

# The Community Church of Chapel Hill

## UNITARIAN UNIVERSALIST

106 Purefoy Road, Chapel Hill, NC 27514 • 919-942-2050 • c3huu.org

### BOARD OF TRUSTEES

#### Meeting Minutes

February 14, 2017

**Attending:** Lilie Bonzani                      Dave Klibanow                      Jenny Warnasch  
                  Barb Chapman                      Bill Poteat                          Steve Warshaw, chair  
                  Dan Hill                                      Bill Rote

**Ex Officio:** Thom Belote                      Bonnie Nelson                      Andrew Wright

- 1. Welcome** – S. Warshaw called the meeting to order at 7:02 pm.  
**Chalice Lighting/Reading** – T. Belote lit the chalice and opened the meeting with a reading.
- 2. Approval**  
**Approval of Tonight’s Agenda** – S. Warshaw provided a copy of the proposed agenda in advance of the meeting.  
  
B. Rote made a motion to approve.  
D. Klibanow seconded the motion.  
All in favor with none opposing.
- 3. Consent Agenda**  
**Minister’s Monthly Report** – T. Belote provided a copy of the Minister’s Monthly Report in advance of the meeting. S. Warshaw asked about the growth trend of membership numbers. T. Belote said that G. Kowalski (previous interim minister) reported that there were 352 members; after T. Belote’s first six months as minister, the member count was 347; for last year’s report to the UUA, the membership reported was 368; and this year’s count is 388. A. Wright asked how do we know when we lose a member? T. Belote replied that a member is dropped from the membership roll when they die, request to be removed, or after the Annual Pledge Drive (APD) when multiple attempts are made to contact the member and there is no response. This means that the membership counts are highest in May/June right before this culling and lowest in July/August. B. Poteat noted that there is a 10% expected turn-over rate so that we would expect to lose 30 members and add 30 new members to replace them. A year-over-year increase of 20 new members means that we have actually had 50 new members join the

church.

#### 4. **Minister's Compensation**

**Annual Review** – S. Warshaw introduced the Annual Review of the Minister's Compensation and noted that these personnel matters must be discussed in a Closed Meeting.

B. Poteat made a motion to move to a closed meeting.

D. Hill seconded the motion.

All in favor with none opposing.

T. Belote left the meeting for the Closed Meeting discussion.

#### **Housing Allowance** – Closed Meeting discussion

B. Poteat made a motion to accept the Finance Committee's recommendation on salaries.

B. Chapman seconded the motion.

All in favor with none opposing.

B. Poteat made a motion to move to an open meeting.

D. Klibanow seconded the motion.

All in favor with none opposing.

T. Belote rejoined the meeting.

#### 5. **Budgets**

**Preliminary Operational** - T. Belote provided a copy of the Preliminary Operational Budget in advance of the meeting. He related the timeline for creating the budget, which is done in conjunction with the church's Congregational Administrator. He then provided two draft versions to the Finance Committee. The Finance Committee unanimously recommended that the minister bring one budget to the Board. D. Hill recalled that last year T. Belote came to the Board with two draft budgets. T. Belote confirmed that he did present two draft versions to the Finance Committee. J. Warnasch asked why the budget contains a line for interest only payment. A. Wright stated that the Board voted in December to cover the principal payments with funds from the new capital campaign. B. Poteat distributed information on "Potential End of Year Operating Reserves - June 30, 2017". L. Bonzani asked if the revenue loss was due to the preschool leaving. (Confirmed.) D. Hill clarified that the Maintenance Reserves were exhausted by the end of the last fiscal year. T. Belote noted that building maintenance is now built into the Operational Budget. D. Klibanow asked if the growing congregation meant an increase of pledge money into the budget. B. Poteat replied that now that new members must make a financial commitment upon joining the church, combined with better tracking by the Congregational Administrator, the estimated budget for pledges is more accurate. D. Klibanow followed-up with a question about when do new members pay their pledges? T. Belote replied that it depends on when they join. Those that join early in the stewardship

year usually make a prorated pledge. Those that join later in the stewardship year usually pledge with the APD. B. Poteat said that the Finance Committee unanimously recommended that the Board accept the Preliminary Operational Budget.

B. Poteat made a motion to approve the Preliminary Operational Budget.

D. Klibanow seconded the motion.

All in favor with none opposing.

As there was no further discussion, S. Warshaw noted that the Board officially approved the Minister's compensation.

**Building Project** - A. Wright distributed information about the "CCCH Capital Building Forecast", the "Capital Fund Summary Through 2/6/2017", and the "Building Project Budget Pre-Construction, Pending". He noted that the building project would be funded by the current budget through March 2018; however, expected funds raised during the silent portion of the Capital Campaign is factored into the forecast. Front loaded pledges will free up approximately \$10K due to interest savings. Refinancing the balloon payment, if possible, would free up approximately \$20K. Without these options, the funds for the Middle Plan will be constrained. B. Poteat asked for a working hypothesis for expenses such as variable construction costs, renovating the manse, and paying the consultant, M. Ewert. A. Wright said that the consultant fees were in the budget but B. Poteat said that those costs were likely to increase. L. Bonzani said that in the last building project the committee was meeting weekly to make minutiae decisions, such as which door knobs and what could be built in-house, in order to meet the budget. S. Warshaw asked if there was further discussion and there being none, asked A. Wright when the Board could expect the next report. A. Wright said that he would be tracking this monthly and would report back to the board in the Fall.

S. Warshaw commented off the agenda that he will be gone for the remainder of the week and that J. Warnasch will handle any immediate Board issues. He also encouraged Board participation in the APD, as per an email from C. Cole to the Board.

6. **Resignation from the Board** - S. Warshaw noted that there have been several personnel changes in the Board and the Building Task Force leadership, including K. Heineman's resignation and A. Henke's nomination to the Board to replace K. Heineman. If there is discussion on these, it must be in a Closed Meeting. B. Chapman asked if K. Heineman's resignation email was directed to the Board President or to the whole Board. As it was not a private communication, a discussion was needed.

B. Chapman made a motion to move to a closed meeting.

B. Rote seconded the motion.

All in favor with none opposing.

Close meeting discussion.

**7. Nomination to the Board - Approval Needed**

Closed Meeting discussion.

**8. Building Project Task Force - Approval Needed**

**Capital Campaign**

**Communications**

**Finance**

Closed Meeting discussion.

**9. Standing Committees - Approval Needed**

**Stewardship**

Closed Meeting discussion.

D. Klibanow made a motion to move to an open meeting.

D. Hill seconded the motion.

All in favor with none opposing.

B. Poteat made a motion to accept the resignation of K. Heinemann and M. B. Powell with regret, to approve the nomination of A. Henke to the Board, to approve C. Cole and I. Brezina as co-chairs to the Capital Campaign Task Force, to approve G. McKinley as co-chair to the Communications Task Force, to approve A. Wright as co-chair to the Finance Task Force, and to accept the resignation of K. Heinemann from and to approve the appointment of B. Chapman to the Stewardship Standing Committee.

S. Warshaw seconded the motion.

All in favor with none opposing.

S. Warshaw will update the charters to reflect these changes on behalf of the Board and send them to the Building Project Task Force Co-chairs.

**10. Use of Email** - S. Warshaw provided a copy of M. Hirsch's "Email Hygiene" hand-out in advance of the meeting. He noted that the recent events necessitated some urgent email communications but offered suggestions for minimizing the number of people affected by those emails. L. Bonzani added that she cannot read any attachments sent the day of the meeting or perhaps even sent the night before. S. Warshaw said that he is trying to follow B. Poteat's process of sending out the agenda and hand-outs the Thursday before the Board meeting and T. Belote added that he tries to send out his reports the Wednesday before the Board meeting. L. Bonzani noted that with multiple emails on a topic, she is often out-of-sync with the replies. B. Chapman suggested other means of communications, such as a phone call, if possible.

S. Warshaw commented off the agenda that after the Board meeting on February 6, 2017, he spoke with M. Ewert about the recommendation to run a Capital Campaign concurrent with the APD. S. Warshaw told M. Ewert that the church would be starting an off-cycle campaign, beginning after this year's APD. M. Ewert expressed his support of the plan,

noting that he supported the Board finding the middle way.

## **11. Closing**

**Process Observations** – T. Belote noted that it was a very succinct meeting and that very honest communication had occurred.

**Action Items** – S. Warshaw will provide updated charters to the Building Task Forces. He is requesting membership lists from the Standing Committees. He encouraged Board participation in the upcoming APD.

**Closing Words** – T. Belote shared a reading and extinguished the chalice. S. Warshaw closed the meeting.

**Meeting adjourned at 8:39 pm.**

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### **Attachments:**

**Board Agenda (Proposed)**

**February Minister's Report 2/14/2017**

**Preliminary Operational Budget**

**CCCH Capital Building Forecast//Capital Fund Summary Through  
2/6/2017//Building Project Budget Pre-Construction Pending**

**Building Task Forces Charters**

**Fundraising Report**

**Email Hygiene**

**Potential End of Year Operating Reserves - June 30, 2017**

**BOARD AGENDA (Proposed)**  
**February 14, 2017**  
**Straley Room**

<u>ITEM</u>	<u>RESPONSIBLE PERSON</u>	<u>END TIME</u>
<u>Welcome</u>		
Chalice Lighting/Reading	Thom	7:02
<u>Approval</u>	Steve	7:06
Tonight's Agenda		
<u>Consent Agenda</u>		
Minister's Monthly Report	Thom	7:20
<u>Minister's Compensation</u>		
Annual Review	Bill P.	7:25
Housing Allowance	Andrew	7:30
<u>Budgets</u>		
Preliminary Operational	Thom	7:50
Bldg Pjt	Andrew	7:55
<u>Resignation from the Board</u>		
Katie Heinemann	Steve	8:00
<u>Nomination to the Board – Approval Needed</u>		
Andy Hencke	Steve	8:10
<u>Bldg Pjt Task Forces – Approval Needed</u>	Steve	8:30
Capital Campaign		
Cathy Cole, Ivy Brezina – Appointment		
Communications		
Mary Beth Powell – Resignation		
Gail McKinley – Appointment		
Finance		
Laurence Kirsch – Appointment		
Andrew Wright – Appointment		
<u>Standing Committees – Approval Needed</u>	Steve	8:40
Stewardship		
Katie Heinemann – Resignation		
Barb Chapman – Appointment		
<u>Use of Email</u>	Steve	8:50
<u>Closing</u>		9:00
Process Observations	Thom	
Action Items	Bonnie	
Closing Words	Thom	

**February Minister's Report**  
**Rev. Thom Belote**  
**2/14/17**

**Items of Interest to the Board**

Whenever we talk about numbers I think it is wise to remember a concept named by UU minister Rev. Barbara Merritt who talks about “avaricious numerical accounting.” Indeed, I have seen UU ministers and lay people alike fall prey to most of the 7 Deadly Sins (Pride, Envy, Greed, Lust, and Wrath) when talking about numerical measures of their church and other churches. I have some stories I could tell...

Each year, on or before February 1, UU congregations are asked to complete a certification with the Unitarian Universalist Association. The UUA requests a bunch of data and provides instruction about how to calculate the numbers they are looking for. Here are some of the numbers we gave to the UUA:

Members:	388
Religious Education Enrollment	157
Average Weekly Attendance:	311*
Total Operating Expenses:	\$537,719**

\* AVA is basically the number of unique individuals who come through our doors on a Sunday.

\*\* This is total expenses minus excluded expenses such as mortgage principal, UUA dues, capital expenses, and money allocated to reserve funds.

As of 2/8/17 our church has:

Members:	391
Associates:	88
Visitors & Newcomers:	907 (currently in database)

**Since Last Time**

- Preached and led worship on 1/15 (with Margaret Herring), 1/22, and 2/5 (with Maura Holt-Ling.) Will lead worship on 2/12.
- Bryan Sexton delivered the sermon on 1/29.
- We encountered several problems related to the 1/29 service. Problems the Board may wish to consider include: We had more people attend than there were available seats in the sanctuary. We ran out of hymnals. People showing up for worship left when they could not find a seat. A number of first time visitors came at 11:00 and were not aware of the switch to one service on that date.
- Rachel Rose and I led two sessions of the Exploring Membership class.

- 5 new members since last time: Doug and Joan Shier, Dawn Carney-Meriwether, Thaddeus Dombrowski, and Steevie Jane Parks.
- A new member recognition ceremony will be held on 2/12. The new member reception that afternoon will be held in the Commons for accessibility reasons. (Two new members who use motorized wheelchairs.)
- Our church took two buses to Washington D.C. on 1/21 for the Women's March. Half of the people on the bus were church members. The other half were from the wider community.
- Our church will take a bus to Raleigh on 2/11 for Historic Thousands on Jones Street. Two of our youth Insch Leadership Associates will serve as bus captains.
- Meetings with Exec (phone), Human Resources, Finance (phone), Worship, Pastoral Caregivers, Community Service Ministry, Committee on Ministry, and Capital Campaign / Building Project related meetings.

FY2018Budget

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 BUDGET	FY2018 BUDGET	DIFF	%	
<b>Income</b>							
<b>Collections</b>							
Operations Pledge Income	428,595	430,207	471,000	480,000	9,000	102%	
ID Contributions	3,688	5,241	6000	6000	0	100%	
Loose collection	7,029	7,250	7000	7000	0	100%	
<b>Total Collections</b>	<b>439,312</b>	<b>442,698</b>	<b>484,000</b>	<b>493,000</b>	<b>9,000</b>	<b>102%</b>	
<b>Other Income</b>							
Service Auction Fund Raiser	0	15,374	13350	13350	0	100%	
Interest Income	537	105	100	100	0	100%	
General Operation Fund Raiser	7,705	2,999	4000	4000	0	100%	
Misc. Income	10	0	0	0	0	#DIV/0!	
Transfer Temp. Restricted Funds	0	1,450	0	0	0	#DIV/0!	
<b>Total Other Income</b>	<b>8,252</b>	<b>19,927</b>	<b>17,450</b>	<b>17,450</b>	<b>0</b>	<b>100%</b>	
<b>Rental Income</b>							
Building Rental	5,328	6,566	5000	5000	0	100%	
Parking Lot Rental	52,210	55,267	52000	55000	3,000	106%	
Pre-School Lease	61,155	64,045	66287	33426	-32,861	50%	6 x \$5571 (Jul-Dec)
<b>Total Rental Income</b>	<b>118,693</b>	<b>125,878</b>	<b>123,287</b>	<b>93,426</b>	<b>-29,861</b>	<b>76%</b>	
<b>Total Income</b>	<b>566,257</b>	<b>588,503</b>	<b>624,737</b>	<b>603,876</b>	<b>-20,861</b>	<b>97%</b>	
<b>Expense</b>							
<b>Administrative Operations</b>							
Board Activities	460	1,315	500	500	0	100%	
Congr Admin - F/M & Benefits	14,381	15,548	16,629	17,730	1,101	107%	
Congr Admin - Wages	37,648	38,786	39,562	40,749	1,187	103%	
Endowment Committee	0	0	0	0	0	#DIV/0!	
Misc. Expenses	0	0	0	0	0	#DIV/0!	
Off Assist - F/M & Benefits	8,709	7,889	8,707	9,232	525	106%	
Off Asst - Wages	20,267	19,703	19,890	20,487	597	103%	
Office Expenses / Technology	18,025	17,612	19000	19000	0	100%	
Payroll service	1,380	1,389	1350	1500	150	111%	
Personnel Expenses	175	0	0	0	0	#DIV/0!	
<b>Total Administrative Operations</b>	<b>101,045</b>	<b>102,240</b>	<b>105,638</b>	<b>109,197</b>	<b>3,559</b>	<b>103%</b>	
<b>Building &amp; Grounds</b>							
<b>B&amp;G Committee Operations</b>							
Contracted Maintenance Services	10,261	8,614	11200	11200	0	100%	
Janitorial & Restroom Supplies	1,520	1,756	1550	1550	0	100%	
Kitchen Supplies	123	116	100	100	0	100%	
Maintenance & Project Supplies	2,096	1,575	1400	1400	0	100%	
Workday Lunches	0	0	0	0	0	#DIV/0!	
<b>Total B&amp;G Committee Operations</b>	<b>14,000</b>	<b>12,061</b>	<b>14,250</b>	<b>14,250</b>	<b>0</b>	<b>100%</b>	

FY2018Budget

<b>Commons Project</b>	0	0	700	0	-700	0%	
<b>Facility Mgr or Handiman - Contracted</b>	0	0	3,000	2,000	-1,000	67%	
<b>Insurance</b>	6,982	9,275	9500	10000	500	105%	
<b>Janitorial Service - Contracted</b>	10,200	10,400	11000	11000	0	100%	
<b>Lawncare - Contracted</b>	2,245	1,771	2300	2300	0	100%	
<b>Maintenance Reserves</b>	16,988	29,425	37,000	42,271	5,271	114%	7%
<b>Manse Operations Expenses</b>	5,222	5,020	4875	4875	0	100%	
<b>* Mortgage P&amp;I - Church &amp; Manse</b>	50,400	48,220	47784	22784	-25,000	48%	only interest
<b>Space Assessment Team</b>	3,530	1,009	0	0	0	#DIV/0!	
<b>Tax - Stormwater Mgmt</b>	1,603	1,809	1850	1850	0	100%	
<b>Utilities</b>	16,385	15,879	17000	17000	0	100%	
<b>Total Building &amp; Grounds</b>	127,555	134,869	149,259	128,330	-20,929	86%	
<b>Denominational Affairs</b>							
<b>Denominational Connections</b>	0	350	1800	1000	-800	56%	
<b>UUA &amp; SE District (combined) Annual Dues</b>	25,332	28,950	29856	30000	144	100%	37640 is Fair Share
<b>Total Denominational Affairs</b>	25,332	29,300	31,656	31,000	-656	98%	
<b>Lifespan Religious Education</b>							
<b>Adult Ministry (SEA)</b>	207	28	2500	1000	-1,500	40%	
<b>Campus Ministry</b>	515	936	1000	1000	0	100%	
<b>Children's Ministry</b>	1,216	3,069	3640	4000	360	110%	
<b>Dir of Lifespan F/M &amp; Benefits</b>	17,451	19,277	20,692	21,737	1,045	105%	
<b>Dir of Lifespan RE - Wages</b>	51,529	53,085	56,149	57,823	1,674	103%	
<b>RE Assistant - F/M &amp; Benefits</b>	5,183	5,558	5,841	5,806	-35	99%	
<b>RE Assistant - Wages</b>	14,620	15,192	15,297	15,756	459	103%	
<b>Sunday Childcare</b>	9,098	9,833	10592	10592	0	100%	
<b>Youth Ministry</b>	1,017	1,833	2450	2450	0	100%	
<b>Total Lifespan Religious Education</b>	100,836	108,812	118,161	120,165	2,004	102%	
<b>Ministerial Operations</b>							
<b>Minister - Benefits &amp; Expenses</b>	30,367	30,529	33,588	34,682	1,094	103%	health benefit correction
<b>Minister - Wages &amp; Housing</b>	83,294	84,203	85,887	88,464	2,577	103%	
<b>Ministerial Transitions Reserves</b>	11,000	4,000	4000	0	-4,000	0%	
<b>Total Ministerial Operations</b>	124,661	118,732	123,475	123,146	-329	100%	
<b>Rental Expense</b>							
<b>Tax Accountant Services Fees</b>	300	1,205	375	440	65	117%	
<b>Tax - Parking Business</b>	6,616	6,635	6700	7000	300	104%	
<b>Facility Supervisor &amp; Sound Technicians</b>	163	238	0	0	0	#DIV/0!	
<b>Rental Space Janitorial - Contracted</b>	450	186	0	0	0	#DIV/0!	
<b>Preschool Janitorial - Contracted</b>	10,200	10,200	10500	5250	-5,250	50%	50%
<b>Total Rental Expense</b>	17,729	18,463	17,575	12,690	-4,885	72%	
<b>Programs and Ministries</b>							
<b>Anti-Racism Training</b>	0	928	0	0	0	#DIV/0!	
<b>Caring Ministry</b>	330	14	462	462	0	100%	
<b>Committee on Ministry</b>	0	0	0	0	0	#DIV/0!	
<b>Communications</b>	1,000	1,053	1030	500	-530	49%	
<b>Community Service Ministry</b>	343	300	300	300	0	100%	
<b>Covenant Groups</b>	66	387	760	760	0	100%	

FY2018Budget

	<b>Dir of Membership - F/M &amp; Benefits</b>	2,095	976	6,136	6,747	611	110%
	<b>Dir of Membership - Wages</b>	11,915	12,769	16,177	18,000	1,823	111%
	<b>ECO</b>	195	-45	385	385	0	100%
	<b>Fellowship Ministry</b>	615	797	1000	1000	0	100%
	<b>General Childcare</b>	218	326	515	515	0	100%
	<b>Membership</b>	2,151	1,981	2200	2400	200	109%
	<b>Mental Health Ministry</b>	0	0	500	500	0	100%
	<b>P&amp;J</b>	225	325	350	350	0	100%
	<b>Sanctuary for Dialogue</b>	0	0	550	450	-100	82%
	<b>Social Justice Consultation</b>	0	0	0	0	0	#DIV/0!
	<b>SOSL</b>	0	319	215	215	0	100%
	<b>Stewardship</b>	1,842	5,166	1350	1350	0	100%
	<b>Sunday Fellowship Hour</b>	817	803	950	950	0	100%
	<b>Sunday Hospitality F/M</b>	203	213	217	224	7	103%
	<b>Sunday Hospitality - Wages</b>	2,648	2,784	2,841	2,926	85	103%
	<b>Total Programs and Ministries</b>	24,663	29,097	35,939	38,034	2,095	106%
	<b>Service Auction</b>						
	<b>Service Auction Expense</b>	0	883	850	850	0	100%
	<b>Service Auction Distribution</b>	0	1,511	0	0	0	#DIV/0!
	<b>Total Service Auction</b>	0	2,394	850	850	0	100%
	<b>Worship &amp; Arts</b>						
	<b>Accompanist - Contracted Staff</b>	6,000	5,853	6,273	6,162	-111	98%
	<b>Art Team</b>	22	21	50	0	-50	0%
	<b>Dir of Music - F/M &amp; Benefits</b>	11,612	12,568	13,304	14,076	772	106%
	<b>Dir of Music - Wages</b>	30,184	31,096	31,718	32,669	952	103%
	<b>Music Committee</b>	2,514	3,768	4200	4200	0	100%
	<b>Sound Room Technology</b>	0	302	1000	1000	0	100%
	<b>Worship Honorariums</b>	1,250	1,000	1500	1500	0	100%
	<b>Worship Ministry</b>	0	1,578	1500	1500	0	100%
	<b>Total Worship &amp; Arts</b>	51,582	56,187	59,545	61,108	1,563	103%
	<b>Total Operations Expense</b>	573,403	600,094	642,097	624,520	-17,577	97%
	<b>Net Income</b>	-7,146	-11,590	-17,360	-20,644	-3,283	
	* Profit and Loss Statement only shows Mortgage Interest payments						
	Balance Sheet only shows Mortgage Principal payments						
	This report combines both for Budgeting purposes						

UUACalculation

	FY15 Actual	Percent	FY16 Actual	Percent			
Total Expense	573,403		600094				
UUA Dues	25,332		28950				
Reserves - Maintenance	16,988		29425				
Reserves - Minister Trans.	11,000		4000				
Mortgage Principal	22485		25148				
	497,598		512,571				
Percent	29,856	0.06	30,754	0.06			
			35,880	0.07			
			29,729	0.058		37640	Fair Share

## StaffCompensation

### FY2016 Staff Compensation Budget

FY15 COLA	0.015
FY16 COLA	0.030
FY17 COLA	0.020
FY18 COLA	0.030

### Employee Compensation

Budget Year	TOTAL Impact to C3H	Yr to Yr Diff	Annual Hours	Wages Base Rate	Payroll Wages	Housing	Fica/Med	TOTAL Payroll	HRA	UUA Health Plan 80/50 %	Life Ins.	Long Term Disability	Retirement	Prof Exp	TOTAL Benefit	Budget Wages	Budget Benefits with F/M
<b>Minister - Thom Belote</b>																	
FY2015	115,672		N/A	N/A	81,750	0	6,254	88,004	N/A	9,873	628	818	8,175	8,175	27,668	81,750	33,922
FY2016	116,308	636	N/A	N/A	84,203	0	6,441	90,644	N/A	8,605	647	842	8,420	7,150	25,664	84,203	32,106
FY2017	119,475	3,167	N/A	N/A	66,759	19,128	6,570	92,457	N/A	9,602	660	668	8,589	7,500	27,018	85,887	33,588
FY2018	123,146	3,671	N/A	N/A	52,464	36,000	6,767	95,231	N/A	10,217	722	630	8,846	7,500	27,915	88,464	34,682
<b>Dir of Lifespan RE - Marion Hirsch</b>																	
FY2013	65,520		2080	24.41	50,777	N/A	3,884	54,661	3,883	N/A	390	508	5,078	1,000	10,859	50,777	14,743
FY2014	65,757	237	2080	24.41	50,777	N/A	3,884	54,661	4,120	N/A	390	508	5,078	1,000	11,095	50,777	14,980
FY2015	69,351	3,594	2080	24.78	51,539	N/A	3,943	55,481	5,805	N/A	396	515	5,154	2,000	13,870	51,539	17,812
FY2016	72,327	2,976	2080	25.52	53,085	N/A	4,061	57,146	6,534	N/A	408	531	5,308	2,400	15,181	53,085	19,242
FY2017	76,841	4,514	2080	26.99	56,149	N/A	4,295	60,444	7,389	N/A	431	561	5,615	2,400	16,396	56,149	20,692
FY2018	79,560	2,720	2080	27.80	57,823	N/A	4,423	62,247	7,966	N/A	472	694	5,782	2,400	17,314	57,823	21,737
<b>Music Dir - Glenn Mehrbach</b>																	
FY2013	38,893		1144	26.00	29,547	N/A	2,260	31,807	3,008	N/A	227	295	2,955	600	7,085	29,547	9,346
FY2014	39,382	489	1144	26.00	29,755	N/A	2,276	32,031	3,249	N/A	229	298	2,975	600	7,350	29,755	9,627
FY2015	41,861	2,479	1144	26.39	30,190	N/A	2,310	32,500	4,608	N/A	232	302	3,019	1,200	9,361	30,190	11,670
FY2016	43,556	1,696	1144	27.18	31,096	N/A	2,379	33,475	5,222	N/A	239	311	3,110	1,200	10,081	31,096	12,460
FY2017	45,022	1,466	1144	27.73	31,718	N/A	2,426	34,144	5,945	N/A	244	317	3,172	1,200	10,878	31,718	13,304
FY2018	46,746	1,724	1144	28.56	32,669	N/A	2,499	35,169	6,452	N/A	267	392	3,267	1,200	11,577	32,669	14,076
<b>Congregational Admin. - Andrea Sordean-Mintzer</b>																	
FY2013	48,034		1820	20.38	36,443	N/A	2,788	39,231	4,514	N/A	280	364	3,644	0	8,803	36,443	11,591
FY2014	49,183	1,148	1820	20.38	37,100	N/A	2,838	39,938	4,879	N/A	285	371	3,710	0	9,244	37,100	12,083
FY2015	51,894	2,711	1820	20.69	37,656	N/A	2,881	40,537	6,925	N/A	289	377	3,766	0	11,356	37,656	14,237
FY2016	54,171	2,277	1820	21.31	38,786	N/A	2,967	41,753	7,853	N/A	298	388	3,879	0	12,417	38,786	15,385
FY2017	56,191	2,020	1820	21.74	39,562	N/A	3,026	42,588	8,947	N/A	304	396	3,956	0	13,603	39,562	16,629
FY2018	58,479	2,288	1820	22.39	40,749	N/A	3,117	43,866	9,716	N/A	333	489	4,075	0	14,613	40,749	17,730
<b>Membership Director</b>																	
FY2014	14,274		884	15.00	13,260	N/A	1,014	14,274	0	N/A	0	0	0	0	0	13,260	1,014
FY2015	13,765	-509	780	15.00	11,700	N/A	895	12,595	0	N/A	0	0	1,170	0	1,170	11,700	2,065
FY2016	14,173	408	780	15.45	12,051	N/A	922	12,973	0	N/A	0	0	0	1,200	1,200	12,051	2,122
					15.25												
FY2017	22,313	22,313	1040	15.56	16,177	N/A	1,238	17,415	2,895	N/A	124	162	1,618	100	4,899	16,177	6,136
FY2018	23,146	23,146	1040	16.02	16,663	N/A	1,275	17,937	3,107	N/A	136	200	1,666	100	5,209	16,663	6,484
	REQUESTED	2,433	1040	16.02	18,000	N/A	1,377	19,377	3,107	N/A	147	216	1,800	100	5,370	18,000	6,747
<b>DRE Asst.</b>																	
FY2014	17,314		1040	12.50	13,000	N/A	995	13,995	1,790	N/A	100	130	1,300	0	3,320	13,000	4,314
FY2015	19,706	2,391	1040	14.00	14,560	N/A	1,114	15,674	2,318	N/A	112	146	1,456	0	4,032	14,560	5,146
FY2016	20,487	781	1040	14.42	14,997	N/A	1,147	16,144	2,578	N/A	115	150	1,500	0	4,343	14,997	5,490
FY2017	21,138	651	1040	14.71	15,297	N/A	1,170	16,467	2,871	N/A	117	153	1,530	0	4,671	15,297	5,841
	Budget																Diff fr Budget
	New Sara Gush	-324	1040	14.71	15,297	N/A	1,170	16,467	2,547	N/A	117	153	1,530	0	4,347	15,297	5,517







<b>Capital Fund Summary Through 2/6/2017</b>			
Receipts:			
Donations	25,261		
Legacies	36,104		
Total		61,366	
Expenditures:			
Architect Fees	9,367		
Generosity Consultant	5,688		
Space Assessment	242		
Meeting Expenses 10/23/16	809		
Meeting Expenses 12/4/16	167		
Meeting Expenses 1/29/17	90		
CC Supplies	160		
Total		16,523	
Balance		44,843	-
<b>Building Project Budget Pre-Construction, Pending</b>			
Capital Campaign Task Force:			
Generosity Consultant	7,312		
12/4/2016 meeting	233		
FFS Congregational Meeting	310		
Artists' drawings	1,500		
Kickoff Party	750		
Miscellaneous Supplies	340		
Communications Task Force:			
brochure printing	1,000		
Construction Task Force			

Finance Task Force					
Other:					
loan principal, FY 2017	13,467				
loan principal, FY 2018	27,771				
Total	<u>52,684</u>				
Pre-construction costs exceed current balance, meaning CC pledges must begin					
coming in by March 2018					

CCCH Capital Building Forecast				1.40M	Raised	882,733	Construction Costs					
As of 2/9/17									6.0%			
v 1.0				Legacy Loan		Capital Fund			Construction Loan			
Date	Interest	Balance	Capital Campaign Receipts	Const. Loan Receipts	Project Payments	Legacy Loan Principal	Balance	Advances	Repayments	Balance	Total Debt	
1/25/2017	1,796	481,853		-			44,843	-		-	481,853	
2/25/2017	1,788	479,659		-	7,855	4,379	32,608	-		-	479,659	
3/25/2017	1,608	477,285		-		2,374	30,234	-		-	477,285	
4/25/2017	1,771	475,075		-		2,211	28,024	-		-	475,075	
5/25/2017	1,706	472,799		-		2,276	25,748	-		-	472,799	
6/25/2017	1,755	470,572		-		2,227	23,521	-		-	470,572	
7/25/2017	1,690	468,280	70,000	-		2,292	91,229	-		-	468,280	
8/25/2017	1,738	466,036	-	-		2,244	88,985	-		-	466,036	
9/25/2017	1,730	463,784	-	-		2,252	86,732	-		-	463,784	
10/25/2017	1,666	461,467	-	-		2,316	84,416	-		-	461,467	
11/25/2017	1,713	459,198	-	-		2,269	82,147	-		-	459,198	
12/25/2017	1,649	456,865	-	-		2,333	79,814	-		-	456,865	
1/25/2018	1,696	454,579	-	-	3,590	2,286	73,938	-		-	454,579	
2/25/2018	1,687	452,284	-	-	-	2,295	71,643	-		-	452,284	
3/25/2018	1,516	449,818	-	-	-	2,466	69,177	-		-	449,818	
4/25/2018	1,669	447,506	36,944	-	-	2,313	103,809	-		-	447,506	
5/25/2018	1,607	445,131	36,944	-	-	2,375	138,379	-		-	445,131	
6/25/2018	1,652	442,801	36,944	-	-	2,330	172,993	-		-	442,801	
7/25/2018	1,590	440,409	36,944	-	44,137	2,392	163,409	-		-	440,409	
8/25/2018	1,635	438,062	36,944	-	44,137	2,347	153,870	-		-	438,062	
9/25/2018	1,626	435,706	36,944	-	44,137	2,356	144,321	-		-	435,706	
Bld 10/25/2018	1,565	433,289	36,944	-	132,410	2,417	46,439	-		-	433,289	
11/25/2018	1,608	430,915	36,944	95,537	176,547	2,374	-	95,537		95,537	526,452	
12/25/2018	1,548	-	36,944	572,064	176,547	432,462	-	572,064	-	668,079	668,079	
1/25/2019			36,944	139,602	176,547		-	139,602	-	811,022	811,022	
2/25/2019			36,944	7,192	44,137		-	7,192	-	822,269	822,269	
3/25/2019			36,944	7,192	44,137		-	7,192	-	833,573	833,573	
4/25/2019			36,944	-	-		-	-	36,944	800,796	800,796	
5/25/2019			36,944	-	-		-	-	36,944	767,856	767,856	
6/25/2019			36,944	-	-		-	-	36,944	734,750	734,750	
7/25/2019			36,944	-	-		-	-	36,944	701,480	701,480	
8/25/2019			36,944	-	-		-	-	36,944	668,043	668,043	
9/25/2019			36,944	-	-		-	-	36,944	634,438	634,438	
10/25/2019			36,944	-	-		-	-	36,944	600,666	600,666	

CCCH Capital Building Forecast		1.40M	Raised	882,733	Construction Costs						
As of 2/9/17									6.0%		
v 1.0		Legacy Loan		Capital Fund			Construction Loan			Total Debt	
Date	Interest	Balance	Capital Campaign Receipts	Const. Loan Receipts	Project Payments	Legacy Loan Principal	Balance	Advances	Repayments	Balance	Total Debt
11/25/2019			36,944	-			-	-	36,944	566,725	566,725
12/25/2019			36,944	-			-	-	36,944	532,614	532,614
1/25/2020			36,944	-			-	-	36,944	498,333	498,333
2/25/2020			36,944	-			-	-	36,944	463,880	463,880
3/25/2020			36,944	-			-	-	36,944	429,255	429,255
4/25/2020			36,944	-			-	-	36,944	394,457	394,457
5/25/2020			36,944	-			-	-	36,944	359,485	359,485
6/25/2020			36,944	-			-	-	36,944	324,338	324,338
7/25/2020			36,944	-			-	-	36,944	289,015	289,015
8/25/2020			36,944	-			-	-	36,944	253,516	253,516
9/25/2020			36,944	-			-	-	36,944	217,839	217,839
10/25/2020			36,944	-			-	-	36,944	181,983	181,983
11/25/2020			36,944	-			-	-	36,944	145,949	145,949
12/25/2020			36,944	-			-	-	36,944	109,734	109,734
1/25/2021			36,944	-			-	-	36,944	73,338	73,338
2/25/2021			36,944	-			-	-	36,944	36,761	36,761
3/25/2021			36,944	-			-	-	36,944	0	0
4/25/2021			-	-			-	-	-	0	0
5/25/2021			-	-			-	-	-	0	0
6/25/2021			-	-			-	-	-	0	0

**Building Project  
Finance Task Force  
A Board of Trustees Task Force**  
September 13, 2016

*Mission*

The mission of the Building Project Finance Task Force (FTF) is to manage all aspects of the finances of the Building Project. The FTF reports to the Board of Trustees.

*Membership*

The FTF members, including its Chair, shall be appointed by the Board. The initial membership is Laurence Kirsch (Chair), Dan Hill and Larry Ross.

*Duties*

The FTF shall:

1. Set project financial policies, including those related to budgeting, contracting, and disbursements, subject to Board review and approval.
2. Collaborate with other building project task forces in developing a project budget, subject to Board review and approval.
3. Work with the Congregational Administrator in establishing project disbursement and accounting procedures, and in monitoring the implementation of those procedures.
4. Manage the project bank account(s) and insure that all disbursements receive confirming approvals required by project financial policy.
5. Develop solutions for interim cash flow needs and for long-term borrowing, if necessary.
6. Work with the Communications Task Force to provide timely financial information to the congregation, including supporting documentation for the Capital Campaign.

The FTF Chair shall be a member of the project coordinating group.

*Termination*

The FTF will dissolve once the building project, including its financing, is completed; or as directed by the Board.

**Building Project  
Task Force Coordination (TFC)  
A Board of Trustees Task Force**

October 11, 2016

*Mission*

The mission of the TFC is to facilitate the interaction and communication among the four operating Board Task Forces that are undertaking the anticipated Building Project, and to inform the Board of progress and of issues requiring Board input. Normally the operating task forces should work together to plan, communicate and undertake project activity involving their task force.

*Membership*

The TFC shall be chaired by a Board Member designated by the Board. The membership comprises the Chair or Co-chairs of each of the four building project task forces.

*Duties*

1. Initiate discussion about and attempt resolution of building project issues, including design, budgetary and scheduling issues.
2. Hold in-person meetings of the task force when called by the TFC chair or any of its members.
3. Bring to the Board those building project issues that require Board input or approval.
4. Budget for and contract for professional assistance or other services that involve more than one task force, e.g., legal.

*Termination*

The TFC will dissolve once the building project is completed or as directed by the Board.

**Building Project**  
**Building Construction Task Force (BCTF)**  
**A Board of Trustees Task Force**  
September 13, 2016

*Mission*

The mission of the BCTF is to supervise the design and construction of the renovation and expansion of the church. This group will work with the architect/engineer in the conceptual design phase and, following congregational approval, oversee final design, construction and commissioning; responding appropriately to issues that arise. Throughout the process the BCTF will coordinate with the Communications Task Force, Financial Task Force, and Board of Trustees.

*Membership*

The BCTF shall be co-chaired by Brad Kosiba and Josh Socolar. Other members are at the discretion of the co-chairs and may be added as the workload dictates.

*Duties*

1. Recommend architecture/engineering firm(s) to the board to assist with design of the project.
2. Working from the conceptual alternatives developed by the Space Reassessment Task Force and with input on preference from the congregation, develop final conceptual designs, specifications and estimates with the assistance of the architect/engineer.
3. Work with the Communications Task Force (CTF) to obtain congregational approval for the project.
4. Working from the broad project approval of the congregation, develop the detailed design, specifications and timelines necessary to get contractor bids.
5. With prior Board approval, select the contractor(s) to accomplish the project and begin construction.
6. Monitor contractor(s) work to ensure that every effort is made to bring the project in on time, adhering to quality standards and within budget.
7. Coordinate with the Board should significant alterations of the approved plans be required
8. Throughout the project, coordinate with the Financial Task Force (FTF) on all planned budgets and expenditures.
9. The co-chairs shall be members of the project coordinating group with one serving as primary member and one as backup.

*Termination*

The BCFT will dissolve once the building project is completed or as directed by the Board.

**Building Project**  
**Communications Task Force (CTF)**  
**A Board of Trustees Task Force**  
September 13, 2016

*Mission*

The mission of the Building Project Communications Task Force (CTF) is to insure that the Board of Trustees and the congregation of the church are kept informed in a timely manner about the steps being taken by the Building Construction Task Force (BCTF), the Capital Campaign Task Force (CCTF), and the Finance Task Force (FTF).

*Membership*

The CTF shall be co-chaired by Sindy Barker and Mary Beth Powell. Becky Waibel and Susan Blanchard have also agreed to serve. Other members may be added as the workload dictates.

*Duties*

1. Keep up to date on the various aspects of the building project as it progresses by working with the remaining three task forces.
2. Assess the needs of the congregation for information about the building project. Support the existing Space Reassessment Team following the September meeting with the architect with regard to the “town meeting” scheduled for Sunday, October 23.
  - a. The Space Reassessment Team will be working with the BCTF and the architect in the development of broad designs and specifications to be displayed.
  - b. The CTF will promote the October 23 event through the church newsletter, announcements and other electronic communications. In addition, hard copies will be sent to members who do not have access to email.
  - c. The CTF will help develop a feedback form so members can express their preferences and their concerns.
3. Once a decision has been made, communicate regularly to the membership on the progress of the project. The first action in this phase would be the publication of a timeline which would be established by the other three task forces.
4. Continue to work with the other three task forces to determine their messaging needs.
5. Develop promotional materials to support enhanced communication regarding the project with the congregation.
6. The co-chairs shall be members of the project coordinating group with one serving as primary member and one as backup.

*Termination*

The CTF will be dissolved once the building project is completed or as directed by the Board.

**Building Project**  
**Capital Campaign Task Force (CCTF)**  
**A Board of Trustees Task Force**  
September 13, 2016

*Mission*

The mission of the CCTF is to market the capital campaign and raise sufficient money to fund the building project approved by the congregation.

*Membership*

The CCTF shall be co-chaired by Paige Smith [possibly with a co-chair TBD]. Other members are at the discretion of the co-chairs and may be added as the workload dictates.

*Duties*

1. Select and propose consulting help that will be needed for fund raising.
2. As a follow-on to the report of the Space Reassessment Task Force and working with the Communications Task Force, develop a “case for support” document which “markets” the Building Project (renovation/expansion) to the congregation.
3. Develop and maintain a project timeline.
4. Work with the other project task forces to determine the feasibility of raising sufficient funds on the project timeline.\*
5. Work with the other project task forces to market the capital campaign.
6. Work with the chair of the annual budget drive to plan and execute coincidental campaigns. This includes recruiting, training and supervising member “agents” to make necessary fund raising appeals and communicating with the congregation.
7. Continue fundraising efforts after the formal campaign ends to completely fund the building project objectives.
8. The co-chairs shall be members of the project coordinating group with one serving as primary member and one as backup.

*Termination*

The CCTF will dissolve once the building project is completed or as directed by the Board.

\* The need for and execution of duties beyond this point depend upon the approval by the congregation to launch a capital campaign.

**Fundraising Report to the Board**  
**February 14, 2017**  
**Submitted by Paige Smith, Cathy Cole, and Ivy Brezina**

### **Capital Campaign**

The Capital Campaign Task Force would like to add Cathy Cole and Ivy Brezina as co-chairs in addition to Paige Smith. We have reviewed the Capital Campaign Task Force Charter and the Coordinating Task Force Charter (both attached) and are in agreement with our duties as outlined. We request that no changes be made to these charters without full and open discussion with all task forces.

We are fortunate that Frankie Stern, Katie Heinemann, and Jay Miller, all of whom have extensive experience with fundraising, will be working with us on the next phase of the campaign. They are aware of our immediate time constraints and agree with the need to delay work on the capital campaign until after we complete the annual pledge drive.

### **Annual Pledge Drive**

Paige, Cathy, and Ivy will all work on the annual pledge drive. We plan to use the same cottage meeting format as last year. We are actively recruiting hosts, assistants to the hosts, and facilitators for the cottage meetings. Briefly, the **hosts** provide the space (generally their homes), and light refreshments. The **assistants** are there to help the hosts in all aspects of the meeting, e.g., welcoming, making name tags, serving food and drinks. The **facilitators** lead the pledge portion (where people talk about their connections to the church), and provide financial materials and pledge forms. All Board members are requested to agree to be a host, assistant, or facilitator. We will contact each of you individually to discuss which role you want to fill. We hope that you will be agreeable to participating in more than one cottage meeting as an assistant or a facilitator, if necessary. We are in the process of scheduling training sessions and will use the materials that Mark Ewert provided last year for training. Rev.Thom will be leading the training sessions.

Those of you who hosted or attended cottage meetings last year may remember that these are enjoyable meetings with our fellow church members. Even as a facilitator, you're not required to ask people for money.

The amount budgeted for the APD this year is \$1,350. Non-consulting expenses last year totaled around \$1,200. We have been requested to schedule more child-friendly cottage meetings this year. If we provide HS youth for childcare at 4-5 cottage meetings (2 per meeting), we may need additional funds. We will meet with Marion Hirsch to discuss possible arrangements and report to the Board if it is determined that we will need more money than budgeted.

## **Email Hygiene—Improve the Email You Receive by Improving the Email You Send**

It is a great irony that most people believe the email they send is necessary, important and well crafted but most people believe that much of the email they receive is unnecessary and even irritating.

Email seems like a time saver but it is not. Each message has to be opened, read, acted on and responded to. Each one takes an average of 2 minutes to deal with. So if you get 30 messages a day, then it's at least a solid hour every day. So it is important that each email you read is actually necessary and easy to understand.

We don't have that much direct control over the email that comes to us but one effective way to control email that comes to you is to control the email that you send out. If you want less email sent to you, then you should send less. Every message you send generates more mail. If you want to improve the quality of email sent to you, improve the quality of email you send. If your messages are well crafted then it is more likely that the messages returned to you are well crafted.

### **3 Keys to Good Email Hygiene**

#### **1. Only Use Email When It is The Optimal Communication Medium.**

Email has certain advantages over other kinds of communication. The primary advantage of email is efficiency and control-- it allows the sender and recipient a lot of control over the time of communication. But if people are drowning in email then it erodes the benefits of the convenience and control. Only send email when email is actually the best way to communicate.

Email is particularly good for

- Sharing information: meeting reminders, agendas, minutes, reports.
- Requesting non-urgent information
- Requesting non-urgent action

Email has a lot of disadvantages as a communication form. The disadvantage of email is that it is casual, asynchronous, not confidential and directed to individuals (even on a mailing list, the mail comes to each individual as an individual.) Email is not good for these situations:

- Conflict or emotions—Always pick up the phone or talk face to face instead responding with email when you are annoyed or angered or upset by something you read or when you sense that the sender may be annoyed etc.
- Dealing with personnel issues or confidential matters—email is not truly secure.
- Urgent communication—you cannot expect that people read their email constantly. In the church some people only read during the day at work. Others only read late at night and on weekends.
- Serious Discussions involving lots of people.

*It is very hard to follow a genuine discussion in email. It is easy for things to be passed over or misunderstood. But most of all it takes a lot of everyone's time to follow. Serious discussion is what meetings are for. Meetings are actually more efficient for serious discussion. To follow a serious discussion with lots of responses on email takes everyone a lot of time. Everyone has to follow it. Some have to take time to compose responses. Also tempers tend to flare on email. In a meeting everyone*

*hears what is said at the same time. A well-facilitated discussion is more efficient and includes all parties. Not only does it take hours more of time but it increases the possibility of avoidable conflict*

## **2. Limit the recipients**

- For requests for information and requests for action, it is best if email is sent to one person—the person who can answer the question or do the action. Figure out who can do something and just ask them. Don't email lots of people asking for information or requesting action because then people don't know who is being asked and each person has to spend time reading it and deciding how and whether to respond.
- For information sharing email only send messages to people who really need the information. Remember every person who gets your message has to deal with – if only to feel guilty about it before they delete it.
- Do not reply to all, unless it is actually necessary which is very rare.
- Use blind copy for large lists and for information sharing so you reduce other people replying to all when it is clear that everyone is getting a blind copy. (It is generally not good form to use blind copy when people are not aware that others don't know that some are getting a blind copy.)
- When you forward—delete the addresses of original recipients. It protects their email addresses and it makes it easier to read. Don't pass on chain mail.

## **3. Send better email**

- Use strong subjects. People should know what the message is about before they open it. Change the subject when subject changes. It makes it easy for people to manage their inboxes and makes it more likely you get a response.
- Create focused messages. One request for information or action per message. If there is more than one they should have the same deadline and be similar.
- Craft strong bodies
  - Short salutation. One line. Eight words. Save friendly chat for the end.
  - Action and deadline on the second line.
  - Use numbers or bullets to let people know details. Don't ramble and over share details.
- Develop conventions for yourself and for your working groups.

## Some Examples of Good Email Hygiene

**A message with strong subject, focused message, strong body.**

---

To: Maj-Britt  
From: Marion  
Subject: Is it okay if giraffes come to the service?

Hi Maj-Britt,  
Hope you are feeling better today.  
**The kids want to bring giraffes to the service on Sunday--is that okay?**

- Giraffes are spiritual
- Giraffes are all the rage
- Article on the importance of giraffes in spirituality for kids  
[www.giraffesbringyouclosertogod.com](http://www.giraffesbringyouclosertogod.com)
- Giraffe season ends Oct. 1

See you on Thursday. Thanks.  
Marion

**Appropriate Uses of Email to Share Information with a Group Using Blind Copy**

---

To: RE Families (undisclosed list—blind copy)  
From: Marion  
Subject: Upcoming Events

Hi RE Families,  
Welcome to a new RE Year.

**Here are some upcoming events.**

1. Homecoming—bring giraffes—9/21 (plus details)
2. Family Dinner—9/13 (plus details)
3. Parent Meeting—9/14 (plus details)

See you Sunday.  
Marion

---

To: Youth Programming Committee (undisclosed list—blind copy)  
From: Marion  
Subject: Meeting Reminder and RSVP

Hi YPCers,  
The meeting is tomorrow 7:30. **Please let me know if you are coming and what potluck item you are bringing by 5 PM.**  
Thanks,  
Marion

**A message where reply all is appropriate.**

---

To: CRE Committee (disclosed list)  
From: Marion  
Subject: Should we cancel Family Dinner because of impending ice storm?

Hi CRE Folks,  
The weather for Sunday looks bad. **Should we go ahead and cancel the Family Dinner or should we wait to see how if the storm actually comes. I'll make a decision by 12 noon** tomorrow so let me if you have thoughts.  
Thanks,  
Marion

Potential End of Year Operating Reserves - June 30, 2017			
End of Year 2016	\$ 54,041.00		
2017 Budget (loss)	\$ (17,360.00)		
Post Budget Pledge Delta	\$ 11,910.00	As of Dec. 31, 2016	
Service Auction Delta	\$ 3,000.00	Depends on allocation	
Loan Principal Offset	\$ 13,500.00	Paid from the Capital Fund	
EOY 2017 Operating Res.	\$ 65,091.00	Board Policy Requires \$36,006	
		6% of 2016 Expenses	
Potential Effect on Operating Reserves by 2017/2018 Budget			
Balance Brought Forward	\$ 65,091.00		
Operating Loss (Budget)	\$ (20,644.00)		
EOY 2018 Operating Res.	\$ 44,447.00	Board Policy Requires \$38,525.82	
		6% of 2017 Expenses	
Notes:			
1. Operating Reserves, use of:			
	a. Smoothing cash flow during the year.		
	b. Emergency repairs when Maintenance Reserves are exhausted.		
	c. Can go below policy minimum, if restored within 3 years.		
	d. Projected Operating Reserves at \$5,921 over minimum required, July 1, 2018.		
2. 2017/2018 Budget loss is dependent on when the CHCP leaves:			
	a. Latest official projection is January 2018		
	b. Update is expected from CHCP in late Feb or March 2017		
	c. CHCP lease expires on September 30, 2017, but may be extended by Board action		
3. Maintenance Reserves were exhausted at EOFY 2016/2017			
	a. Maintenance Reserves accumulate year over year to cover future, planned expenses.		
	b. Board approves an update to a plan for future maintenance expenses each fall.		
	c. The current plan equates roughly to MR policy requirements for funds until 2020.		

d. The Building Project may subsume some maintenance requirement costs.