing for eligibility for 97% of our staff.

The UUA's extensive benefits offerings are benchmarked against market data gathered from regional and national surveys, including the Massachusetts Nonprofit Employee Benefits Survey, the Kaiser Family Foundation Survey, and the Society for Human Resources Management Employee Benefits Survey. Surveys suggest that the majority of similarly-situated organizations will offer in terms of major benefits:

- Defined contribution retirement plan (90% nationwide)
- Health insurance (94% nationally);
- Dental insurance (96% nationally);
- Life insurance (80% nationally);
- Long-term disability insurance (77% nationally);
- Flexible spending accounts (34% nationally);
- Qualified pre-tax transportation spending account (10% nationally); and, an
- Employee assistance program (77% nationally).

Nearly all organizations provide for paid time off, including a combination of vacation, sick, and holiday time (97% nationally).*

**Statistics are approximate and vary somewhat by study.*

Some benefits are required by statute, such as FICA, Worker's Compensation insurance and unemployment insurance (in New York for non-religious workers, and in Oregon).

Supporting Data: Currently 97% of all UUA staff are eligible for participation in our benefits plans.

For benefits, the UUA offers to all eligible staff:

- a defined contribution retirement plan (the UUA Organizations Retirement Plan);
- health insurance through the UUA Health Plan;
- dental insurance through MetLife;

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

- life and long-term disability insurances through Guardian;
- flexible spending accounts for healthcare and dependent care through WageWorks;
- qualified pre-tax transportation spending account through WageWorks; and,
- an employee assistance program through EAP Systems.

All eligible staff have access to vacation, sick, holiday and sabbatical time plans.

The UUA provides to all benefits as required by statute. Worker's Compensation is provided through Church Mutual.

Therefore, I report compliance.

2.4.4.C.: The President shall not: Change or administer benefits so as to cause imprudent or inequitable situations, including those that: Allow any employee to lose benefits already promised.

Operational Definition: The UUA does not promise or accrue benefits with few exceptions, including Vacation Time and the retiree medical insurance plan.

Unused, but accrued Vacation Time will be paid to terminating employees upon separation of employment (payout = hourly rate × hours unused).

Medical insurance for retirees of the Association (per policy dated July 1, 2002, *Employee Manual*) who meet eligibility requirements will be provided with subsidized medical insurance per plan guidelines.

Staff hired after April 1, 2002 have no promise of medical insurance coverage upon retirement, other than that required by federal and state regulation, nor do they have any other promise of other insurances or benefits post-retirement.

Rationale: Per statute, if Vacation Time remains unused at termination, it is paid to the departing employee in the final paycheck.

FAS 106 guidelines require accounting for the cost of future retiree health insurance benefits.

So as not to create an expectation of future benefits, the *Employee Manual* and benefits summaries include the statement, "the UUA reserves the right to modify, amend, or terminate any benefit or its associated cost to current staff or retirees at any time for any reason."

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

Supporting Data: All retirees who are eligible for the retiree health insurance plan are enrolled in either the UUA Health Plan or the Tufts Medicare Supplement Plan for which they receive subsidy; or, they are reimbursed quarterly for their Medicare Supplement plans per plan guidelines.

All staff who have terminated employment with the Association have been paid out for unused, accrued vacation time in their last paycheck since July 1, 2007.

Therefore, I report compliance.

2.4.4.D.: The President shall not: Change or administer benefits so as to cause imprudent or inequitable situations, including those that: Differentiate among classes of employees.

Operational Definition: All eligible employees (regular employees working 20 or more hours per week) will be offered enrollment in all of the UUA's benefit plans; we offer enrollment in the UU Organizations Retirement Plan for all regular employees who are 18 years of age or older working 1,000 or more hours per year with at least one year service (per plan documents). The UUA will allow participation in and pay the same percentage premium or make the same retirement plan contribution for all enrolled, eligible staff without regard to race, color, disability, gender or gender identity, affection or sexual orientation, age (except where prohibited under Plan rules), national origin, grade, or full- or part-time status (except where prohibited under Plan rules).

Rationale: The plan documents for the UUA Health Plan, the Dental Plan, the Life and Accidental Death and Dismemberment Insurance Plans, and the Flexible Benefits Plans permit enrollment at 20 hours per week for regular UUA employees. By contract, the Employee Assistance Plan is open to all UUA staff, regardless of regular or part-time status.

A retirement plan is provided to eligible staff through the UUA Organizations Retirement Plan, an IRS qualified 401(a) retirement plan. The current recordkeeper is TIAA-CREF. Eligibility in the UUA Organizations Retirement Plan is specified in the *Plan Documents of the Unitarian Universalist Organizations Retirement Plan*, amended and restated January 1, 2014.

Supporting Data: 100% of UUA staff meet with Human Resources upon hire. During this in-person or virtual meeting, staff are given instructions and provided with paperwork for enrollment in the benefits plans. We require the return of forms accepting or declining benefits from 100% of staff and keep them on file with the employee's Personnel File.

The UUA pays 80% of the premium for 100% of eligible employees enrolled in the UUA Health Plan; no distinction is made to class of employee. The UUA pays 100% of the premium for the Life and Accidental Death and Dismemberment Insurance Plan; no

MONITORING REPORT – 2.4 COMPENSATION AND BENEFITS FOR UUA STAFF

distinction is made to class of employee. The UUA pays 100% of the cost of the Employee Assistance Program; no distinction is made to class of employee.

The Dental Plan and the Flexible Benefits Plan are 100% employee paid for all classes of employee.

The UUA currently makes an 11% contribution based on wages (as defined by the Plan) to each enrolled employee's TIAA-CREF account. UUA contributions are calculated semi-monthly and submitted by wire to TIAA-CREF by the UUA Finance office within timeframes proscribed by the IRS.

There are currently 206 employees eligible for the Retirement Plan. 204 of these employees have enrolled in the Plan. The two unenrolled employees started employment at the UUA the week of September 26, 2016. They will not be eligible for the employer contribution until they have 1,000 hours' service within the a year's time.

100% of eligible, enrolled staff in the Retirement Plan receive the full 11% contribution semi-monthly within the proscribed IRS timeframes with no distinction made by class of employee. Annual review and non-discrimination testing for the UUA Organizations Retirement Plan (for national staff) was completed for the calendar year ending December 31, 2014. On February 3, 2016, The ANGELL Pension Group issued a letter indicating that employer contributions (11% of eligible compensation) had been made according to plan guidelines. The annual review and non-discrimination testing for the calendar year ending December 31, 2015 is in progress; all materials have been submitted, and we are awaiting the final determination letter from The ANGELL Pension Group.

Therefore, I report compliance.

MONITORING REPORT – 2.9 EXTERNAL RELATIONS

Submitted to BoardPaq on September 30, 2016.

2.9 External Relations

Policy: The President shall not fail to take advantage of appropriate opportunities for collaboration with other religious and/or secular organizations, guided by considerations of our Shared Vision (ENDS) and our UUA [Unitarian Universalist Association] Principles and Purposes.

Operational Definition: We interpret this policy as recognizing that the UUA can be most effective in achieving its ENDS if we do so in partnership with other organizations. Additionally, we understand this to mean that relationships with both secular *and* religious organizations are important to create and maintain as each has a unique role to play in American and world culture. While the number of organizations with whom we could collaborate is endless, hard decisions must be made. Before initiating or accepting invitations to collaborate, UUA staff reference the UUA ENDS, our Principles and Purposes, and our desire to ensure the health and sustainability of Unitarian Universalism long into the future.

Rationale: Below is a list of many but not all of the organizations with whom President Morales initiated or accepted invitations for collaboration. Some relationships go back many years (i.e. Rissho Kosei-kai) and some are relatively new (i.e. some Justice GA partners). Note there is an impressive balance of secular and religious organizations listed.

Arguably, every one of the partnerships and collaborations below are related to the UUA's Global End (1.0) and most relate to End 1.2. Beyond that, the End to which they most closely relate are listing in the right-hand column.

Supporting Data: The number of partnerships created or maintained, listed above, is evidence of staff being in compliance with this policy.

Collaborative Bodies:	Description of Collaborative Effort:	End to Which the Effort Most Closely Aligns:
Unitarian Universalist Ministers Association, faculty at faculty and practitioners from	The UUMA/UUA <i>Beyond the Call: Entrepreneurial Ministry Initiative</i> is a two-year multifaith program that enrolled 26 religious professionals to develop their innovative ideas for spiritual community using the principles of design thinking as	1.5; 1.7

MONITORING REPORT – 2.9 EXTERNAL RELATIONS

Stanford University, Kellogg School of Management, Brandeis University, Duke, The Center for Progressive Renewal, IDEO and more.	taught in leading business schools and businesses. Participants include those in	
Fetzer Institute and Harvard Divinity School	The Multifaith Futures Initiative began in May of 2015. The UUA convened a group of interfaith leaders and funders to begin to discussing new forms of multi-religious community. UUA consultant Rev. Brock Leach has been the project lead and is now working with two Harvard Divinity School entrepreneurs who are taking this initiative to the next level with the backing of \$80K from the Fetzer Institute to bring together 80 spiritual innovators to identify resources and imagine a religious innovation start up community.	1.5; 1.7
United Church of Christ	Our collaboration with the UCC deepened this year through our <i>Multifaith Futures Project</i> and the <i>UUMA/UUA Beyond the Call: Entrepreneurial Ministry Program</i> . Leadership from the UUA also attended and presented at their multifaith Multiple Religious Belonging gathering. Rev. John Dorhauer, UCC president and General Minister spoke at our General Assembly at the welcome, the witness event and participated in a workshop on spiritually innovative communities.	1.4

MONITORING REPORT – 2.9 EXTERNAL RELATIONS

Union for Reform Judaism	URJ is a partner in the Multifaith Futures initiative, and have sponsored two rabbis to participate in Beyond the Call: Entrepreneurial Ministry. URJ President, Rabbi Rick Jacobs spoke at our Multifaith themed General Assembly and participated in a workshop on spiritually innovative communities.	1.4
Islamic Circle of North America	The ICNA is a partner in the Multifaith Futures initiative. Naeem Baig, president of the ICNA, spoke at our GA witness event in solidarity with several multifaith leaders to counter racialism, ethnic conflict, homophobia, ignorance and fear. He also participated in a workshop sponsored by our international office on interfaith efforts to confront Islamophobia.	1.4
Not One More Deportation	Not One More Deportation is a national campaign made up of groups made up of primarily Latino working class (documented and undocumented) people who are united to end deportations. Mijente is the Latino base building organization that houses the campaign. SSL collaborated with them on 30 Days of Love in 2016. SSL regularly partners on communication work and we have received (and given) technical assistance support. In Oct 2016, we will partner on mobilizing for a national day of action to defeat Sheriff Joe Arpaio.	1.3; 1.4
Unitarian Universalist College	Standing on the Side of Love and our Youth and Young Adult office	1.5; 1.9

MONITORING REPORT – 2.9 EXTERNAL RELATIONS

of Social Justice (UUCSJ)	have been collaborating with the CSJ to offer <i>GROW Racial Justice</i> curriculum development, planning, facilitation and evaluation. SSL also hosted our 3rd CSJ intern, Abhimanyu Janamanchi.	
Black Lives Matter	Black Lives Matter (as an organization) is a network of 26 local chapters and is a major force in the Movement for Black Lives. At GA 2016, we hosted a very well-attended conversation between Alicia Garza (Co-founder of BLM) and Standing on the Side of Love Campaign Director. We regularly co-strategize with various BLM leaders. The Revive Love Tour (fostering social engagement and support for the movement for Black, LGBTQ, and immigrant lives is partnering with (or connecting with) BLM leaders in every city where SSL and BLUU (Black Lives of Unitarian Universalism) are going. In 3 cities, local BLM chapters have co-sponsored the Revive Love Tour.	1.3; 1.4
NAACP-NC	Rev. William Barber, II, NAACP-NC President, has spear-headed the Moral Mondays Forward Together movement in NC and is currently working to spread it across the country through <i>The Revival: Time for a Revolution of Values Tour</i> . The UUA began working with Rev. Barber in 2013 after hearing from NC ministers about their involvement with Moral Mondays and civil disobedience action, and together we mobilized 1500 UUs from NC and beyond to join the	1.3; 1.4

MONITORING REPORT – 2.9 EXTERNAL RELATIONS

	<p>Mass Moral March in Raleigh in 2014. We continued to mobilize in 2015 and 2016 and have supported their Voting Rights Campaign and Souls to the Polls. At GA 2014 NAACP NC sent a speaker, organizer for our Voting Rights workshop. Rev. Barber spoke at our Selma 2015 50th anniversary conference and Peter Morales spoke at the Winston Salem March for Voting Rights in July 2015 that included 500 UUs. At GA 2016 Rev. Barber addressed the General Session and also keynoted a racial justice track where he spoke on his new book <i>The Third Reconstruction</i>, published by Beacon Press, and headlined the GA 2016 public witness event/revival. Since GA the UUA and UUs have been part of the Moral Revival movement and helped organize the Sept. 12th actions to deliver the Higher Ground Moral Declaration. Susan Leslie from MGW is part of the national planning team.</p>	
Shouldr2Shoulder	<p>Shoulder-to-Shoulder is an interfaith organization dedicated to ending anti-Muslim sentiment by strengthening the voice of freedom and peace. Founded in November 2010 by over 20 national religious groups, Shoulder-to-Shoulder works not only on a national level, but offers strategies and support to local and regional efforts to address anti-Muslim sentiment and seeks to spread the word abroad. UUA is a Shoulder2Shoulder</p>	1.3

MONITORING REPORT – 2.9 EXTERNAL RELATIONS

	steering committee member, represented by the Director of Multicultural Growth and Witness. In 2016 the UUA participation mainly involved sign-ons related to supporting Syrian refugees, combatting Islamophobia, and promoting stories of UU congregations acting in solidarity with Muslim communities.	
Self Employed Womens Association. (SEWA)	SEWA is a human rights and labor organization that has been a 20+ year partner of the UUA through the Holdeen India Program. This relationship is representative of our philosophy of long-term solidarity for social change. SEWA employs an integrated approach to organize women, gain power, confront poverty, and build strong leaders.	1.4
Manya Krobo Queen Mother's Association (QMA)	The UU-UNO's 'Every Child is our Child' program is a partnership with the Ghanaian QMA. The program began as a model example for meeting the UN Millennium Development goals, and now shifts into supporting the UN's Sustainable Development Goals. 200+ students in primary, middle and high schools who have been impacted by HIV-AIDS are able to stay in school through ECOC.	1.4
Rissho Kosei-kai (RKK)	A long-term interfaith partner with whom we share strong commitment to religious organizations working together for global peace. The current partnership initiative between All Souls Unitarian Church-DC and the	1.2

MONITORING REPORT – 2.9 EXTERNAL RELATIONS

	RKK Hiroshima Dharma Center is an example of justice making through facing history and building face-to-face relationships.	
Tsubaki Grand Shrine (TGS)	TGS is an ancient Shinto Shrine in Japan that has been in interfaith relationship with the UUA since the 1970s. The visiting seminarian program we operate with TGS allows 3+ UU seminarians to spend 1-3 weeks at TGS gaining an understanding of Shinto philosophy and practice, as well as a significant intercultural experience.	1.8
Religions for Peace (RFP-USA)	The US affiliate of the world's largest interreligious movement is focused on building faithful solidarity relationships with local interfaith activists - particularly in the Middle Tennessee and the Twin Cities - confronting racial injustice and Islamophobia.	1.2

Conclusion: We report compliance.



Committees Working Group

October 2016 Board Meeting

Working Group Members: Tim (convener), Sarah Dan, Dick.



Agenda

- Working Group Goals for 2016-2017
- Leadership Development Taskforce Proposal
- Appointments for our Consideration

Goals for the Year

- Develop a better way for Appointments Committee to recommend appointments to the Board with more information.
- Develop a better way for Appointments and Nominating to track applicants.
- Ensure web pages for committees are standardized and up to date.
- Develop a reporting schedule for committees to the Board and add it to the perpetual calendar.
- Begin a holistic review of every UUA committee that exists on a denominational level.

Goal: Appointments Committee Recommendation Process

- Met with Appointments Committee after General Assembly to discuss this possibility. They agreed and together we came up with a three question survey about each candidate that they will fill out.
 - 1. Please give a brief biography of this person.
 - 2. Why is this person the right fit for what the committee needs?
 - 3. How does this person help the committee further reflect the full diversity of the Association?
- This should better help the Board understand the Appointments Committee reasoning for their recommendations.

Goal: Appointments Committee Recommendation Process pt. 2

- We started to use this questionnaire beginning with the appointments for this Board meeting.
 - **Discussion:** what did you think of these questions? For those who have been on the Board for more than a year, was this better than previous system?
- In January, the Appointments Committee plans to meet in Boston the day before the UUA Board Meeting, and hopefully to meet with the Board both formally and informally, so we can better understand their process, offer feedback, and develop a stronger collegial relationship.
- **Progress Check? Done!**

Goal: Better way for Appointments and Nominating to track applicants.

- Both Appointments and Nominating Committees approached me about how we identify and track current and future denominational leaders and that they need a shared database.
- This seems like something the staff can make happen, in consultation with these Committees. This is a solvable problem that will make life easier for our volunteers and help them do their job better.
- This will be covered in the Leadership Development Taskforce proposal that we will discuss in depth in just a few minutes.
- **Progress Check?** Proposal up for vote.

Goal: Ensure web pages for committees are standardized and up to date.

- Every committee's web page is different with different information presented on the landing page.
- This makes it pretty un-user-friendly-ish for folks either trying to learn more about our governance system or folks trying to contact committees.
- We want a standard, easy to use template.
- There is a legitimate question on whether this is Board work or Staff work. I feel like this is something we can work together on – the Board can come up with the template, staff can do the web work, Board can verify it's standardized.
- **Progress Check?** Process started!

Goal: Develop a reporting schedule for committees to the Board

- We feel every committee should have a regular reporting (appointed) or checking in (elected, staff appointed) schedule with the UUA board on a regular schedule (at least every 2 years.)
- This could be written, in person, call, video conference, or some combination of the above.
- Why do this? So we're a better educated board and so we have a closer relationship with our committees.
- **Progress Check?** Emails out to committees chairs, poor response so far. Goal is to have a schedule ready for January meeting.

Begin a holistic review of every UUA committee.

- Background: During his Moderator Report to GA 2016, Jim asked,
 - “The board is imagining through its Committee working group how we might further streamline governance structures. We now have 13 committees of the board and 6 committees authorized and elected by the delegates. Do we need all of them all the time? Are they all a good investment of our governance costs? Are they the right size? Should they be elected or appointed? Do they advance our Ends? Do they have a sunshine clause that requires re-authorizing from time to time? Can we imagine the Goldilocks “just right” committee structure for a religious movement of under 200,000 members?”

Begin a holistic review of every UUA committee. Pt. 2

- The Committees Working group is tasked with figuring out how to do all of that, and then, tasked with doing all of that.
- So why is this needed? Board of Review example.
- It is especially important we have a thorough, transparent, and holistic process for this work, as General Assemblies of past years have shown skepticism for the Board attempting to do this work. (Commission on Appraisal vote, for example.) **We want to do this in partnership with committees.**
- **Progress Check:** Brainstorming Phase. Hope is that we have a process for affirmation at January meeting

Leadership Development Taskforce Proposal

- Proposal is in the Board Packet.
- Why do we need YET ANOTHER TASKFORCE?
 - Everyone agrees this work needs to be done. No one is sure who should be doing it or how to do it.
 - We have competing systems in place that don't always communicate well with each other.
 - We have no coordinated database to track and identify current and future denominational leaders.
 - We need some sort of taskforce composed of these different stakeholders to figure it all out.
 - These meetings should be able to be done online – I don't foresee a budgetary...yet.
 - Jim, Harlan, Committee Chairs are all on board.

Appointments

- Open UUA
- Investment Committee
- Audit Committee
- Moderator Nominating Committee

Leadership Development Taskforce Proposal

Reasoning:

Right now we could be doing a much better job as an Association of identifying and developing future denominational leaders to serve on committees of the Association. We have different systems in place that don't always communicate well with each other. We have no coordinated database to track future denominational leaders who attend leadership development training. We need some sort of taskforce composed of different stakeholders in this overall process to figure out what trainings we have, what we lack, how to track future leaders, and what we all need to do to help develop leaders for our Association.

Charge:

- Survey the association to find current leadership development opportunities that are not otherwise publicized on [uua.org/leadership](http://www.uua.org/leadership)
- Identify the different on ramps to denominational leadership
- Create a page on <http://www.uua.org/leadership> focused on denominational leadership development
- Identify what trainings should be developed to better help train future denominational leaders
- Identify who "owns" responsibility for developing future denominational leaders.
- Create a database system for tracking current and future denominational leaders accessible to UUA staff, UUA Board, Appointments Committee, and the Nominating Committee.
- Create a process for keeping the database system regularly updated
- Reports to the Board twice year at the April and October Board meetings, either through a written report or an in-person/video/phone report.

Duration:

- Taskforce sunsets after two years, unless the Taskforce asks the Board for more time.

Makeup of Taskforce:

- One member of the UUA Board
- One member of the Appointments Committee
- One member of the Nominating Committee
- One member from Congregational Life Staff
- One member from the Multicultural Growth and Witness office
- Ex-officio members:
 - President or their designee
 - Moderator

- Ad hoc members:
 - One member of Office of Information Technology (for database discussions)
 - Others as the Taskforce sees necessary

Congregational Boundaries Working Group
Report to UUA Board of Trustees
October 2016

Moderator Key and I continue to meet with stakeholders and advisors in our ongoing effort to continue to refine and improve the process of handling clergy misconduct. The original task of the working group set out to review ministerial boundaries in a broad sense, but we have limited most of our efforts to discussing clergy sexual misconduct. Specifically, the following thoughts are on our radar for further consideration:

- Are there improvements needed to our reporting and record retention?
- What might constitute an appropriate appeal process?
- Do all involved in the complain process have the appropriate training?
- How might we fundraise to provide strong support for trauma response, website maintenance, reporting, and travel costs for case investigations?
- What opportunity might we have in terms of prevention of misconduct through an extension of OWL training or some other curriculum?

There is a need for the Board to respond to the Berry Street Essay, given by Rev. Gail Seavey from this year's General Assembly. Rev. Sarah Lammert has responded on behalf of the Office of Ministry. A proposed response from the UUA Board is included in the appendix to this report.

Continuing efforts include:

- Upcoming training of all members of the MFC (October)
- Revisions to the UUA website to clean up links and references on web pages related to ministerial misconduct
- Development of a handbook for complainants which includes administrative steps, words of comfort, and journaling opportunities
- Training for the UUA Board (January)

Respectfully submitted,

Denise Rimes

Denise Rimes

APPENDIX – Board Response to 2016 Berry Street Essay

Many of you heard read Rev. Gail Seavey's remarks at the Berry Street Essay this year at General Assembly. Rev. Sarah Lammert, UUA Director of Ministries and Faith Development, has [responded to our Unitarian Universalist Ministers' Association](#), for which we are very grateful. The Board also wishes to share our thoughts on this powerful lecture and its implications.

In Rev. Lammert's letter, she summarizes the collaborative efforts of the UUA Board and Staff in addressing some of the issues:

In 2013 a petition by a group called Safety Net (a justice ministry of the Unitarian Universalist Church of Nashville) called on UUA leaders to focus on assessing and improving our response to victims of misconduct. Both candidates for UUA Moderator (Jim Key and Tamara Payne-Alex) and the Chair of the MFC signed the petition, indicating their support. Once elected as Moderator, Jim Key created a Board Working Group on Congregational Boundaries, whose work included a review by Marie Fortune of the [Faith Trust Institute](#) of the [MFC's Rules and Policies](#) and the creation of a [Best Practices guide](#) in February, 2015. In response, the MFC passed a number of amendments to its Rules (specifically Rules 16, 20 and 21) and also updated its policies and procedures. Highlights include:

- Giving the complainant(s) the right to be heard in person when a minister accused of misconduct comes before the MFC;
- Ensuring that any investigation of ministerial misconduct is conducted by individuals *outside* of the MFC;
- Clarifying that complainants will be kept informed of procedures and outcomes, and have a right to appeal a decision not to remove fellowship if new information comes to light;
- Ensuring that an advocate will be offered when a person is considering filing a complaint, and not just when they have already filed a formal complaint. A training of 12 advocates was held in October 2015 led by Marie Fortune; this group meets for ongoing training and support quarterly.
- Cleaning up language that was confusing or disparaging, such as the use of "alleged victim" instead of "complainant."

In 2015 Moderator Jim Key made an [institutional apology](#) at the General Assembly on behalf of the UUA Board of Trustees to the victim/survivors of ministerial misconduct and pledged to continue on the path of creating a just UUA.

Continuing Work

Marie Fortune identifies the following elements as critical to Justice-Making in response to misconduct:

1. Truth-telling (giving voice to the victim);
2. Acknowledging the Violation (by someone who matters);
3. Compassion (listen to and suffer with the victim);
4. Protecting the Vulnerable (prevent further abuse);
5. Accountability (confront the abuser and impose consequences);
- 6. Restitution (institution makes symbolic restoration of what has been lost, e.g. payment for therapy)**
- 7. Vindication (set the victim free from the suffering – can involve forgiveness, repentance and reconciliation)¹**

The work to date has focused on steps 1-5, and we are just beginning our collaborative work on steps 6-7. Currently the UUA is working with the Faith Trust Institute to update and improve the Safe Congregations web page to create clearer links/guidance for complainants. We are also creating a complaint procedure manual.

Rev. Seavey's remarks represented her experience and the experience of many of our current and former members. We will continue this work, not only with an eye to restitution and vindication, but a push for awareness and prevention so that our future is less encumbered than our past. We are grateful to those who have shared their pain, sorrow, hopes and dreams in an effort to live beyond the trauma, help us heal, and look toward a safer and responsible future.

¹ <http://www.uua.org/careers/history-uua-task-forces>

Current Procedures for MNC

As background, here is what the UUA Bylaws say about the Moderator Nominating Committee in Section **9.5.b**:

Moderator. The Board of Trustees shall submit one or more nominations for the office of Moderator for an election at the end of a Moderator term or for a special election. The report of the Board of Trustees shall be announced by February 1 of the year before the General Assembly at which there is to be a Moderator election, except in the case of a special election, in which case the report of the Board of Trustees shall be announced by December 10 of the year before the election.

These are the current UUA Board policies for the Moderator Nominating Committee (MNC.) From our Section Three Policies, adopted in October of 2015, Section **3.6.2.b**:

- i. Not later than 24 months before the beginning of a General Assembly at which an election for Moderator will be held, the Moderator Nominating Committee (MNC) shall issue a call for nominations, which must be received within two months.
- ii. Not later than 19 months before the beginning of a General Assembly at which an election for Moderator will be held, the committee shall recommend to the board two or more possible candidates for Moderator. No member of the committee may be recommended as a candidate. Each candidate must give written consent prior to being recommended. The names of recommended candidates who are not nominated by the board shall not be made public. The committee shall submit to the board background information on each recommended candidate, which shall be received by the board in confidence. No board member who is a recommended candidate shall receive the background information on any candidate. Individuals who normally attend executive sessions, per policy 3.1.9.E, shall be entitled to receive the MNC recommendations and background information, and to attend all sessions concerning the nomination of candidates for Moderator.
- iii. The board shall interview one or more of the recommended candidates in executive session. No candidate who was recommended by the MNC or who intends to run by petition may be present during the interview of any other candidate, or in any other executive session held to discuss candidates for Moderator.
- iv. As required by Section 9.5 of the Bylaws, the board shall nominate one or more candidates no later than February 1 of the year before the General Assembly at which there is to be an election for Moderator.

1. The following individuals may participate in Board deliberations but shall not be eligible to vote: the Secretary of the Board, the Trustees who serve on the Election Campaign Practices Committee, the President, and the Youth Observer.
 2. The following individuals may participate in Board deliberations and shall be eligible to vote: the Moderator, and any Trustee who served as a voting member of or non-voting board liaison to the MNC.
 3. Voting shall be by secret ballot in executive session, with procedures for voting and vote counting to be determined by the Secretary.
 4. Voting shall be conducted using the “single transferable vote” method, with a ballot designed to permit the designation of first, second, third, etc. choice. At the conclusion of the vote counting, the two candidates with the highest number of votes shall be declared the nominees. However, if one candidate receives more than 75% of the first choice votes, then only that candidate shall be the nominee of the board. Furthermore, if two or more candidates for nomination are separated by less than one full vote, they shall be considered tied and the board shall take a second vote to break the tie.
 5. The minutes of the executive session shall report only the names of the nominee(s).
- v. If a special election is to be held to fill a vacancy in the office of Moderator, the procedures in this section 3.6.1.A shall be followed to the extent that time permits. The Moderator Nominating Committee shall make its recommendations to the Board no later than November 1 of the year before the election.

Question for the Board: Do we like this process for the Moderator Nominating Committee (especially section iv) or should we change it? And if so, what should we change?

Timeline for MNC

January 2016

Appointments Committee is charged with finding members for the Moderator Nominating Committee (MNC)

October 2016

Board appoints Moderator Nominating Committee

No later than GA 2017

MNC issues call for nominations

No later than October 2017

Deadline for applications

No later than December 2017

MNC recommends 2 or more candidates for Moderator to the UUA Board.

December 2017 – January 2018

UUA Board interviews candidates in executive session

UUA Board votes on nominations

By February 1st 2018

UUA Board publicly announces nomination of 1 or more candidates for Moderator

GA 2019

Election for Moderator

Questions for the Board: Do we like this timeline or should we change it? The only dates we can't change are Feb. 1, 2018 date and when the election for Moderator is. Do we want to give more guidance to the future MNC other than simply "by this date" or let the future committee decide?

Update from APF Task Force to the Board of Trustees October 15, 2016

Denise Rimes for the Task Force, with active commentary
by **Lucia Santini-Field** and **Mary Katherine Morn**



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Charge

To bring to the UUA Board of Trustees a recommendation on **how and when to roll out a Congregational giving approach that will best sustain the Association into the future**, with the core question being whether and how to replace the existing “per-member” formula with a **formula based on ability to pay (% of budget)**. This work will be done in **collaboration with the UUA president**, who retains authority within our governance system for making the final determination but who joins with the board in recognizing that such a significant change in practice is a substantial fiduciary and relational issue requiring mutual agreement and support.

Timetable

- Originally, recommendation by June 2016 for implementation in FY2018 "if practical"
- Then, revised to be recommendation by October board meeting
- Our new recommendation is evolving (rather than definitive) but will be more gradual with an experiment in FY2018 (*more later*)



Rev. Leslie Takahashi, Rev. Sarah Stewart, Larry Ladd, Denise Rimes, Hank Rauch (left to right)



Denise Rimes, Tim Brennan, Rev. Sarah Stewart, Rev. Leslie Takahashi, Rev. Harlan Limpert, Rev. Mary Katherine Morn, Norrie Gall, Lucia Santini-Field, Dan Brody, Vail Weller, Larry Ladd, Hank Rauch (left to right)

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

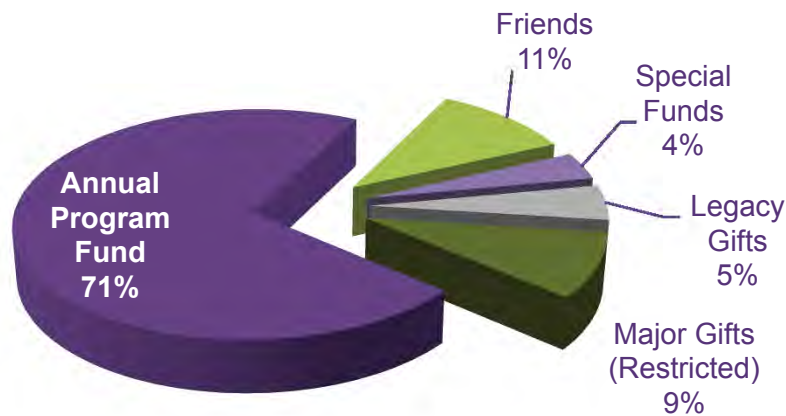


The one way
almost every
congregation is
engaged with the
UUA

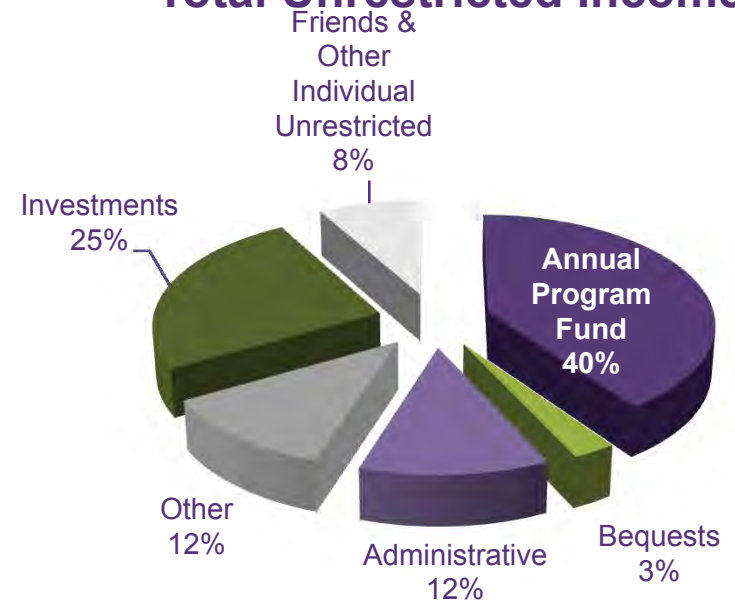
WHY APF MATTERS

APF is the most significant source
of annual funding

UUA Fundraising by Source

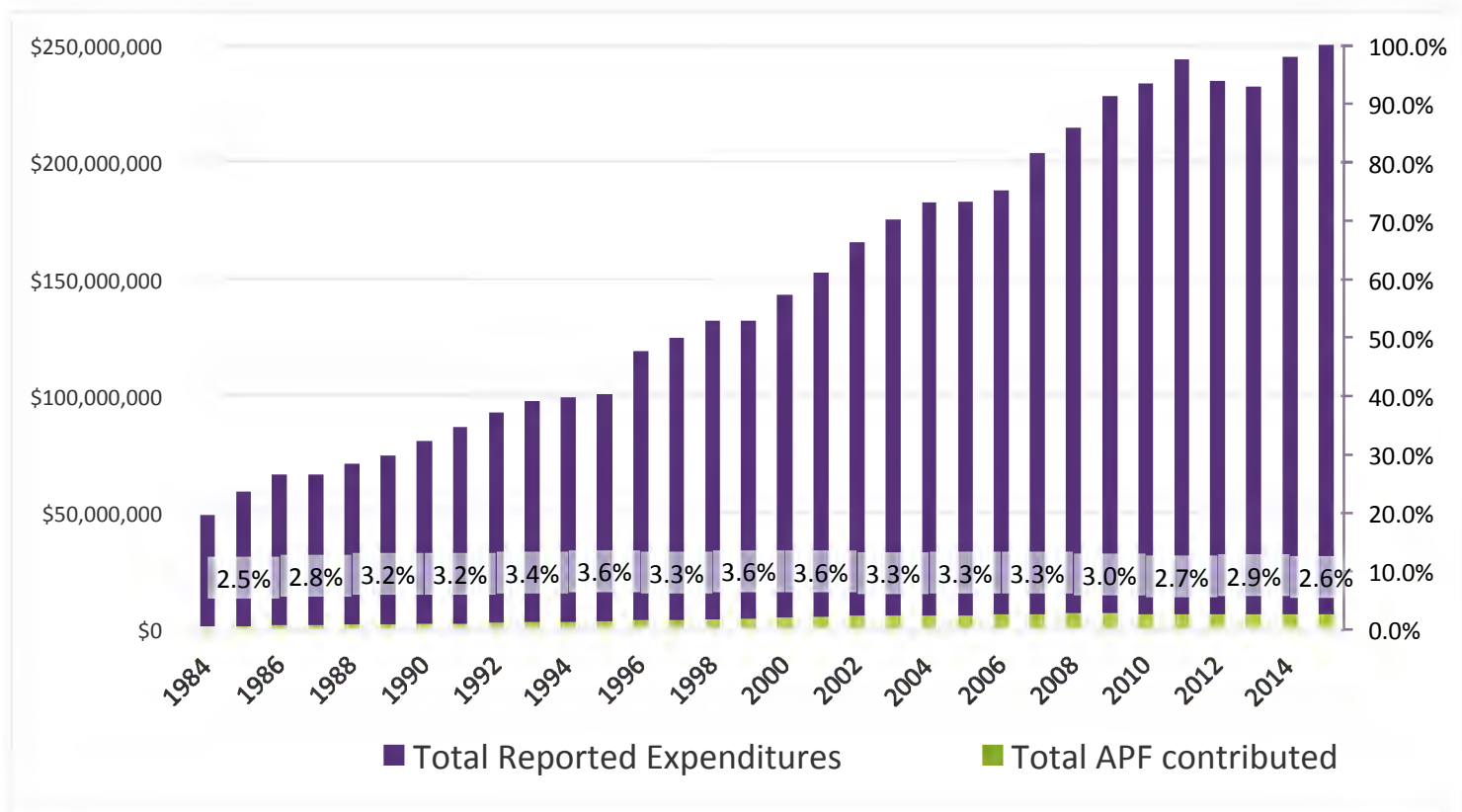


Total Unrestricted Income



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:

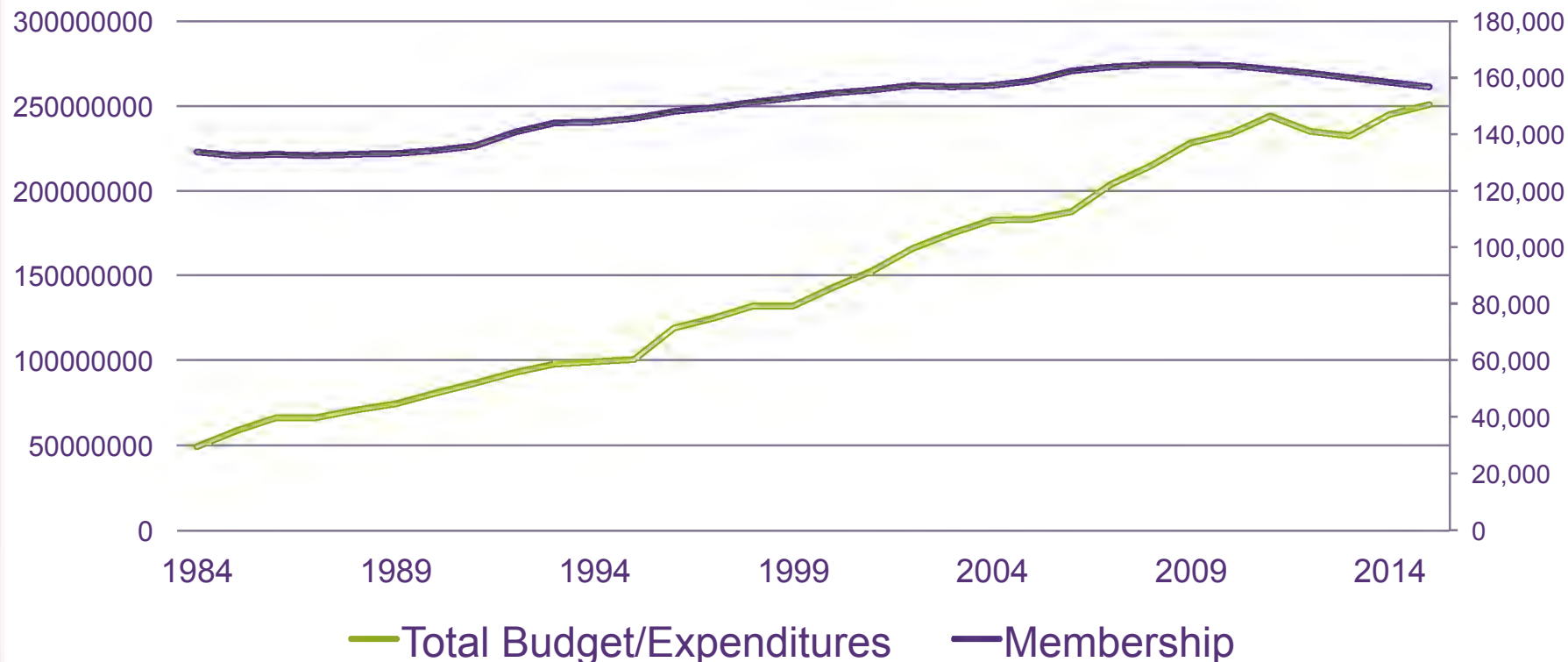
- Acts as disincentive for growth
- Does not allow for new models of membership and emerging communities
- Trends poorly with membership numbers

TRENDS AND CONCERNS

Growth and Sustainability

Downward trend in membership: Upward trend in congregational expenditures

Total Budget Expenditures & Membership



Original Principles

- Revenue neutrality
- Simplicity
- Transparency
- Assistance to congregations with the transition

The first two
have been
harder than
expected



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Process involved, so far:

- Congregational leaders, lay and clergy (individually & via survey)
- Regional & district meetings
- GA workshop & UUMA conversation
- Presidential candidates



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Challenges

- Preserving Honor status for congregations
 - 60% of all congregations are Honor
- Minimizing revenue loss from congregations whose expected contribution goes down
 - In Southern Region, revenue dropped 11% over 3 years
- Transitioning congregations whose expected contribution goes up
- Revenue neutrality is highly unlikely

There is risk because we can't predict precisely how congregations will behave

Challenges

Examples of revenue loss risks:

- At 7% of budget
 - 525 congregations or 65% would see increase
 - 283 congregations or 35% would see decrease
- At 5% of budget
 - 227 congregations or 28% would see increase
 - 581 congregations or 72% would see decrease



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Proposal

- Move to a formula based on percentage of expenses over time (studiously but with urgency)
- Test new formula (still in development) in FY18 with small sample
- Report back learnings and next steps in October 2017



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Secondary Recommendations

- Board propose by-law change for minimum contribution (reinstate previous 25% requirement) to qualify for voting at General Assembly
- Encourage UUA leaders to take Honor status into account when considering appointments, invitations, etc.
- Raise per member rate in NE region so that the total ask (combined APF and District) per member is \$85, which is equivalent to the lowest per member rate nationwide

Supporting Materials (1)

- During the roll out, incentives will be offered for congregations that meet the following requirements:
- Congregations giving more than amount based on new formula will maintain level of giving (maintain giving at same percentage of budget, so that if budget goes down, giving would go down as well)—Highest level of incentive
- Congregations whose current giving is less than percentage resulting from new formula will be asked to increase at a rate of .5% of certified expenses per year—Regular level of incentive

Supporting Materials (2)

Incentives that will be meaningful and will be visible to congregation (that is won't only occur at GA), like:

- Coffee hour hosted (paid for) by the UUA
- Access to staff services or UUA information
- Honor designation or some variation

Supporting Materials (3)

- Further analysis of data will include comparisons of giving based on:
- Cost of Living (using existing Geo Codes for Fair Comp)
- R.E. Enrollment
- District or Regional membership (to account for differences in district dues)

Supporting Materials (3)

Pilot groups will be tested for ability and willingness to:

- Remain at a higher percentage of expenses giving in first years of new program
- To increase giving at a rate of .5% of expenses per year

Shared Assumptions & Values

- Include only necessary complexity
- Incentives are vital, and maybe negative consequences as well
- There is no perfectly fair approach
- We will always have the tension in the nature of our relationship with congregations that is both covenantal and service oriented
- Communication needs to emphasize the Crisis point we are facing, and by “we” we mean All of Us
- Hopes that we can introduce and celebrate change with some kind of ritual re-covenanting
- We are facing risk with changing to a new model and we face risk in not changing
- In the first full year, we hope to ensure that no congregation gives less than they gave the year before and that the total income from APF goes up, if only slightly
- Regionalization adds a layer of complexity that is impossible to underestimate

Thank you for your support!



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Questions & Conversation



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