

UUCC Board of Trustees
September 15, 2020
6:15 pm

Attendees: Chen Zhang, Jon Littlefield, Rev Mandy, Mandy Cowley, Christian Horvath, Rodger Miller, Roger Davis, Wendy Sapp, Amy Kussman

Opening Words/Chalice Lighting: Jon Littlefield

- a. What word or image stays with you from this passage?
- b. How does this passage touch you personally?
- c. How might this passage inform our work this evening?

Check-In

Read the [Board Covenant](#)

Consent Items: Approved Unanimously

- Minutes
- Treasurer's Report
- VP Reports
- Staff Reports: Rev Mandy to double up her reports for next meeting

Decision Items:

- UUCC Covid Policy: Jon makes motion to approve document as is. Roger D seconded(https://docs.google.com/document/d/1Id1dQuufMMRIOecQzo1B11URBKgl_vE4Aogmncn4mG0/edit)
- Christian Food Amendment: To change to no-shared food will be permitted in group events; Jon seconded; Roger D accepts the amendment; Vote: unanimous; Vote to accept amended policy: unanimous;
- Amy to update the COVID document accordingly
- Board reviewed COVID policy and determined that we are operating under Phase II until next Board meeting (Oct)
- Environmental Decision Making (moved to Oct Board meeting)

Information Items:

- Board Duties Calendar
- Church of God Update
- Personnel Policy Update

- Member Roll Update: motion to send letters to 10 members on current status; Jon motion; Roger D. seconds. (Terri Beck, Christina Bjorling, Miranda Cagle, Stacy Hacker, Betsey Hoyt, Betsy Reed, Christopher Stuart, Kimberly Mathis, Jayne Trapnell)

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Professional Development: Harvest the Power (moved to October)

Board members only:

- Personnel Recommendation: Motion by Jon to accept 4% raise for all staff; Seconded by Christian; Passed Unanimously

Check Out

Closing Words/Chalice Extinguishing

Closing Words next time:

Treasurer's Report for October Board Meeting:

Unitarian Universalist Church of Chattanooga Income and Expense Statement Consolidated - Sep 30, 2020

		Current Period	Year to Date (YTD)	YTD Prior Year	YTD Budget	YTD Budget %	Annual Budget	Annual Budget %
INCOME								
PLEDGES & OFFERTORY	4020	8,446.67	62,822.10	55,576.75	34,817.01	180%	134,768.00	47%
GIFTS	4051	18,300.00	18,768.25	4,306.38	500.01	3754%	2,000.00	938%
FUNDRAISERS	4100	0.00	0.00	0.00	1,250.01	0%	5,000.00	0%
INTEREST INCOME	4500	15.60	29.29	314.31	245.00	12%	880.00	3%
MISCELLANEOUS INCOME	4600	0.00	24.07	0.00	12.50	193%	50.00	48%
RENTS AND LEASES	4700	1,485.40	4,456.20	7,637.51	4,456.20	100%	19,677.28	23%
TOTAL INCOME		28,247.67	86,099.91	67,834.95	41,280.73	209%	162,375.28	53%
EXPENSES								
PERSONNEL EXPENSES	5010	11,191.11	35,160.84	33,311.77	35,564.25	99%	141,542.13	25%
BOARD EXPENSES	6001	33.39	134.36	287.90	124.98	108%	500.00	27%
PROGRAMS	6100	38.41	438.41	1,223.68	950.01	46%	3,800.00	12%
RELIGIOUS EDUCATION	6200	100.89	100.89	488.36	1,375.02	7%	5,500.00	2%
OPERATIONS	6300	1,049.12	2,601.23	5,356.11	8,598.74	30%	23,775.00	11%
DENOMINATIONAL EXPENSES	7000	2,987.75	2,987.75	0.00	2,988.00	100%	11,951.00	25%
TOTAL EXPENSES		15,400.67	41,423.48	40,667.82	49,601.00	84%	187,068.13	22%
SURPLUS/-DEFICIT		\$12,847.00	\$44,676.43	\$27,167.13	-\$8,320.27	-537%	-\$24,692.85	-181%

KEY DEVELOPMENTS

1. Monthly pledges have fallen significantly, but YTD pledges are still almost twice as high as the YTD budget.
2. A church member has given an unexpected gift of \$18.2k this month! In the budget we only expected \$2k for the full year.
3. Personnel expenses are as planned, but Program Expenses and Operations (6100-6300) are less than 1/2 in budget and last year.
4. The surplus (Excess Income/Expenses) increased in Sep. by \$12.8k to \$44.7k for YTD.

SEPTEMBER VP & STAFF REPORTS

Music Director/Covid Task Force Report - Jennifer Wilson

Music is chugging along as well as we can in this strange era of recorded music! In this upcoming month, I will be investigating the prospect of purchasing an outdoor PA system that might be able to be used for concerts and other events. The hope is that with the money in the music enhancement fund, plus potential funds from DRE or Worship (all of whom would be likely to use the funds) we could begin to have some events outdoors on grounds in the fall, as long as conditions are such that it would be permitted.

I've also been busy working with the COVID-19 task force. What an awesome group! Amy Kussman, Jon Littlefield, Wendy Sapp, and I met to discuss the document in detail and arrive at some suggestions for best practices as we begin to look at the prospect of a safe return to limited in-person events. The document is now available for viewing and can be found at this link: [UUCS Plan for a Safe Return Document](#)

V.P. Resources: -Amy Kussman

1. **Memorial Garden:** After George Helton recently moved away, I believe this might leave our '[Memorial Garden group](#)' with one member, Bonnie. I have offered to reach out to her and see if we can perhaps expand the group to other interested folks. This is different from the more 'manual labor' work of the landscaping group (more delicate watering, internment, ashes, etc). I believe I will be getting a copy of George's written knowledge of this and perhaps I can go from there.
2. **Mower/weedeater update:** Dave purchased a Toro self-propelled gas mower for \$360 (rounded) from Home Depot. He says it was just what he and Tim needed-great for the I-24 slope (which is very weedy and steep). Paperwork is in the office, including the warranty registration card. Dave B. also purchased a 60-80V battery power weedeater).

V.P. Outreach: Jon Littlefield

Social justice (via Judy Gallagher): SJ is planning a watch party and discussion for the film *Suppressed 2020*, Thursday night, 9/17 at 7 p.m. Folks need to register to get the link. It's been in the newsletter and on Facebook. The committee met on Sunday, 9/13. We also have a request to help put together some kits for overdoses. Five UUs have agreed to help. Marge Pasch says her husband Ron still has a key to the outside closet where tables are stored. We'd

like to just pull a couple out and use to social distance, with masks to put these kits together. Tentative date is Thurs 9/24, noon -2.

Membership (via Bill Derrickson): Bill has put together a draft proposal for membership growth, which he intends to discuss with the membership committee to get additional insights (Mandy Cowley and I have given him feedback already). The proposal is copied below:

CONGREGATIONAL GROWTH “DRAFT”

Introduction

Per UUA, congregational growth is about many things—not just numbers. UUA lists five ways that congregations grow.

- numerical—the number of people attending worship and programs, or the number of church members
- maturational—the spiritual maturity of each member
- organic—a congregation's ability to maintain its health and engage the world
- incarnational—making real and living our values in the world
- associational - joint efforts with other UUA congregations, other communities of faith, and the wider community *

Surveys indicate that people are motivated to join congregations that lead meaningful worship and programs that offer many ways to engage.

Current Status of UUCC

With a little over a year at UUCC, the Reverend Mandy Goheen has brought a new level of quality to our worship services. The sermons are better prepared, more meaningful, and encourage retrospective soul searching. Her amazing support staff includes the Director of Music, the Director of Religious Education and the multi-talented Church Administrator. The current church staff is clearly one of our strengths in the quest for congregational growth.

In addition, UUCC offers a wide variety of engagement activities for both new and existing members. Traditional church committees are well established and include such things as our

small group ministry, choir, children and youth programs, lay ministry, building and grounds, Wednesday night dinners, stewardship, and finance. Somewhat less traditional committees include our social justice efforts with its strong emphasis on fighting local and national racial injustice. Another strong congregational commitment is to actively support efforts to promote a safe and healthy environment. Let's face it, not every church has an array of solar panels generating electricity on the roof to reduce our carbon footprint.

Measuring Congregational Growth

Perhaps the easiest way to measure congregational growth is to set a goal that is both realistic and quantifiable. Congregational numerical growth is the easiest to measure and is the first of the five areas of growth listed above by UUA. There are two simple metrics already available. The first is the number of people attending our Sunday worship services. This number would include adults, children, and church staff.

On regular Sundays, a member of the Board of Trustees makes the count during the service. We have historical records on this for many years. However, due to the Coronavirus pandemic, the office Administrator now calculates an approximate headcount by looking at the number of Zoom viewers during Sunday services. Once UUCC begins in-person services, we will revert back to actual physical headcounts.

The second metric is the number of registered UUCC members as of the close of each month. Members will be defined as those individuals that have signed the pledge book with the promise of a financial pledge. Like the first metric, we have historical records on this as well.

What is the Plan for UUCC Growth?

A good starting point for growing our Membership Committee is outlined in the "Congregations Reaching Out" Toolkit. They outline four components to grow membership.

- Finding Your Target Audience
- Social Media Strategy Outreach
- Planning and Promoting Great Outreach Events

- Sharable Images and graphics for Outreach

The details of each of their action plans are spelled out on the link below.

<https://www.uua.org/pacific-western/resources/social-media>

Below I have summarized the four steps that can be used to develop a plan of action to achieve congregational growth.

Step #1 Finding Your Target Audience: who do we want to reach?

The membership committee needs to first determine what are the characteristics of our existing membership. This is vitally important since most people feel more comfortable around people of similar values and background. Once this list is completed, we then can go to the next step of crafting “personas” representing specific target audiences.

For example, most Unitarians are very environmentally conscience. To target that audience, we create a “persona” such as “Environmental Eddy”. Eddy is between 35-75 years old, an active member of the Sierra Club, shows up each week at the local recycling center, maybe a member of the Tennessee River Gorge Trust, and a possibly member of several environmental groups such as the Chattanooga Audubon Society, the Tennessee Environmental Education Association (TEEA), Green Peace, etc.

Step #2 Social Media Strategy Outreach

Next, the membership committee would take the newly developed personas and develop social media strategies (radio, Facebook, personal letters, etc.) for each target audience. Our strategy would focus on these characteristics with the hope of attracting interest from these particular target groups. For example, we may write an article for the media dealing with our solar panels and how we are generating solar power to reduce the church’s carbon footprint. The more targeted interest we can generate, the more appealing our church will be to these outside groups. Again, people feel more comfortable around others having similar views.

Step #3 Planning and Promoting Great Outreach Events

This step includes creating outreach-oriented events designed for specific target audiences. For example, since UUCC has members in the Sierra Club, we could work with them to develop an event that would have great interest for the “Environmental Eddy persona”. Events such as cleaning up a section of the river or actively promoting or protesting a worthy environment cause. In addition to potentially attracting new members, these same outreach activities will help energize our existing UUCC membership.

Step #4 Sharable Images and Graphics for Outreach

UUA has a number of great graphics that we can use in our efforts to define our public identity. We do not have to be that creative with the art, but we do have to live up to our expectations.

Summary

The above outline points us in a pro-active direction which did not exist previously. The UUA four-step outline is not complicated but it will require the membership committee, the church staff and the Board of Trustees to bring their ideas together to support this effort over the next 6-12 months. Most of the expense will be covered by the Membership budget. However, if more funds are needed, we will find sources to help out.

Communication: no committee chair

BoT Financial Summary (Aug 31, 2020)

Unitarian Universalist Church of Chattanooga
Income and Expense Statement

Consolidated - Aug 31, 2020

		Current Period	Year to Date (YTD)	YTD Prior Year	YTD Budget	YTD Budget %	Annual Budget	Annual Budget %
INCOME								
PLEDGES & OFFERTORY	4020	17,091.76	54,375.43	36,594.60	23,211.34	234%	134,768.00	40%
GIFTS	4051	165.00	486.25	4,016.38	333.34	146%	2,000.00	24%
FUNDRAISERS	4100	0.00	0.00	0.00	833.34	0%	5,000.00	0%
INTEREST INCOME	4500	4.06	7.73	289.91	230.00	3%	880.00	1%
MISCELLANEOUS INCOME	4600	24.07	24.07	0.00	12.50	193%	50.00	48%
RENTS AND LEASES	4700	1,485.40	2,920.80	6,412.51	2,970.80	98%	19,677.28	15%
TOTAL INCOME		18,770.29	57,814.28	47,313.40	27,591.32	210%	162,375.28	36%
EXPENSES								
PERSONNEL EXPENSES	5010	12,124.18	23,969.73	20,253.03	23,709.53	101%	141,542.13	17%
BOARD EXPENSES	6001	100.97	100.97	190.90	83.32	121%	500.00	20%
PROGRAMS	6100	200.00	400.00	1,065.44	633.34	63%	3,800.00	11%
RELIGIOUS EDUCATION	6200	0.00	0.00	97.93	916.68	0%	5,500.00	0%
OPERATIONS	6300	907.52	1,552.11	3,616.06	2,874.16	54%	23,775.00	7%
DENOMINATIONAL EXPENSES	7000	0.00	0.00	0.00	0.00	0%	11,951.00	0%
TOTAL EXPENSES		13,332.67	26,022.81	25,223.36	28,217.03	92%	187,068.13	14%
SURPLUS/-DEFICIT		\$5,437.62	\$31,791.47	\$22,090.04	-\$625.71	-5081%	-\$24,692.85	-129%

KEY DEVELOPMENTS

1. Current year pledges are still strong: YTD Actual Income of \$57.8k is more twice as high as budgeted
2. Personnel expenses are as planned, but Program Expenses and Operations (6100-6300) are less than 1/2 in budget and last year.
3. The surplus (Excess Income\Expenses) increased in Aug. by \$5.4k to \$31.8k for YTD.

Finance Committee Proposal for BoT Decision (Sep 10, 2020)

FC recommends 4% raises for the Minister, Office Administrator, and Music Director beginning October 1, 2020. They are aware of Rev. Mandy's request that her raise be just 1% and are willing to honor that request only if she absolutely positively insists. Total cost of a 4% across the board increase would be \$3,513 which would be reduced to \$1,894 if the Minister's raise is reduced to 1%. These numbers include benefits. *[After the FC meeting, Daidee presented this recommendation to the Personnel Committee. The Personnel Committee unanimously supported a 4% raise beginning October 1 but, also unanimously, rejected honoring Rev. Mandy's request for a lesser percentage raise]*