

September 19, 2017 Unitarian Society of Hartford Board Meeting

Present: Katherine Ann Anderson, Sherry Manetta, Phil Gardner, Hank Murray, Chris Wilt, Sarah McKenzie, Stephanie Briggs, and Reverends Heather and Cathy Rion Starr (board members ex officio)

Absent: Valerie Klokow

Guests: Laura Stewart Cipriano, Janice and David Newton, Kate Busch Gervais

6:36 - Stephanie read the opening words and Rev. Cathy lit the chalice, Board contemplated the Board Covenant

6:39 - change to agenda - 15 minutes to financials, 10 for meeting house presents

Thank you cards for September will go around for board member signatures

6:40 - Stewardship and Fundraising

Katherine Ann reached out to Louise Schmoll for fund-raising ideas, Kate here to also share more ideas.

Kate's vision of Stewardship: taking over chair of stewardship, meeting scheduled for next week, plan is to meet monthly, look at stewardship as ALL fundraising being done for current needs. Try to build capacity for USH & try to make committee a little larger if possible. HOW might we share more about everything that USH does and is, focus towards strategic plan and goals of such, and funding the plan. How might people be engaged in accomplishing the mission? There's a lot that goes on in the building aside from Sunday services, how do we tell those stories to the congregation?

Part of philanthropic thinking is encouraging people to know each other, brought up new members potluck and getting to know people quiz. Maybe build on that and do a service auction, where people were able to share their super powers. There are a lot of hidden skills within the congregation which could be shared. Eg: math tutoring, concert promotion, basement cleaning, vegan cooking, etc... Service auction would allow us to learn things about other congregants, and allow people to join up needs with skills. Goal of \$10K, hopefully do better than that. Perhaps adding "experiences" as auction items, the committee open to anything at this point. This came out of the "how do we want to address the fundraising, and gaps". Hoping to do this service auction in November (pre-holidays). CW clarified that Stewardship Committee would run the event. Kate would like to see the committee get bigger and split into sub-committees to expand the opportunities available for fundraising, and not JUST focus on

the annual stewardship drive. Currently there are 5-6 people on the committee. Katherine Ann wondering what kind of support needed from the board (more committee members, word of mouth).

Kate and Rev. Cathy talked to Mark Ewert by phone last week - proposing that board approve a consultancy with Mark Ewert to work with the board, the stewardship committee, and the congregation to enhance our relationships and engagement with each other around our strategic vision and purpose and how we plan to make that vision and purpose real. (full proposal attached). Currently stewardship has 5-6 people, in order to do a full stewardship sit down with every household in the congregation, they would need about 30 people to do that effectively. Mark Ewert's fee is \$4,000 + travel costs. His assistance on stewardship would lay the groundwork for a strong, successful capital campaign in 2019 or 2020.

There was discussion regarding retaining Mark to help with the stewardship, with opinions on both sides of the issue. Phil made a motion to approve allocating the funding to hire Mark Ewert (\$4,000 + travel expenses) to assist with the Stewardship Campaign, Hank seconded. Rev. Cathy would like to know where \$ comes from, Phil would like to use \$ from untouched carry-over funds (operating budget). Right now vote is for \$ to come out of carry-over funds
One opposed
Six in favor
Motion passes

Budget Goals: PG - wants to make sure we talk about finances, to make sure we can put aside funds for ministers' sabbaticals (parking lot).

Staff additions: The church staff would like to see - More support for office staff, study leave for DRE, increase nursery staff.

7:28 Book Discussion - Chapters 7 & 8 of Governance and Ministry

The Board continues to read Governance and Ministry by Dan Hotchkiss, and at each meeting, discusses concepts presented in the assigned chapters for that meeting, and how they might apply at USH. This is part of our goal of enhancing governance at USH and better understanding the role of the Board. This will be an ongoing Board learning process throughout the year:

Chapter 7: size makes a difference. Congregation size is most important factor in deciding how to organize.

USH falls into "Pastoral"-sized congregation, but we don't function that way in all areas. (100-250 median attendance). Connection is to the clergy leader, board has a more significant role in decision making than in family sized congregation.

Rev. Heather - people tend to be more forgiving of ups and downs in quality in smaller organizations, rather than in larger, more well-funded organizations.

Rev. Cathy - at USH, sometimes board members function as "staff" ("doers") - like some of the council chairs. We also are in an "after pastor" situation, where there was a breakdown of the ministerial position, and how does congregation deal with new minister(s) afterwards, if at all.

Sherry - we do have a lot of "family-sized" traits in that there are certainly some congregants who see a need, and simply make it happen, and there are some who have been keeping certain things running for a long time.

Hank - we also have some traits of the "multi-cell"-sized congregations.

Sherry - noticed that trust came up as a theme often, and isn't sure that all the channels that NEED trust, actually have that trust (which is part of being in an "after pastor" situation, since trust was broken with the office of the minister).

Hank - one of the ways that trust is built is through transparency, and how can we continue to foster that transparency with the congregation.

Chapter 8 - Life After Governance Change

Katherine Ann - board should create annual plan/goals for board

Open Questions (p 121)

Rev. Heather - How can we effectively interact with Hartford, and what do we do that is capital city-specific?

Hank - what popped out was "do we have the cart before the horse" in re: the retreat, are we setting priorities too early, before stewardship has a chance to start working. Maybe we should rethink WHEN the retreat happens within the church year.

PARKING LOT - reschedule board retreat? Scheduling before we know who new board members are sets us up for having new members not able to attend because they have already scheduled stuff.

Rev. Cathy - lots of talk about "staff" in this chapter, which she found frustrating because it didn't translate well to our congregation's reality.

FOR NEXT TIME - CHAPTERS 9 & 10 Stephanie - Chapter 9, Chris - Chapter 10

7:58 - Appointing Committee members for Nominating Committee:

Slate of Appointments:

Will Anderson

Diana Heymann

Judy Sullivan

Bill LaPorte-Bryan

(these are all holdovers from last year who have agreed to serve for another year)

There was quite a bit of discussion regarding the slate of appointments to the Nominating Committee. There is some feeling that there should be more diversity on the Committee, possibly adding members in the future since there does not seem to be a limit on the number of people on the nominating committee in the by-laws.

In order to reconstitute the endowment committee, the nominating committee must nominate one more member and the board must appoint that member, and appoint the committee chair..

Katherine Ann made a motion to vote on appointments as-is, and further discuss and work with John B. to add additional members. Hank seconded the motion.

In favor - 7

Motion passes

8:10 - end of year financials & endowment reporting

PG - 6/30/17 YE summary - we came in above budget for income and expenses, pledges came in at 95% of pledged amount.

Is there a requirement to have a balanced budget. 3 board members have looked into bylaws and couldn't find any requirement.

ENDOWMENT - Board is starting the process of becoming more comfortable with how the endowment is managed, and how and if those funds are available.

Sherry led a discussion regarding how the Endowment is categorized, and how those funds are allocated. The Board gaining clarity on the endowment is critical before we can start a planned giving program or capital campaign.

Rev. Heather would like us to look more carefully into when/if we should move our Endowment funds into the common UUA Endowment, rather than keep it under separate/individual management. Hank - Board should ask the Endowment Committee (once fully staffed) to look into this matter.

8:51 - Meeting House Presents

Chris - provided written details to questions that were asked at the August Board Meeting.

Would like us to vote on the remaining \$4,000 from the \$5,000 backstop requested at the last meeting (CW written responses attached here)

Sherry would like some sort of regular reporting from Meeting House Presents regarding financial standing.

As far as who has signatory authority, the Rev. Heather feels that Chris, as an elected board member and as the Head of the council that oversees Meeting House Presents, should be the person signing on behalf of USH, after artist contracts have been reviewed.

Laura Cipriano Stewart has a contract that needs to be signed with The Sounding Board to use their equipment and have access to their mailing list, and needs to know who should sign that equipment.

Motion - \$4,000 backstop approved for Meeting House Presents

In favor - 7

Motion Passes

Motion - contract with The Sounding Board was reviewed by Hank, and subsequently signed to approve co-production and equipment loan agreement.

In favor - 7

Motion passes

Motion - Hank Murray will review incoming artist contracts, to the degree he is able, and The Chair of the Community Within Council will sign on behalf of USH.

In favor - 7
Motion passes

All copies of contracts with artists and outside entities should go to Rayla and Heather and Brian Mullen once they have been fully executed.

Ministers' Report is attached here.

9:12 - guest comments - David has noticed that sometimes we encounter what we want and don't recognize it. Request of Board - Paul and Laura are gold nuggets who have fallen into our orbit. Programs represent an enormous opportunity to make attendance, community profitable.

1. make a note to look at USH webpage that has info we need
2. Contact 4 people and recommend that they attend and purchase series pass
3. Send David names of people we've checked with.

Show that board is proactive, and enthusiastically behind the program.

9:15 - Board entered executive session
9:22 - Board came out of executive session

9:23 - Closing words Stephanie

9:24 - Katherine Ann made a motion to elect Sherry Manetta as president going forward, Sarah second

In favor - 6
Abstention - 1
Motion passes

The Board Meeting was adjourned at 9:27pm.

Respectfully Submitted,

Sarah H. McKenzie
Secretary

Stewardship Committee Proposal
For a vote of the Board
From Kate Gervais September 17, 2017

I propose that the USH Board approve a consultancy with Mark Ewert to work with the Board, the Stewardship Committee and the Congregation to enhance our relationships and engagement with each other around our strategic vision and purpose and how we plan to make that vision and purpose real. Mark would help us develop the timeline and thought partnerships necessary to build USH capacity. I am excited to be chairing the Stewardship Committee. Several members of the Stewardship committee have deep experience with fund development, but not the years of congregational support, nor the time to develop plans and strategies. The combination of the lay leadership and Mark's expertise and time will help us use our unique position and opportunity to align our people and approaches for success when we are ready for a capital campaign in 2019 or 2020. It is very important that we build operational capacity to help USH run effectively, that we raise funds to increase staff salaries and run equitably, and that we support all in their ability to fund the congregation in its vision.

I will contribute financially to Mark's fee, and I invite others to join me to contribute as well as an investment in our future. I think Mark's services will help us reach our philanthropic potential that we might not reach without his help. In addition, the members of the committee will learn from having worked with Mark and increase their own viability as volunteers.

Kate

Prior fundraising activities and ideas per Louise Schmoll

September 2017

Auctions have been very successful, but require a very organized chairperson to get started, 2-3 very active helpers, plus 20 or more volunteers for an actual event. It is a lot of work, but does give excellent results if the right coordinators are found. During my tenure Ginny Allen chaired two auctions very successfully. I don't think she is willing to do it again.

The second biggest source of income was from musical programs; concerts, theater, etc. Hopefully with new leaders they can be brought back in a major way.

I have often thought a flea market in our parking lot would be a great way to bring outside people as a source of income. Renting spaces for \$25 to vendors and possibly having a table for our books and one for tag sale items, could bring in a few hundred dollars. It also requires a good coordinator and advertising.

Lately I have had another idea; using one of the bulletin boards in the historical lounge as a "TAG SALE BOARD". Offer members the opportunity to post a picture and description of some item for sale, with 50% to be given to USH. It would need a few parameters such as a minimum value (maybe \$25), a time limit (posted for one month) and possibly a limited number of items per person. There would be limited work for a coordinator and could bring in considerable dollars.

Janice Newton and I have thought we might have a "pi" sale on the Sunday nearest March 14, offering whole pies, and/or slices; or a "Special Soup Sale" on Super Bowl Sunday.

This is the beginning of our process of creating a budget for 2018-19. We'll take this list and begin prioritizing it to send to the Finance Team to work further on.

What's here:

- 1) Our very open brainstorm from August 2017 board meeting about program goals/priorities for next year
- 2) Things we cut in the 17-18 budget that we might consider restoring
- 3) 17-18 budget goals

WHAT DO YOU SEE IS MOST IMPORTANT IN FULFILLING OUR MISSION

Brainstorm from August 2017 Board Meeting with a few things added.

- -Community involvement - partnerships with other local organizations (religious and otherwise), increase public face of USH
- -Become a social nexus for people with progressive ideals
- -Attract people not necessarily interested in worship
- -Replace roof
- -open up conversation re: what social justice issues are important
- -Resolve direction re: building and future use (consultant might be needed)
- -Something FUN!
- -Fair compensation
- -Ministers' Assistant
- -Nourishing spirit and recognizing all of the 6 sources (acknowledge judeo-christian heritage as well as humanist)
- -Offer worships (or other formats of service, or lecture series) that are appealing enough to attract a wide audience. Increase awareness in community of different types of service.
- -Membership staffing
- -Rev. Sabbatical
- -MORE FINANCIAL RESOURCES/STABILITY (building issues, fair compensation, we are very lightly staffed, etc...)
- -Improve fundraising
- -Intern Minister, become a teaching congregation
- -R.E. stuff, retreats, OWL funding, field trips
- Revs Sabbatical (planning for when, and funding it)
- Beloved Conversations (an experiential curriculum that provides a space to re-form/fuse the brokenness of racism into new patterns of thought and behavior ushering in social and spiritual healing)
- Help free up the ministers to do more ministry and less administrative work (eg, supervision of several part time staff, technology management, as well as things a ministerial assistant might do)
- Consultant for work towards Capital Campaign (and possibly annual budget drive or planned giving, if not addressed in other ways)

Cuts to the 17-18 budget (to consider restoring)

1. Revs. professional development had been more than the letter of agreement specifies due to miscalculations in past years. This saved \$902 total when comparing the current year approved budget with the new FY'18 budget (but wasn't really discussed with the board or the ministers).
2. Minister's assistant—this position was only partially staffed last year and thus cut in the 17-18 budget. The savings was \$924.
3. Reduced the sexton time to match the run rate for the past two years. This resulted in a savings of \$2998. Effectively this reduces the number of hours per week from 15 to 12.5.

2017-18 Budget Goals

- i. Fill \$25k gap due to changes in fundraising activities
- ii. Fair compensation—incremental progress (working towards a 3-4 year plan to achieve fair compensation)
- iii. \$2,500 for social justice (more than tripling our budget)
- iv. Normal efforts on small projects for B&G (within existing budget)

**Unitarian Society of Hartford Budget Summary
for June 30, 2017 Year End**

Income	Apvd Budget FY'17	Yr End FY '17	Approved Budget FY '18
Endowment--Operations	43,000	43,002	47,150
Endowment--B&G Small Projects	10,000	13,850	5,000
Total Endowment	53,000	56,852	52,150
Fundraising	30,000	23,800	15,000
Prior year carry over	5,250	0	9,675
Rental contributions	14,000	19,115	22,496
Stewardship	277,000	284,078	289,000
Sundry contributions	6,000	5,626	6,000
Solar panel income--ZERC & rental	3,000	2,817	4,000
Community Within	5,500	16,211	8,100
Social Justice	0	1,745	4,000
Spiritual life	3,300	3,735	3,300
Other income	0	6,083	0
Total Income	397,050	420,062	413,721

Expenses

UUA National and Regional	15,744	15,744	16,686
Stewardship	1,225	2,001	2,075
Building & Grounds	55,160	69,515	50,160
Office	18,004	21,527	19,993
Insurance	18,810	18,757	20,650
Administration Other	1,200	3,587	3,696
Community Within	9,100	15,647	10,900
Social Justice	700	699	2,500
Spiritual Life	8,842	7,078	10,802
Compensation	268,247	259,492	276,221
Other Expenses-into carry-over fund	0	6,016	0
Total Expenses	397,032	420,063	413,683
Balance	18	-1	38

Highlights

Actual pledge income was 95.5% of pledged amount of \$275,385
Pledge above commitments & non-pledge giving amount to \$14,821
Rental income looks great--\$5,286 due to efforts of Rayla as rental manager
B&G general maintenance \$5,195 over budget
Electrical cost saved \$2,514 over budgeted amount
Non-budgeted items balanced for no income or losses

Phil Gardner, Treasurer
September 17, 2017

USH Endowment as of June 30, 2017

Discussion Draft as of September 2, 2017

DRAFT FOR DISCUSSION

Endowment Summary

	June 30, 2017				
	Restricted (estimated)			Temporarily	Total
	Donor Restricted	Constitutionally Restricted	Other Endowment	Restricted	
UBS Account	103,257	830,000	118,254	30,000	1,081,511
UUSMB loan			44,726		44,726
Schwab Account--noise abatement				108,981	108,981
Solar Panel loan				73,422	73,422
	<u>103,257</u>	<u>830,000</u>	<u>162,980</u>	<u>212,403</u>	<u>1,308,640</u>

there is a detailed
list of contributions
with designated
purposes

this approximates 2x
annual operating
expenditures; 2x is the
minimum requirement;
this calculation
needs to be refined

\$108,981 is for
noise abatement,
other amounts
are to purchase
solar panels in 5 years

The Schwab account includes board designated funds for social justice, memorial garden, etc.

26,800

Per the Constitution and Bylaws:

- 1 Endowment is property held for financial gain or investment
- 2 Exists to further the interests of the current and future congregations
- 3 Shall be attractive to donors who wish to contribute to the long-term success of USH
- 4 The Board has exclusive custody and management of the Endowment
- 5 Spending from the Endowment is at the recommendation of the Endowment Committee as to amount that can "prudently" be made available for operating and capital budgets--does not specify a spending policy, e.g., 4 to 5% of endowment value for a rolling 13 quarters, a standard practice; UPMIFA needs to be considered
- 6 Funds can be transferred from the Endowment to the Capital Budget Account

DRAFT FOR DISCUSSION

USH Endowment as of June 30, 2017

Discussion Draft as of September 2, 2017

DRAFT FOR DISCUSSION

Endowment Summary

	June 30, 2017 Endowment by Asset Class	June 30, 2017 Endowment by Investment Manager/Owner		
		UBS	Schwab	Other
Cash--UBS	48,549	48,549		
Cash and cash equivalents--Schwab	108,981		108,981	
	157,530			
Fixed income				
Fixed income--UBS	205,911	205,911		
Loan to UUSMB	44,726			44,726
Loan to Solar Sole Proprieter	73,422			73,422
	324,059			
Equities				
Direct stock ownership	303,180	303,180		
Closed end funds and ETFs	26,895	26,895		
Equity mutual funds	339,811	339,811		
Non-traditional (equity-based mutual funds)	56,807	56,807		
Other (equity-based mutual funds)	100,357	100,357		
	827,051	100,357		
	1,308,640	1,081,511	108,981	118,148

DRAFT FOR DISCUSSION

September 2, 2017

USH Endowment as of June 30, 2017

Solar Power--Endowment and Operating Revenue and Expense

Prepared September 3, 2017--Draft for Discussion

DRAFT FOR DISCUSSION

	USH Endowment	USH Operating		Payment Schedule	Comments
	Income	Income	(Expense) Credits		
Annual electricity costs (FY2017)			(6,572)	monthly in arrears	Calculated at 95% of cost; amount will vary year to year based on usage
Credits and rebates					
Rebates, if any			389	annually when rec'd	Any expenditure for solar power not used will result in return of nongeneration costs
ZREC credits (recent 12-month period)			3,634	quarterly, 5 mos in arrears	Calculated at \$82.58/credit
Interest on Loans from SP (FY2017)	3,275			annually, in Dec	Pd by SP--\$3699.64 pd 1/6/2017; \$3275.54 scheduled to be paid 12/30/2017 \$2937 each year thereafter starting CY2018 (based on \$73,421 outstanding loan)
Land lease		1,000		annually on Mar 1	Pd by SP annually starting 3/1/2017; term of lease is 20 years beginning 3/1/2016 Lease terminates if & when option to purchase/sell panels is exercised by USH/SP
Property/casualty ins premium			(468)	annually	Endorsement for \$153,000 added 4/1/2016 to USH Church Mutual policy; payable by USH SP listed as a beneficiary Premium will be reduced if & when option to purchase/sell panels is exercised by USH/SP

Notes:

The above numbers are intended to 1) identify the accounting treatment for income and expense items between endowment and operating, and

2) to provide a view of the net annual electricity cost to USH--this amount will vary year to year dependent on external factors such as the amount of sun

SP=Sole Proprietor

All taxes and fees to be paid by SP

Expenses paid by USH generally to be reimbursed by SP

UUSMB Loan--Endowment Principal Repayments and Income

Prepared September 3, 2017--draft for Discussion

DRAFT FOR DISCUSSION

	<u>USH Endowment</u>	
	<u>Prinicpal Repayment</u>	<u>Income</u>
Principal Repayment (FY2018)	1,805	
Interest on loan (FY2018)		1,976

Notes:

Loan is an asset of the endowment

10-year note originated 6/2/2014, amortizing over 20 years, with full principal balance payable 6/1/2024 (will be approximately \$30,000).

Interest rate: 4% for years 1 to 2, 4.5% for years 3 to 5, and WSJ prim + 1% years 6 thru 10. Next interest adjustment 6/1/2019.

Should regularly verify we have copy of current insurance policy, assure no liens

Review of USH June 30, 2017 Endowment Reports
USH Board meeting September 19, 2017

The endowment was \$1,308,640 as of June 30, 2017. This is the total amount of the endowment, including the UBS account (\$1,081, 511) plus certain amounts in the Schwab account (\$108,981), the UUMSB loan (\$44,726) and the solar panel loans (\$73,422).

The baseline definition of the endowment is provided in the constitution and by-laws, i.e., the endowment:

- Is property held for financial gain or investment
- Exists to further the interests of current and future congregations
- Shall be attractive to donors who wish to contribute to the long-term success of USH

The endowment can be split into categories based on restrictions that are defined by 1) donors, 2) the constitution/bylaws (2x USH operating expenses as defined by a formula), and 3) the board. The following amounts are estimated, and should be refined as endowment reporting is improved over time. Further, USH should consider engaging an accounting firm to review the classification of funds. The numbers below, however, provide a general overview of restricted classes of the endowment assets.

Restricted	
• Donor restricted	\$103, 257
• Constitutionally restricted	830,000
• Other restricted	<u>162,980</u>
Restricted	1,096,237
Temporarily restricted	<u>212,403</u>
Total	\$1,308,640

Temporarily restricted funds can be spent (both principal and all accumulated income) but only as designated by the donors. For donor-restricted funds, the principal cannot be spent, only the income.

The constitution/bylaws also provide the following:

- The Board has exclusive custody and management of the endowment
- The amount to be spent each year from the endowment is recommended by the Endowment Committee and approved by the board. The Endowment Committee must determine that the amount being recommended can be prudently made available for operating and capital budgets. [see footnote (a) on spending policies in general]
- Funds can be transferred from the endowment to the Capital Budget Account. Practically, the “other restricted” amounts are available to be transferred to the Capital Budget Account. A loan could also be made from the endowment to the Capital Budget Account.

Gaining clarity on the endowment will be critical before we can start a planned giving program or a capital campaign.

In addition to the endowment account, the USH board has designated certain funds in the Schwab account be spent for specified purposes. These board-designated funds totaled approximately \$26,800 at June 30, 2017.

At June 30, 2017, the endowment was invested 12% in cash, 25% in fixed income (including the UUMSB and solar panel loans) and 63% in equities.

Supplemental schedules were provided that indicate whether payments related to the UUMSB loan and solar panels are endowment or operating amounts.

Footnotes:

(a) on Spending Policies:

- Many nonprofits define their spending policy as 4% to 5% of the rolling endowment asset balance for the past 13 quarters. 4% or 5% is generally considered prudent and the actual dollar amount will fluctuate based on contributions and capital market performance.
- Endowments are governed by the Uniform Prudent Management of Institutional Funds Act (UPMIFA). UPMIFA was a model state act which CT has adopted, perhaps with some variations, to govern prudent withdrawals, among other things. In drafting the UPMIFA model law, 7% was discussed as a maximum, but was not included in the law.

(b): More information on the endowment and the Capital Budget Account can be found in the constitution and bylaws.

Sept 2017 USH Board questions for Meeting House Presents!

1. What are Meeting House Presents' anticipated attendance goals for the various events over the year?

We are certain that 30 people will show up for almost anything = \$600 receipts. So, we think the concerts will get \$600 at least X 8 concerts is \$4800. Once we have data from a season of concerts behind us the projection of future attendance will be more accurate. There will be fluctuations depending on who is performing, how successful our publicity is, the weather, and competing events.

2. What ballpark amount of money is the goal to be raised?

This is difficult to predict. The goal for the first season is for each concert to at least break even and, over the course of the 2017-18 season, generate a profit. The profit will increase each year as our audience grows. We hope to use at least part of the profit to purchase a professional grade sound system, knowing we can't borrow a sound system forever.

After the first season we will have data to better predict attendance. One really big show would have the potential of generating more \$1000, based on 35% of 300 seats at about \$20. Members of USH or the Sounding Board would get a \$2 discount if they buy tickets in advance, students and bakers \$12, and children under 5 free, so the seats would not all be \$20. That kind of profit will only happen if we have talented performers and everyone at USH helping to publicize and support the show.

Meeting House Presents could also indirectly help raise money by bringing community members into USH who decide to return for a Sunday service. Drawing people in opens the potential of expanding our membership and helping our future fundraising needs.

3. Who will primarily be responsible for marketing? (I know that Ed mentioned some work with UHart's radio station...perhaps you can follow-up with that...what else will be done besides "word of mouth?").

- The most important publicity is word of mouth, and it would be especially effective from the pulpit and from board members and other church leaders before, after, or during USH events. Get the buzz going that this concert series is worth supporting.
- We have an agreement with the 49-year-old West Hartford non-profit Sounding Board Coffee House to co-produce shows, which means they will support us by letting us borrow their audio equipment and tap into their established audience. Both of us will promote the other venue's shows as well as our own. They have an established

internet presence, and they will promote our shows to their email list and on their postcard mailings. We will include brief information about their concerts in our media and we will give their members the same discount our members get on tickets. **Who is authorized to sign the attached agreement?**

- We will publicize Fourth Fridays of the month as the day to expect a show at USH to build an audience.
- Ed Savage has addresses for getting included in calendar sections and upcoming events lists in area newspapers.
- Ed Savage will produce radio promos to be aired on WWUH folk, Americana, classical and/or jazz shows (depending on what styles fit with the artist) and he will send them to other radio stations in the area that play acoustic music.
- Ed Savage has offered to print postcard promos to distribute
- We will have a table set up during coffee hour with
 - information about upcoming shows
 - advance ticket sales
 - sign-up sheets for volunteers and bakers
 - information for patrons
 - season tickets
- Internet presence on Facebook, Laura will update and rename the <http://www.ushartford.com/nourishing-spirit/music/performing-arts-series/> web page as <http://www.ushartford.com/nourishing-spirit/music/MeetingHousePresents/>, inclusion on existing concert info pages including <http://www.soundingboardcoffeehouse.org/>, and <http://folknotes.org/>
- The performer's own promotional emails, web page, and mailings.
- Posters promoting the season. So far, we have not identified an artist to design a poster. We will ask board members and other USH members to display the posters prominently in their place of work or in their community.

4. Please provide a projected budget.

Expenses, in line with the principle of paying a fair wage and USH values and goals, include:

- performers guarantee or their percentage of admissions; we want to give performers a good incentive to return to our series in the future

- renting a sound system if the Sounding Board system is not available
- sound technician \$150 for picking up and returning the sound system, setting it up and packing up after the show, sound check, and running the board during the show (Paul and Laura Cipriano will cover the sound tech expense if ticket sales don't cover the performer's guarantee and our expenses)
- publicity costs if any
- purchasing coffee, tea, napkins, sugar, half & half

Income includes:

- 25 to 35 percent of ticket sales split with performer after our expenses, depending on the contract
- revenue generated from sales of beverages and donated baked goods to be sold for \$1 each and consumed in Fellowship Hall during intermission

Historical Information (compliments of Patrice Fitzgerald)

* It was active from 2003-2008, and then again from 2011-2017.

* Seasons varied widely. Some church years we had only three events. Some church years we had as many as eight.

* Some years we had a subscription series and promoted sales of a whole slate of events. The high water mark was, I believe, between 2012 and 2014. The first year we really pushed for sales and support, we got 40 subscriptions, and that included nearly all of the Board (and often spouses) and most of the volunteers on the "USHPA" Committee as well as a few stalwarts. They could buy a \$90 subscription or a \$180 subscription for "premium" tickets. We never really restricted seating, but the idea was that you were supporting the church by paying more. I'm not certain of these total fees, but I believe I'm close.

* Our best year the Performing Arts series brought in slightly over \$6,500. At that time we had the matching funds from the anonymous donor available, and so that added significantly to the bottom line of the General Fund, for a total of more than \$13,000.

* I don't recall asking for funds from the Board in advance except in two instances. When we booked Holly Near--twice--the fee to the artists was \$3,000 plus lodging and food for two individuals. The first time we had Holly perform, the artists were lodged at the Kemble Farm in Glastonbury (former congregants) for free. Other people donated food. The first year we did this we partnered with Love Makes A Family, which had tremendous community outreach, and sold out. (Same-sex marriage was not yet legal in Connecticut, it was a huge issue with big support, and Holly Near is an LGBT icon. We had a pre-show reception so that those who paid something like \$150 could meet her in person.) We made a profit of about \$3,000 or a bit less, which was our half. The second time we hosted Holly we did it on our own and barely broke even.

* In recent years we booked performers who either performed for free or split the "door" take with us. In most cases we retained all profits. The money we earned accumulated each year and we never drew from it except in very small doses--some years we paid someone local to put up posters (printed in-house) for a fee of about \$100. Many committee members brought in food when we had receptions, and simply donated their efforts and those costs. I often paid for accompanists, which meant that sometimes as much as \$1,000 per season might come from my pocket (and I did not ask for reimbursement).

* As for your question about attendance--numbers could vary from 15 to 80 for the typical performance. We got a few events with much higher attendance, including a concert by the Coast Guard Band back in 2003 or 2004, where Edith Savage did yeoman's work promoting sales, along with the first Holly Near concert where we put more than 320 people into the pews and some chairs in the lobby.

* The makeup of the audience varied considerably. For a Jacques Lamarre play reading we might get 15 people from USH and 40 from outside. For a recent concert of young people's choirs, affiliated with the 2017 Hartford Festival of Women Composers, we got a full house of 250+ attendees, nearly all of whom were people who were in the church for the first time. Small classical concerts featuring our own choral scholars, our accompanist, or me and Richard singing usually brought in only USH member and the audience numbered about 20-35.

* The Performing Arts committee also typically sponsored some "matinee" performances right after the Sunday services, which allowed folks who didn't drive at night to attend. These were often free. We also set up the occasional "Family Share Talent/No Talent Shows," downstairs in Fellowship Hall during coffee hour, which were easy and lots of fun. They were always free, and featured some of our younger folks--always a great opportunity to get them involved.

* To promote the subscription series, we planned our year out at the latest by June of the summer before, and announced the schedule early. We had a kick-off reception for past and potential season ticket buyers, usually at my home, including a brief performance. We beat the drum relentlessly in the enews, on posters, in Orders of Service, and from the pulpit when possible, while sending out USHPA folks to talk it up during coffee hour. Often the folks at the Programs table would help us out by selling tickets directly. We also printed tickets (which we stopped doing when the office was busier) so attendees had a reminder of the dates and were able to give away tickets for events they couldn't attend.

* Some of this history involves an earlier period when Brian Mullen donated his talents for designing programs, tickets, and posters, and his time for helping us sell tickets via phone. The USHPA committee worked pretty independently from the Board (I was on the Board for a couple of these years) and simply went about our work without asking for any help. It was truly a labor of love for more than a decade by the indefatigable members of the group--Carol Sexton, Edith Savage, Mattie Banzhaf, Nancy Mandly, Tina Davis, Ed Savage, and perennial helpers Janice Newton, David Newton, Mary-Anne Mulholland, Chris Clocher, Ron Sexton, Richard Leslie, and Brian Harvey. Also, of course, Board members Martha Bradley, Diana Heymann, Margaret Leicach and many others.

September 2017 Co-Ministers Report

2017-18 themes: Collaboration and Joy -- How might we embody these in all we do?

The year is off and running! We've put a lot of time in this month planning out worship and supporting our staff and lay leaders to do our regular start-of-year kick-offs (Choir starting, RE teacher training, Small Group Ministry & Adult Programs kicking off, and more).

Administratively, we're in the midst of finally getting a computer backup system in place, getting Rayla's new laptop up and running, upgrading Rev Cathy's incredibly slow computer, getting everyone an up-to-date and functional MS Office, figuring out what sort of file-sharing will work for everyone, and other technology and office work to help us all be more functional. I'm so glad that we're making progress on all of this much needed work, though it is taking a significant amount of my time (RevCathy).

Spiritually, we've signed up for "Soul Matters" this year – a treasure trove of resources for spiritual deepening, worship, RE and small group ministry based on monthly themes that we're trying out this year. Stay tuned for more! RevHeather and I are each also signed up to work with coaches to support us spiritually, emotionally, and strategically this year.

As a reminder, our schedules for days we're most in the office are as follows:

RevHeather – Tuesday & Wednesday

RevCathy – Tuesday & Thursday

Monday is our Sabbath and we are completely offline except for pastoral emergencies. Our office days are often full of pre-planned meetings and pastoral care, so we ask folks to plan ahead to schedule with us for meetings on our office days or another day that's mutually convenient.

We keep a division of labor and are switching it up a bit. In general:

Heather is Lead Minister for:

- Council on Community Within and SubCouncils
- Council on Administration and most SubCouncils, including supervising Linda Clark (Office Administrator) and all building-related staff (John Bengtson, Kevin Girouard, Briana Bittel, Crystal Cruz-Acevedo, Martin Barrows, and Rayla Mattson in her Rentals Manager role).

Cathy is Lead Minister for:

- Council on Spiritual Life and SubCouncils, including supervising Rayla Mattson (as DRE) & Sam Moffett (Director of Music Ministries).
- Council on Social Justice and SubCouncils
- Finance Team & finance subcouncils and committees (Stewardship & Endowment), and supervises Brian Mullen

Though Heather is Lead for Caring Network and Cathy for Worship Associates, the Revs share actual worship leadership and pastoral care equally.

Dashboard

I'd like to try sharing some data with you regularly. Sunday attendance is one of the things where we have tracking systems down – so we'll start here. My hope is that over time, we'll all have some of these numbers and trends more in our heads and thinking.

Date	Total Attendance	Number Attended Worship	RE	1st Time Visitors	Total Offering
8/6/2017	78	60	18	8	\$417
8/13/2017	114	95	19	18	\$2,167
8/20/2017	53	53		3	\$355
8/27/2017	79	79		8	\$1,123
Average 2017 to date:	135	112	24	7	\$1,867

August 27's Offering was a Good Neighbor Offering for the UUA/UUSC's Emergency Relief Fund for those impacted by Hurricane Harvey.

Number of members: 206

New members and deaths/departures: none this month

**With love and care,
Revs Cathy & Heather**