

Unitarian Universalist Church of Concord

Annual Report 2016-17



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Warrant for Annual Meeting

Sunday, May 21, 2017

To all members of the Unitarian Universalist Church of Concord:

You are hereby notified that the Annual Meeting of the Church will be held on Sunday, May 21, 2017 in Fellowship Hall immediately following the regular church services to consider and act upon the following articles:

- ARTICLE 1** **To elect a Clerk Pro Tempore to record the minutes of this meeting**
This is necessary as our elected Clerk is not available to attend this meeting.
- ARTICLE 2** **To receive and accept the minutes of the 2016 Annual Meeting, and the Special Congregational Meeting of Jan. 8, 2017.**
All meeting minutes need to be approved.
- ARTICLE 3** **To receive and accept the Slate of Candidates.**
- ARTICLE 4** **To amend Article V Section 7 of the bylaws as follows:**

Article V OFFICERS

Section 7. REMOVAL OF CHURCH OFFICERS, TRUSTEES, AND OTHERS, FOR GOOD CAUSE

Members of the Church, by a two-thirds vote of those present at any properly called and constituted meeting, may remove, for good cause shown, any Church officer listed in Section 1 of this Article; any trustee elected pursuant to Article VI, Section 1; or any other elected official, agent, committee chair or member. Upon any such removal, the members of the Church, by a majority vote of those present, may elect a successor to serve the unexpired term of that person or until the next Annual Meeting of the Church, whichever occurs first. This power is concurrent with the authority of the Board of Trustees under Article VI, Section 8 of these Bylaws.

This Article is necessary to clarify the process for removal Church officers.

(A 2/3 majority vote of approval by the members of the Church present and voting would be necessary to pass Article 4.)

- ARTICLE 5** **To amend Article VI Section 8 of the bylaws as follows:**

Article VI BOARD OF TRUSTEES

Section 8. REMOVAL OF CHURCH OFFICERS, TRUSTEES, AND OTHERS FOR GOOD CAUSE; FILLING VACANCIES

a) Removal of Church Officers, Trustees, and Others for Good Cause

The Board of Trustees, by a two-thirds vote of those present at any properly called and constituted Board meeting, may remove, for good cause shown, any Church officer listed in Section 1 of this Article; any trustee elected pursuant to Article VI, Section 1; or any other elected official, agent, committee chair or member. This power is concurrent with the power of the members of the Church under Article V, Section 7 of these Bylaws.

b) Authority to Fill Vacancies

Upon the removal of any Church officer, trustee, or any other official pursuant to subsection (a) above or by the Congregation pursuant to Article V, Section 7 of these Bylaws, or upon the resignation, death, or incapacity of any Church officer, trustee, or any other official, the Board of Trustees, by a majority vote of those present, may appoint a successor to serve the unexpired term of that person or until the next Annual Meeting of the Church, whichever occurs first.

Warrant for Annual Meeting

Sunday, May 21, 2017

This Article allows the Board of Trustees to remove, for good cause, any Church officer, trustee, or any other elected official, agent, committee chair or member by a $\frac{2}{3}$ vote of those present at a Board meeting.

This Article is also necessary to allow the Board of Trustees to appoint a successor to serve the unexpired term of any Church officer, trustee or any other elected official.

(A $\frac{2}{3}$ majority vote of approval by the members of the Church present and voting would be necessary to pass Article 5.)

ARTICLE 6 To amend Article VI Section 1 to the bylaws as follows:

Article VI BOARD OF TRUSTEES

Section 1 CONSTITUTION, ELECTION AND TERMS OF OFFICE

[Add a new sentence at the end of the first paragraph of this Section, as follows]

Whenever a new trustee is elected by the Congregation pursuant to Article V, Section 7, or appointed by the Board of Trustees pursuant to Article VI, Section 8, the new trustee will serve until the next Annual Meeting. At the Annual Meeting, the Congregation will hold an election to fill any remaining portion of the three-year term of the trustee who was removed or replaced.

This Article is necessary to establish the term of a new trustee, either elected or appointed by the Board of Trustees, to serve until the next Annual Meeting, when a candidate will be elected to fill any remaining portion of the term of the trustee who was removed or replaced.

(A $\frac{2}{3}$ majority vote of approval by the members of the Church present and voting would be necessary to pass Article 6.)

ARTICLE 7 To adopt a budget for 2017-18.

ARTICLE 8 To receive and accept the reports of the Minister, Board of Trustees, staff, committees and groups.

ARTICLE 9 To act upon such additional business as may appropriately be brought before the meeting.

CJ Landsman, Chair

Board of Trustees

Interested people are welcome to come to the meeting and may speak when properly recognized by the moderator, but may not vote unless their name is included on the list of members posted in the church 15 days in advance of the meeting, pursuant to Article IV, Section 4 of the church's Bylaws.

Report of the Nominating Committee

This year's Nominating Committee members are Andy Duncan, Lorraine Ellis, and Craig Whitson. This committee reports to the Board of Trustees and is responsible for recommending a slate of officers to be nominated to the Church membership at the annual meeting and for filling any mid-year vacancies. In addition, the Nominating Committee plans in future years to provide Policy-Based Governance training to incoming Board Members as well as a governance leadership overview for interested Church members.

The following is the slate of Candidates to be elected at the 2017 Annual Meeting:

- Board of Trustees three-year term expiring in 2020: Anne Dupre and Linda Rogers
- Board of Trustees two-year term expiring 2019: Dick Bennett
- Moderator – one-year term: Anne Zinkin (re-elect)
- Clerk – one-year term: Sara McNeil (re-elect)
- Treasurer – one-year term: Karen Mayo
- Assistant Treasurers – two positions - one-year terms:
- Beth Corcoran (re-elect) and Fran Philippe (re-elect) - covers one position. The 2nd position remains open at the time of this writing.
- Custodian of Trust Funds – one-year term: Jack Wakelin
- Trust Fund Committee – one member - four-year term expiring 2021: Chris Soule

2017-18 Proposed Budget

The proposed budget was not ready as of publication date because our pledge campaign was still in progress, but will be available as a handout prior to and at the Annual Meeting. There will be a Budget Forum on Thursday, May 11 at 6pm and on Sunday, May 14 at 12:15pm.

Minutes of the Annual Meeting, May 15, 2016

Prior to opening the formal meeting, the Moderator explained her role and the manner in which the meeting will be held. Highlights of Roberts' Rules of Order were re-viewed. Bylaws do not mention voting by ballot but it can be requested.

Moderator Anne Zinkin called the meeting to order at 12:15 pm. A quorum was easily met with over 80 members in attendance.

ARTICLE 1 - To receive and accept the minutes of the 2015 Annual Meeting, and the Special Congregational Meetings of January 17, 2016 and March 20, 2016.

Motion: Lorraine Ellis Second: Dick deSeve Motion approved

ARTICLE 2 - To receive and accept the Slate of Officers, as follows:

- Board of Trustees: 3-yr term expiring in 2019 (2): Nancy Normand and Gary Schroeder
- 1-yr. term expiring in 2017 (1): Linda Rogers
- Moderator - 1 yr. term: Anne Zinkin (re-elect)
- Clerk - 1 yr. term: Sara McNeil (re-elect)
- Treasurer - 1 yr. term: John Warner (re-elect)
- Asst. Treasurers - 1-yr. terms (3): Karen Mayo (re-elect), Beth Corcoran (new) and Fran Philippe (re-elect) to share the 2nd position
- Custodian of Trust Funds - 1 yr. term: Jack Wakelin (re-elect)
- Trust Fund Committee member - 4 yr. term: Karen Mayo

Motion: Lorraine Ellis Second: Peter Bartlett Motion approved

ARTICLE 3 - To amend Article IV, Section 3 of the Bylaws of the Church as follows: "notice of the Annual Meeting and all special meetings of the Church shall be given by the Clerk or by any member of the Church designated by the Board of Trustees, stating the time, the place, and the nature of the business to be transacted by posting the same in two conspicuous places in the Church building at least two Sundays prior to such meetings and by mailing notice of the same, via electronic delivery where possible and by postal service where not, postage prepaid, to every member of the Church at his or her last known electronic or postal address at least ten days prior to such meetings." (A 2/3 majority vote of approval by the members present and voting would be necessary to pass Article 3.)

Motion: Dick deSeve Second: Trudy Mott-Smith Motion approved unanimously

ARTICLE 4 - To amend Article V, Section 7 of the Bylaws of the Church as follows:

"REMOVALS OF TRUSTEES AND OTHERS"

Members of the Church may, by majority vote at any properly called and constituted meeting, remove any trustees, officers, committee members, or committee chairs for good cause shown. Upon any such removal of an officer, the members of the Church may elect a successor to serve the unexpired term of that officer." (A 2/3 majority vote of approval by the members present and voting would be necessary to pass Article 4.)

Andy Duncan presented the Article by saying these Bylaws were created prior to policy governance so the Bylaws will still need some additional revisions as we go forward. Article 4 is on the Warrant now to address an immediate need.

Motion: Craig Whitson Second: Christy Dolat Bartlett

Dick deSeve made a motion to amend Article 4 to read that removal of trustees, officers, committee chairs be by "a two-thirds vote" of the members of the Church present and voting. This amendment was seconded by Lorraine Ellis. The amendment was approved by a majority vote.

A lengthy discussion followed regarding the removal of trustees vs committee members.

Peter Bartlett further amended Article 4 by adding the words "elected" committee members and "elected" committee chairs. Amendment was seconded by Dick deSeve. The motion was approved by a majority vote.

Linda Ashford moved to further amend by striking the word "officers" from the first sentence of Article 4. Her motion to amend was seconded and was approved by a majority vote.

Dick deSeve moved to call question. Jim Shepherd seconded the motion. The motion to call the question was approved by at least 2/3 of the members present.

Article 4 with all three amendments was read by the Moderator as follows:

“Removal of Trustees and Others: Members of the Church may, by a two-thirds vote, at any properly called and constituted meeting, remove any trustees, elected committee members, or elected committee chairs for good cause shown. Upon any such removal of an officer, the members of the Church may elect a successor to serve the unexpired term of that officer.”

Article 4, as amended, was voted upon and approved with one member opposed.

ARTICLE 5 - To amend Article VI, Section 8 of the Bylaws of the Church as follows: “REMOVAL OF OFFICERS, **TRUSTEES AND OTHERS; FILLING VACANCIES**

The Board of Trustees may, **for good cause shown**, by majority vote of the members present at any properly called and constituted meeting, remove from office any **trustee**, officer, governance committee member or agent elected or appointed by it. Upon any such removal, **or upon the resignation, death, or incapacity of trustee**, officer or other individual, the members of the Board of Trustees may elect a successor to serve the unexpired term left vacant ~~by the removal.~~

A 2/3 majority vote of approval by the members of the Church present and voting would be necessary to pass Article 5.)

Andy Duncan presented the Article.

Motion: Nancy Morse Second: Jim Shepard

Vicki Wakelin said it's confusing that Article 4 & Article 5 are very similar and may need to be revisited in the future to make them clearer. Trudy Mott-Smith made a motion to amend the Article by adding the words, “governance committee member or agent” in the last sentence after the word, “officer.” Fran Philippe seconded the amendment. Trudy Mott-Smith's amendment was approved by a majority vote.

Article 5, as amended, was read by the Moderator as follows:

“Removal of Officers, Trustees and Others; Filling Vacancies: The Board of Trustees may, for good cause shown, by majority vote of the members present at any properly called and constituted meeting, remove from office any trustee, officer, governance committee member or agent elected or appointed by it. Upon any such removal, or upon the resignation, death, or incapacity of trustee, officer, governance committee member or agent, the members of the Board of Trustees may elect a successor to serve the unexpired term left vacant.”

Article 5, as amended, was voted on and passed with two opposed and one abstention.

ARTICLE 6 - To hire a part-time Sabbatical Minister for 2016-17, to adopt a budget for 2016-17 that includes compensation for the Sabbatical Minister, and to authorize the withdrawal of funds from the endowment, in excess of the 4% permitted by the Bylaws, to help fund the 2016-17 budget. (This will be a ballot vote. A 2/3 majority vote of approval by the members of the Church present and voting would be necessary to pass Article 6. If Article 6 passes, Article 7 will not be needed.)

Motion: Dick de Seve Second: Laura Messenger

The Moderator explained that circumstances have changed since this Article was written, such that amending the Article was required because it will now be possible to fund the part-time Sabbatical Minister position without exceeding the 4% draw from the endowment. The Moderator then explained the process for amending and then voting upon Article 6 as amended.

Jeff Fetter made a motion to amend the Article by deleting the words: ~~and to authorize the withdrawal of funds from the endowment, in excess of the 4% permitted by the Bylaws, to help fund the 2016-17 budget.~~ In addition, this amendment will change the vote from a 2/3 majority to a simple majority vote, and remove the ballot vote.

Lorraine Ellis seconded the amendment. The amendment was approved by a majority vote.

Lea Smith then reviewed the budget as it pertains to a part-time Sabbatical Minister. The Sabbatical Leadership Team of 7-8 members did a great job in finding volunteers to do various tasks that Rev. Leuchtenberger has been doing, specifically finding lay people to do sermons. The proposed budget includes hiring Lyn Marshall as Sabbatical Minister and she will be able to fill some of these hours in addition to her new role as Minister of Lifespan Faith Development.

A brief discussion ensued. Craig Whitson moved to call the question. Dick deSeve seconded the motion. The motion to call the question was approved by at least 2/3 of the members present. Article 6, as amended, was approved with one abstention. [The approved budget is included at the end of these minutes.]

ARTICLE 7 - To adopt a budget for the 2016-17 church year. This Article was no longer needed because Article 6 passed.

ARTICLE 8 - To receive and accept the reports of the Minister, Board of Trustees, staff, committees and groups.

Trudy Mott-Smith addressed the solar array as presented and voted upon at the March 20, 2016 Special Meeting. She said the appropriate applications have now been submitted and money is being raised. City of Concord permits still needed to be obtained and approved. We've hired an attorney to help with that process, as needed.

Motion: Dick deSeve Second: Cathy Sturtevant Motion approved

ARTICLE 9 - To act upon such additional business as may appropriately be brought before the meeting.

Peter Bartlett made the following motion: "The UUC membership authorizes an ad hoc board committee consisting of Andy Duncan, Michael Leuchtenberger, Gary Schroeder, John Warner, and Anne Zinkin to further explore the purchase offer from COPA, get more information about the offer and its ramifications for the church, engage in negotiations, and report back to the membership. The membership empowers the committee to use professional resources if needed. Furthermore, the membership authorizes the UUC board to call a special meeting in a timely fashion at which the membership will be asked to vote upon whether to advise the board to enter into a legal agreement as negotiated between the ad hoc committee and COPA."

Seconded by David Canfield.

Michael Leuchtenberger addressed this motion. Discussion was held with multiple questions raised. The Moderator reminded the members that this motion is simply to form a study and fact-finding committee. That committee will report to the membership about the results of its study and fact-finding before any decisions are made on whether to accept COPA's purchase offer.

A motion to call the question was made and seconded. The motion to call the question was passed by at least 2/3 of the members present. Peter Bartlett's motion was passed with two opposed and two abstentions.

The Moderator adjourned the meeting at 1:45 pm.

Respectfully submitted by, Sara McNeil, Clerk

Approved Budget for 2016-17

INCOME

Couch Trust	\$ 18,568
Downing Trust	\$ 2,000
Endowment	\$ 67,595
Fernald Trust	\$ 3,200
Miscellaneous	\$ 1,000
UUC Outreach Offerings	\$ 4,100
Plate & Gift	\$ 7,500
Rentals	\$ 23,000
Parking Lot Lease	\$ 20,000
Taize/DUP Offering	\$ 1,100
Merchandise sold	\$ 1,300
Education Fees	\$ 1,500
Fundraisers - Auction, Sales	\$ 13,000
Total non-pledge income	\$ 163,863
Pledge	\$ 253,500
Pledges Unpaid (3%)	\$ (7,605)
Pledges received after close of FY	\$ (7,000)
Pledges - Previous FY	\$ 7,000
Total Pledge Income	\$ 245,895
TOTAL INCOME	\$ 409,758

EXPENSES

Facilities	\$ 106,807
Ministerial	\$ 126,514
Music & Worship	\$ 32,020
Lifespan Faith Development	\$ 52,070
Administrative	\$ 39,792
Fellowship & Misc Programs	\$ 14,729
Outreach	\$ 6,777
Rentals	\$ 13,257
Interfaith & Denominational	\$ 18,515
TOTAL EXPENSES	\$ 410,481
NET INCOME (DEFICIT)	\$ (723)

Minutes of the Special Congregational Meeting, January 8, 2017

Prior to opening the meeting, Moderator Anne Zinkin explained the role of the Moderator and the process of how the meeting would be conducted.

With over 70 members in attendance, the requirement of 10% of voting-eligible members needed for a quorum was easily met.

At 12:00 pm, Moderator Zinkin called the meeting to order.

Article 1: To authorize a loan of up to \$30,000 from the endowment, to cover a potential shortfall between donations received for the solar array project and the expenses of the project. (A 2/3 majority vote of approval by the voting-eligible members present would be necessary to pass Article 1.)

Karen Mayo moved the Article and it was seconded by Chris Soule.

Trudy Mott-Smith then moved to indefinitely postpone Article One.

Trudy explained that this Article is no longer needed at this time as just a few days ago a member, who wishes to remain anonymous, has generously donated \$25,000 toward this project. In addition, the State has granted an extension for the installation date to May 20, 2017.

There being no discussion, a vote was called and the Motion passed.

Article 2: To authorize the withdrawal of up to \$10,000 from the endowment to pay for removal of dead and dying trees on church land.

Karen Mayo moved the Article and it was seconded by Tom Herbert.

Ruth Axelrod introduced the Article by reviewing a detailed handout of the scope and assessment of the project, the bidding process involving four tree service companies, and prioritization of removing thirty-eight problematic trees. Ruth noted that, beyond this Article, there are also additional trees that will need to be removed sometime in the future.

Lea Smith reported that we recently found out that a donation of \$5000 will be received for tree removal. This would bring the total that can be spent on the trees to \$15,000, if this Article is approved. Trudy Mott-Smith wondered whether the Article should be reduced by \$5000 in light of the donation. There was no motion to this effect.

A discussion followed and included a query regarding the market value of the trees (minimal), a suggestion to plant different trees and/or flowering shrubs, and trees that need to be removed in the future.

Sarah-Elizabeth Anderson moved to call the question. The Moderator asked for a vote to end the discussion and the majority voted in favor to do so. The Moderator called for a vote and the Motion passed.

Chris Soule moved to adjourn the meeting. Sarah-Elizabeth Anderson seconded. The meeting adjourned at 12:30 pm.

Respectfully submitted,

Sara McNeil, Clerk



Report of the Minister



All year I felt this deep sense of gratitude. I felt gratitude for the wisdom of our faith tradition to see value in creating space for ministers and congregations to go their separate ways in search of renewal and discovery. I felt gratitude for serving a congregation that stepped up beautifully and in all regards to making my first sabbatical not just possible but so much more than I had hoped it to be. I felt gratitude for the gift of time I received to let my attention drift for a while and to allow new seeds to get planted and grow.

Our mission calls us to “Connect in Love & Service, Grow Spiritually, and Transform Ourselves and the World.” While the trans-Atlantic distance meant less connecting with you in love and service, my time away allowed me to tend to my own spiritual growth. And it made possible the beginnings of a transformation, a transformation that had been in the making yet needed the sabbatical to truly emerge – spurred in part by a ten day silent insight meditation (Vipassana) retreat in Triebel, Germany.

Throughout my sabbatical the theme of “practice” was omni-present. I was curious to see the impact regular practice would have on my life. My daily schedule included time for meditation, time to go running, time to practice the piano, time to read, and time to eat in silence one meal a day. At least this was the intention and it largely happened unless another practice interfered, the practice of parenting, a practice I prioritized as much as possible and in a way not always feasible as a full time minister. I did not miss any of my kids’ soccer games, even those on Sunday mornings. ☺

Spending regular time with my parents turned out to be another activity that needed practice. I have visited my parents many times but I haven’t lived near them in 30 years. Living within walking distance for half a year – that was different. It took intentionality and effort – like all the other practices. And there was growth as a result.

Living out of a suitcase for over 6 months felt liberating. There was a simplicity to life that I cherished and have tried to hang onto as I returned to my home in New Hampshire. Both the experience of greater simplicity and a daily mediation practice have been helpful in reminding me about what feels most important.

And I remembered the value of reading books, lots of great books. I loved my travels through Germany, France, Switzerland, Austria, Italy, Denmark, Sweden, Morocco, and South Africa yet books can take you to equally exciting places. Luckily, I was able to do both.

Time to return to gratitude. As is evident from the rest of this Annual Report, the congregation didn’t simply survive the sabbatical but thrived in the way ministry was shared and the operations continued to support the many activities of our church. From the moment I returned in March, I could hear – between the lines – the pride the congregation took in how well things had gone: such as great worship, interesting faith development offerings including a new Ukulele group, solid pastoral care, and an energized stewardship effort.

And, of course, there was the solar panel install. Yes, it would have been great to have the solar panels ready by winter, yet I was delighted to be a part of the excitement as the final hoops were jumped and the panels were installed for real – despite the weather’s best snow efforts to delay the process one last time.

In my debriefing with the Board of Trustees and the Sabbatical Leadership Team, it became clear that the sabbatical succeeded because a large number of members and friends stepped up to help out and to lead. Congregants felt empowered to take action and make decisions. Congregants felt ownership of activities and the ministries they represent. And congregants were forgiving of each other, trying to avoid judgment even when things didn’t go perfectly. The sabbatical showed people the reality of delegation. A sense of

burn-out was very limited and there is great hope that the lessons learned and the energy created will stay with us as we co-create round two of my ministry in Concord.

A big thank you to our Board of Trustees under the leadership of CJ Landsman, incoming chair Lisa Eberhart, and treasurer John Warner. Being willing to step into board leadership during a time of uncertainty takes extra courage and commitment.

Next, I can't say enough about how much I appreciate all the work and leadership provided by the Sabbatical Leadership Team. Thank you Ruth Axelrod, Andy Duncan, Lorraine Ellis, Wendy Olson, Carin Plante, Jack Wakelin, John Warner, and Linda Williams. Without your willingness to take on this critical role our sabbatical time would have been an entirely different experience for the congregation and the staff. Thank you also for your detailed reports and input to staff evaluations.

Finally, my deepest gratitude to Linda, Calvin, Kathie, Lea and Lyn, our fabulous, paid staff. From all I can see and hear, each one of you went the extra mile (or many miles) to hold it all together, sometimes up front yet often behind the scenes. The accolades about your work and the manner in which your work was done were plentiful and heartfelt. I am proud of our staff team and look forward to our continued collaboration next year.

Ordination of Rev. Lyn Marshall

Rev. Michael Leuchtenberger

On Sunday, May 22, 2016 at 4 pm we had the honor to ordain our Assistant Minister, and incoming Minister of Lifespan Faith Development, Lyn Marshall, to the Unitarian Universalist ministry. This special celebration became another highlight in the life of the congregation as we welcomed a large contingent of UU and interfaith clergy and guests to our sanctuary. The Rev. Kate Braestrup preached a stirring sermon, the forty voices of our choir showcased our passion for music, and Andy Duncan, as board chair, led the congregation as they affirmed Lyn's ordination by responding with a resounding: We will, with great rejoicing! Truly a day of joy and a service noted by interfaith colleagues for its heart, authenticity, and music.

Report of the Board of Trustees

Charles “CJ” Landsman, Board Chair

The Board of Trustees continues to refine our role as the church’s governing body operating under policy-based governance. It was particularly gratifying to see the process in action this past year during Rev. Michael Leuchtenberger’s sabbatical. With these operational and reporting structures in place, we remained a strong, cohesive and active congregation ready for Michael’s return in February. The hard work of the Sabbatical Leadership Team, Lea Smith, Lyn Marshall and those church members who stepped up to fill the needs of our church community, kept our Sunday services and special events meaningful and relevant.

In addition to regular monthly meetings, the Board held our annual weekend retreat to continue to work on understanding, implementing and reporting on our own Board governance process policies. At this year’s retreat, we video-conferenced with Laura Park, our consultant on policy-based governance. Our discussion centered on the clarification of, and how to modify several board policies and Ends (church goals).

Michael Leuchtenberger and several members of the Board collaborated in the design of a survey that was issued to church members, inviting input and opinions on how the church is meeting the needs of the congregation. The results of this survey will be carefully reviewed and used to assess how well we are doing, and how we might revise the Ends to meet the ever-changing necessities of our church life.

We are excited about the progress of our solar project; we are optimistic that the array will be up and running by the end of this church year. This will lower the church operating costs, significantly reduce our carbon footprint, and bring us more in line with our UU principles. This project was completely funded through private donations which means we will see the profit and benefit of using solar power right from the first day of operation. Kudos to the solar array team for all of their hard work in making this a reality.

We have new-found appreciation for the hard work of our minister Michael Leuchtenberger and were happy to welcome him back from his sabbatical. We are thankful for the volunteer and professional staff who keep our church vibrant and effective. I wish to extend my personal thanks to the dedicated Board members who have committed their time and energy over this past year in service to the congregation.

Lifespan Faith Development Reports



Minister of Lifespan Faith Development & Sabbatical Minister

Rev. Lyn Marshall

It has been my great honor to serve this congregation in two roles this year. I began as your new, part-time Minister of Lifespan Faith Development in August, and as your part-time Sabbatical Minister on September 1.

As Sabbatical Minister, my role was primarily to support volunteer leaders in doing the work of the church, to provide pastoral care, and to serve as Chief Executive during Michael's absence. I supervised staff - meaning we helped each other solve problems as they arose, and I got to report to Michael how fortunate we are to have a highly professional, dedicated, flexible team working together. It was a joy to see the members of the Sabbatical Leadership Team, the Worship Associates, and the Pastoral Care Associates leaning into their roles and making sure our

church continued to run, guided by the spirit of love and the call to service. I think we are all justifiably proud of the work we did together while Michael was away, and I look forward to seeing how our learnings influence the church we are becoming.

As Minister of Lifespan Faith Development, I embarked on my job as described for the first year of our five-year plan to move to a truly lifelong faith development program that holds our congregants from cradle to grave. With 21 hours per week spread over the full year, I am spending 24 hours per week supporting children's Sunday morning programs. I will continue to be present for children and families for 10 hours a week during the summer. I supervise our nursery care coordinator, Amanda Tempesta, who joined us in September and has brought good energy and dedication to helping our youngest people have a happy experience at church.

We had a strong team of teachers for our Sunday School classes. Janet Kibbee and Hannah Miller taught our Pre-K-Kindergarten class using the "Celebrating Me & My World" curriculum; Sonya Knowlton and Jennifer Roff led our 1st, 2nd, and 3rd graders through "Love Will Guide Us;" and Heather Jacques, Betsy Peabody, and Julia Peabody-Harhigh taught "Sing to the Power" for our 4th, 5th, and 6th graders. Alison Stuart completed a weekend-long training program to become our second "OWL" facilitator this spring, joining veteran Jason Mahon leading seventeen 7th-9th graders through the "Our Whole Lives" human sexuality education curriculum.

Attendance at our early morning classes was often less than we would have liked to see, but was increasing by late winter as new families arrived for whom this is not a shift in thinking. We plan to continue this experiment for another year to see if attendance continues to improve, because it is much preferred by teachers who want to be able to attend worship.

CJ Landsman stepped down as a Youth Group advisor in order to step up as chair of the Board of Trustees. Karen Cox has served a second year, joined by Zoe Picard. Our youth group continues to be small, not quite gaining the critical mass we'd like to see to make it more engaging, but we know from the powerful testimonies of the youth who do participate that it is making an important difference to their lives. Our challenge next year will be to see how many of the kids currently enrolled in Our Whole Lives we can encourage to stay connected to Youth Group next year.

We also began the Activity Room as an option for children roughly kindergarten through middle school during worship. Under the leadership of Laura Messenger and Scott Pollard, the month of October was dedicated to fort-building outside, an excellent way for kids to also build community and create friendships. In November we brought this idea of kid-created community indoors and began building a cardboard box village, eventually named Friendlyville by a secret ballot vote. It has been extremely popular and remarkably well suited to reinforcing the lessons and values we want our children to learn. In April we formally renamed the Activity Room the Children's Village, and use it as an ongoing experiment in multi-age community building.

Lifespan Faith Development Program

In May 2016, the Lifespan Faith Development Search Committee announced the selection of Lyn Marshall as our professional religious educator. Thank you to the hard-working search team, chaired by Carin Plante, which included Rachel Burlock, Jeff Fetter, Bob Gabrielli, Betsy Peabody, and John Tobin. They worked closely with Rev. Michael Leuchtenberger.

The Lifespan Faith Development program has a five year plan to grow into an expansive ministry that includes Family Ministry, Youth Group, the Children's Sunday morning program, Adult Lifespan Faith Development, and more, all supported by a full time Minister of Lifespan Faith Development. 2016-17 is Year One of the plan, calling for a part-time Director of Lifespan Faith Development, whose primary focus is the the children's Sunday morning program. Because Lyn is a UU minister, the title of the position was changed to Minister of Lifespan Faith Development.

In the fall, we launched Sunday morning Adult Faith Development classes at 9:15 am, at the same time the children have their classes. Coffee was available starting at 9am, and nursery care was provided for infants and toddlers. In January, the time for LFD for all ages shifted to 9:30. Adult classes included:

- Ukelele
- Hinduism
- Spirit in Nature hikes
- Meditation in the chapel
- Book Discussion: "Between the World and Me"
- Zen Yupo
- The Conservative Mind
- "Righteous Mind" reading group

Adult classes were usually well-attended and enjoyed by participants. As the year went on, it became challenging to maintain leadership for classes. As of April, 2017, the ukelele class continues every week, with a consistent group of cheerful attendees that brighten our mornings with their practice!

The Family Ministry program has been pulled under the umbrella of the LFD program as of this year. Family-friendly activities were offered on most Friday nights: Games & Chocolate on the first Fridays and Movie Night on the third Fridays, with our long-standing Family Covenant Group on the second Fridays.

Worship Reports

Choir Director

Linda Mai

It has been a most uplifting experience working with everyone at UU! And I continue to relish the opportunity to select and share music with the choir and congregation to complement the Sunday services of worship.

A highlight of this past year was the Interfaith Concert in November which was held at Wesley United Methodist Church, supported by the Greater Concord Interfaith Council, and produced by Concord Light Opera Company. We had 8 choirs sharing their voices and spirits in song culminating with a combined choir of over 150 voices singing the finale “We are One”. Besides being an inspiring experience for all involved, over \$1000 was raised for Family Promise.

Another major accomplishment (which I had absolutely nothing to do with) was a complete inventory of all the choral music in our choral library (over 700 titles). The primary responsible parties are Charles Hillen and Jack Wakelin. They designed a template and catalogued each piece by title, composer, and number of copies. This was a huge undertaking and pretty much took them over 7 months to complete! Thank you for organizing this indispensable resource!

We had guest musicians; all of whom shared the diversity of music in beautiful and thought provoking ways. Tom Wilkins shared his “Living Water” song at our water communion service with Native American drum. Calvin’s Mom, Jeanne Herst, again accompanied our Christmas Eve Service on violin. Peggo Horstmann Hodes ran a service on Sound Healing and was our guest singer for Nick Page’s “We Pray”. We also collaborated and shared some historical background and use of crystal and Tibetan singing bowls for vibrational healing, meditation, and spiritual focus. At another service Emma Chen Servadio and her Mom Ching-Yao Chen added inspiring music on violin and piano. Many singers and instrumentalists from the congregation continue to share their (much appreciated) talents.

I took the opportunity to participate in a day long music workshop with Jason Shelton in Concord, MA in October and enjoyed learning more about the UU repertoire and variations on the use of some of the hymns. Jack and Vicki Wakelin purchased and donated new folders for the choir as our old ones were breaking down and needed replacing.

We are so grateful for Calvin Herst as our accompanist sharing his incredible skills on piano and even more for his joyful spirit and endless support. I look forward to continued music-making as a source of spiritual growth, reflection, and support for the UU and Concord area community.

It is an honor and a privilege to work with all of you.

Worship During Sabbatical

Linda Williams and Whitney Howarth, Worship Associates

The Worship Associate Committee had a very positive and successful experience organizing services for our church from July of 2016 to February 26 of 2017. The team was led by Linda Williams and Joanna Henderson, and included Whitney Howarth, Rick Mitchell, Gary Schroeder, Jeff Fetter, and Wayne Frey. During the summer, we hosted 12 services with 9 different leaders. Between September and February, we coordinated 25 services covering a wide variety of topics. Worship Associates were assigned as “Sabbatical Worship Coordinators” by month to find speakers, and coordinate all of the logistics. Pulpit guests with experience conducted the entire service and those with less experience focused on the sermon with the Worship Associate/Coordinator advising and assisting in the rest of the service. People seemed extremely positive about the depth of content in the sermons and the range of topics by leaders with varied life experiences and backgrounds.

Worship Themes

For the past three years, the worship associates and the ministry staff collaborated in creating worship themes for each month. Here are the themes by year from September through June:

2014/15: Connecting, Forgiveness, Balance, Simplicity, Joy, Compassion, Patience, Gratitude, Interdependence, Beauty

2015/16: Welcoming, Forgiveness, God, Mystery, Prophecy, Imagination, Loss, Respect, Conscience, Harmony

2016/17: Acceptance, Forgiveness, Truth, Balance, Transformation, Aging, Practice, Evil, Reason, Beauty

Ushers

Bruce Klemann coordinated our Sunday usher program. He schedules them far in advance and sends weekly reminders. Two are on duty every Sunday, and this year's list included: Bruce, Fran Philippe, Charles Hillen, Ron Fowler, Kimm Phillips, Christy Dolat Bartlett, Peter Bartlett, David Canfield, Beth Gabrielli, Andrea Baird, Rick Mitchell, Kate-lynn Ahern, Tom Fredenburg, Beth Corcoran, Richard Blood, Sara McNeil, and Beth Gabrielli.

Contemplative Practices Group

Jeanne Ann Whittington

This year was the third year in the life of the Contemplative Practices Group (CPG). Our goal is developing, offering and promoting programs at the church for those in the congregation and community who seek contemplative depth in spiritual life. We offered what we considered to be a "full" schedule of events this past church year, with three events/programs in the fall and two in winter/spring, in addition to several ongoing programs. In September the CPG offered a Self-Led Silent Retreat Day, and in November hosted a day-long Insight Dialogue workshop led by Boston area teacher Jan Surrey. There was also an 8-week Mindfulness Based Stress Reduction course offered on Sunday afternoons in the fall, led by Margaret Fletcher and Jeanne Ann Whittington. In February and March, John Warner and Melissa Laverack offered an 8 week course on Insight Dialogue on Sunday evenings. The CPG is now in the process of planning the Third Annual Stay@Home Weekend Retreat which will take place April 28-30, led by Margaret, Jeanne Ann, and Michael.

Throughout the year the Monday night meditation group has met twice monthly, a Tuesday night meditation group meets weekly, and Dances of Universal Peace meets monthly. These latter two activities are longstanding programs at the church and are organized independently, but we consider them part of the family of contemplative offerings within the church, and so we include them in any promotional material or listings.

We publicize events in Parish Notes, eBulletins, and occasional announcements on Sunday morning, and maintain a lovely bulletin board with details on upcoming programs. The CPG is already at work planning another full schedule of events for the 2017-2018 church year and welcomes any and all to join with us as participants, planners, or both!

Dances of Universal Peace

Sarah-Elizabeth Anderson, Mentored Dance Leader

The 6th year of DUP@CUU has been one of transition. One of our longtime leaders, Jenaabi Finlay, retired and moved to RI. Wahaba Babb, a member of our dance circle, recently became a mentored Dance Leader and is leading dances along side Sarah-Elizabeth. David Khalil Willis joined our team offering support with his guitar in September 2017. He is also a mentored Dance Leader and will lead in the coming year.

Our dance circle is maintaining a steady size of 8 - 14 people each month. There is some talk of continuing to dance in July and August in 2017. We are also considering extending our time together in the fall of 2017 from 7 - 9 PM, offering more time and more attention to the body prayers which we are enjoying co-creating. With the influx of new leaders, more time will allow us to explore the Dances of Universal Peace with more depth.

We continue to have deep gratitude for the use of space at the UU Church here in Concord, NH.

Leaders and Musicians of DUP@CUU include: Sarah-Elizabeth Anderson, Mentored Dance Leader and member of UU Concord; Wahaba Babb, Mentored Dance Leader; David Khalil Willis, Mentored Dance Leader and musician

Information about the Dances of Universal Peace can be found at www.dancesofuniversalpeace.org.

Taize @ Concord UU

Rev. Michael Leuchtenberger

Now in their 6th year, our contemplative services in the style of Taize continued to offer congregants and community members an hour of musical prayer, silence, candle lights and meditation. The services were held on the first Sunday of the month from October to April. Many thanks to Rev. Lyn Marshall for her leadership during Michael's sabbatical, to Linda and Bob Williams for being our ushers and candle coordinators, and to Calvin Herst, Lorraine Ellis, Craig Whitson, Charles Hillen, and Dick Bennett for serving as our instrumental ensemble.

Earth-Centered Spirituality Group

Charles Hillen

The Earth-Centered Spirituality group has six active members, two of whom are church members, and five inactive members as of March 31, 2017.

Through the year, the group continued to offer as many public seasonal rituals as possible, and attendance ranged from 6-25 people. There was no way to offer Yule or Imbolc rituals because there were not enough members available, but the other six sabbats in the Wheel of the Year were held.

The Steering Committee met twice to discuss how to generate more interest in the group and build membership. The idea of joining CUUPs was discussed and investigated, as well as reformatting the group to offer more opportunities to the church to discuss and explore Earth-centered, neo-pagan, and pre-Christian religious topics to the church. This idea was accompanied by a reduced commitment to holding rituals only on the solar holidays (i.e., solstices and equinoxes) until membership or interest grows. The group also explored how to promote understanding of Earth-centered spirituality as it ties to the UU faith tradition. These ideas were then added to the agenda of the annual meeting.

At the annual meeting in January, we discussed the ideas above and also voted to make formal membership in the group a bit easier. Five members attended, which was a quorum, so the by-laws were changed to slightly reduce the required participation activities. There was another small change that allows the Steering Committee to grant membership to anyone who is committed and has demonstrated reliable support but, for one reason or another, has been unable to complete the required participation activities. The idea of reformatting the group was tabled until it could be discussed with Michael. Although the group found another church member who agreed to sponsor activation of a CUUPs chapter, the Church Board felt it more appropriate under the Policy Governance model to wait for Michael to return from his sabbatical so he could offer perspective on that as well. The future direction of the ECSG was under discussion at publication time.

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Music Committee

Vicki Wakelin, Chair

In addition to the usual functions of the Music Committee throughout the year, the committee was engaged in further supporting the music program during the sabbatical of Rev. Leuchtenberger (July 2016 through February 2017). The committee:

- provided Letters of Input regarding the Choir Director and Accompanist to Rev. Leuchtenberger on his return as a resource toward their annual evaluations.
- coordinated the leading of hymn singing during the sabbatical, when requested by the pulpit guests for non-choir Sunday Services.
- designed the procedures and format for the inventory of the choir music then completed the initial inventory of over 700 pieces of music. The maintenance of the music inventory will continue throughout the year.
- sponsored the Village Harmony Concert on August 7th 2016. Village Harmony is a group of talented young singers and instrumentalists who performed music from the Balkans, the Baltic States, Georgia, Ukraine, Occitan France, plus contemporary compositions.

The committee will continue to:

- support the music program for our spiritual community.
- update the Music Committee Charter in concert with the church's vision and mission.
- maintain the current choir music inventory and inventory of archived choir music.
- support music outreach through Visiting Voices, instituted and organized by Sharie Annicchiarico, and other choir opportunities throughout the year.

Members of the Music Committee are: Peter Bartlett, Joyce and Richard Bennett, Jane and David Brown UU minister (ret.), Charles Hillen, Whitney Howarth, Nancy Morse, Gary Schroeder, Jack Wakelin, Vicki Wakelin (chair), Craig Whitson and ad hoc members Meg Bower and Elaine Pinkham.

Outreach Reports

UU Friends of Refugees

Whitney Howarth, Chair

UUFOR members, old and new, had a meeting with Ascentria (New American resettlement services) Volunteer Coordinator, Sandi Cotter, in October to discuss how church members might be involved in helping refugee communities in the Concord area. We had a large group come to that meeting and submit applications to volunteer. The high priority needs seemed to be in areas like transportation, paperwork/filing, donation coordination and language training. A follow-up meeting with Sandi, David Canfield, Patty Bass and Whitney Howarth in late November clarified some of the expectations around the “circle program” model and the current needs of the Ascentria program. Most of the circle families that the UUFOR program has supported are independent at this time but still connected to the church through friendship and outreach. UUFOR committee decided, with Sandi’s consultation, not to begin another circle at this time but to focus efforts on recruiting individual on-call volunteers who might be willing to work with multiple families.

Joanne Davis, Gail and Judy Fayre (former Concord UUs), Cara Leuchtenberger, Michael Leuchtenberger, Laura Messenger and Fran Philippe still support the 3rd circle family from Iraq who just became US citizens in March 2017.

UUFOR sponsored two outreach efforts during the holiday season. For our Thanksgiving boxes, congregants contributed fresh foods, rice and dish detergent. Through a generous Outreach Offerings community plate, we were able to ensure that each of our 24 families received a box full of vegetables and that the boxes were culturally appropriate. African families got red beans; Nepalese families got dal and lentils. Everyone had a choice of turkey, chicken, goat or extra vegetables. We shared with new Americans as well as with families recommended by Merrimack County Day Care Services.

Because we are often invited into holiday services through new American friends, we invited their children to experience a traditional Christmas party at the UU Church. Through a giving tree, and another much appreciated Outreach Offerings community plate, we purchased a gift for every child who came to our party. During the party, UU kids had a chance to play with new American kids as they made cards and decorated ornaments and cookies. The most exciting part was when Santa handed out the gifts. This year we had a full house! Children also enjoyed making Christmas tree ornaments and decorating cookies and eating them.

Whitney Howarth took over the position of UUFOR Chair in February and approved David Canfield’s request for emergency funds to assist one circle family in need of money to pay rent after the family’s main provider was injured at work. Lea Smith coordinated the transfer of funds for this purpose and a special request went out for additional fresh produce to assist the family in their time of need. Donations from congregants (blankets, vacuums, clothing, foods, etc.) continue to be offered via the “refugee box” program overseen by David Canfield.

Whitney Howarth also met with Ascentria in early March after a “Welcome New UUFOR Volunteers” meeting at the Church. About 35 people (returning and new) have expressed interest in UUFOR membership this spring. Ascentria’s Sandi Cotter discussed the impact of the President’s Executive Orders on the staff and work of Ascentria since February. The anticipated cut-backs, which will last until mid-June/early July will have a devastating impact on the services Ascentria will be able to provide to families already in the area. No new refugee families will be processed at this time. Sandi Cotter informed us she will be let go due to cut backs. Volunteers are needed more than ever at this difficult time.

Cheryl Bourassa, Lyn Marshall and Whitney Howarth coordinated a Family Fun Night at the Church on March 24th from 6-10pm with food, drumming and dance. Members of the church, the new African American families and the Bhutanese-Nepali communities were all invited. It was a grand event!

Homelessness Outreach

David Canfield, Wendy Olson and Fran Philippe

UUs have continued their longtime participation in other local programs serving homeless individuals and families:

Family Promise of Greater Concord is in its second year of operation. A celebration was held in December to which all volunteers were invited. Karen Olson, the founder of Family Promise spoke at the event. Two new churches have joined the original ten churches to host the families.

The Unitarian Universalist Church of Concord is hosting a total of four weeks during the 2016-17 church year. Members and friends of our church, volunteer to provide food, cook, host the families in the evening or overnight, set up, take down and deliver the families' belongings to the next church. Some of our volunteers have donated their time when other churches were short of volunteers. Cash Cranson, the Executive Director of Family Promise came and spoke to our volunteers in February. Through the Community Plate we donated \$1000 to Family Promise of Greater Concord.

Concord Coalition to End Homelessness (CCEH). Tom Fredenburg continued to keep CCEH's Homeless Resource Center, which he purchased and rehabbed for the organization two years ago, in day-to-day repair. Bob Gabrielli and Tom both offered up their homemade soups at CCEH's 8th annual SouperFest with the help of their respective servers Beth Gabrielli and Hilary Thomson, while Fran Philippe staffed the dessert table. Our own Rev. Michael has just assumed the position of CCEH Board Chair.

Families in Transition (FIT), which provides housing for homeless families and individuals. UU's do regular monthly shifts, plus occasional special shifts, staffing the OutFITters thrift store in downtown Concord. Regulars are Eleanor Bond, Peggy Herbert, Wendy Olson, Fran Philippe, Hilary Thomson and Joyce Wright. Others who have helped this year are Cheryl Bourassa, Kathy Butcher, Nancy Morse, David Canfield and Emma Williams. Sandra Stonebanks volunteered in FIT's programs for children and families in Manchester. Jim Schlosser ran the WickedFIT 5k last October, while Janet Kibbee and David Canfield followed at a brisk walk.

The Friendly Kitchen. About half a dozen UU's cook and serve at Concord's Friendly Kitchen on the first Wednesday of every month under Fran Philippe's guiding hand. (UU teams have been doing this for about 35 years!) Regulars are Beth Gabrielli, Sue Koerber, Hilary Thomson, Kits Tunney, and Hank Resling (a UU friend). Andrea Baird, Kathy Everest, Pat Hoertdoerfer, Rick Mitchell, Nancy Normand and Cathy Sturtevant have also volunteered.

Concord's Winter Homeless Shelter run by the Friends Program. Rik Yeames, Dawn Ruddy, Bill Faulkner, David Canfield and Fran Philippe did repeated winter shelter shifts from January through March.

Community Plate Committee

Deborah Bruss, Chair

The average amount collected in our community plates since the beginning of our regular services in September has dropped by about \$100 a week as compared to last year. The good news is that since the elections in November, the average plate has increased. Since the president signed his first executive order on immigration, the average for three plates directed towards this issue, took in an average of just over \$700; these plates went to the ACLU, the International Rescue Committee and Ascentria Care Alliance. The list of plates from August through March appears on page 20.

The CPC does its best to balance requests, which include those from the staff, church members, lifespan faith development, and other church committees. Many of these requests are directly tied to our church's vision, creating partnerships in support of refugees and the homeless. We applaud the congregation's healthy donation for the Concord Coalition to End Homelessness' Souperfest, meeting the \$1000 sponsorship goal in just one Sunday.

We are open to new plate requests, though we probably won't be able to squeeze a new one in this year. If you have a request, please fill out a blue form, which can be found outside the office.

The CPC welcomes new members any time during the year. You can drop into one of our monthly meetings, which are usually held at 9:15 AM on the last Sunday of each month. For more information, contact Deb Bruss at deborahbruss@mac.com

Community Plate Recipients

8/7/16	Live and Let Live Farm	283.50
8/14/16	Doctors without Borders	113.80
8/21/16	NAMI-NH	251.17
8/28/2016	Equality Health Center	140.00
9/4/2016	CROP Walk	198.00
9/11/2016	Outreach Offerings: UUFOR	495.00
9/18/16	CROP Walk	543.25
9/25/16	Crisis Center of NH	476.00
10/2/16	Standing on the Side of Love	419.50
10/9/16	Families in Transition	489.88
10/16/16	UUSC Haiti Hurricane Relief	584.75
10/23/16	Family Promise	490.96
10/30/16	Family Promise	383.50
11/6/16	Doctors without Borders	494.00
11/13/16	Outreach Offerings: Thanksgiving baskets	836.65
11/20/16	Southern Poverty Law Center	607.36
11/27/16	Second Start	531.00
12/5/16	Standing Rock via UU Church	1,168.55
12/11/16	Outreach Offerintgs: UUFOR Giving Tree	505.32
12/24/16 5pm	Minister's Discretionary Fund	1,072.60
12/24/16 9pm	Minister's Discretionary Fund	356.00
12/25/16	Minister's Discretionary Fund	131.00
1/1/17	Minister's Discretionary Fund	296.00
1/8/17	NH Coalition to Abolish the Death Penalty	584.00
1/15/17	New American Africans Love Your Neighbor	293.96
1/22/17	Building a Culture of Peace Forum	597.35
1/29/17	Red Cross of NH/Vt	428.25
2/5/17	ACLU	772.52
2/12/17	International Rescue Committee	615.00
2/19/17	Ascentria Care Alliance	715.00
2/26/17	Welcoming NH	653.93
3/5/17	Outeach Offerings: CCEH Souperfest sponsor	1,052.97
3/12/17	New American Africans	489.97
3/19/17	Outreach Offerings: UU Action Network	554.44
3/26/17	Backpack Project at Penacook Elementary School	582.00

Outreach Offerings is a method of support for our church's outreach budget, by taking plates for our own community service activities. Our outreach budget lines, which include Homelessness and Friends of Refugees, are supported by these plate collections.

Unitarian Benevolent Association

Beth Corcoran, President

The Unitarian Benevolent Association (UBA) was organized in the 1830s as a local charitable organization to help women and children in need. As our organization has evolved over the years, we now donate to local social service agencies who have these goals, rather than to individuals.

At our annual meeting on May 22, 2016, we distributed \$5700.00 to 9 local agencies.

We welcome new members! The commitment is to attend our annual meeting in the spring, enjoy a luncheon and vote on where our money will be distributed. Please feel free to contact Beth Corcoran with questions or ideas about other local agencies that we could donate money to.

Downing Trust Grants for 2017

John Warner, Treasurer

Total funds available to disburse from the Downing Trust this year are \$14,337.52 after the \$2,000 allocation to our church.

The Downing Trust Committee and the Board of Trustees approved the following grants:

Name	amount requested	amount granted
Rev. Dr. M'Ellen Kennedy	\$4,160	\$4,160
UU Church of Franklin	\$5,000	\$10,077.53

Just prior to the deadline, there were no applications this year. We received the latest year-end report from the Franklin UU church outlining what they had accomplished with last year's grant and explaining their current situation. They continue to have severe difficulties with the consequences of recent and past-year flooding. It's a very small but historic church with few member resources. Virtually every member has given time to this effort. Given the unusual circumstances with this year's lack of applications it seemed advisable to continue to support their restoration work.

Rev. Dr. M'Ellen Kennedy was suggested by Rev. Michael Leuchtenberger because of her knowledge and enthusiasm regarding Islam. Funding her to preach sermons in New Hampshire on this topic fulfills the very essence of the intent of the Downing Trust.

Greater Concord Interfaith Council

By Suzanne Rude, UU Church Representative

The Interfaith Council explores and affirms the religious diversity of its members through common worship such as through our annual Thanksgiving Day interfaith service, mutual education such as through our Holocaust Remembrance service and community outreach such as through our annual Crop Walk for hunger. Members of the Council include Christian, Jewish, Muslim, Ba'hai, Buddhist and other area faith communities. This year we sponsored several vigils in support of our Muslim neighbors and the Islamic Society of Concord. We also sent letters to the local paper to support religious tolerance and understanding in our community and in our society. Our Council served as a Gold Sponsor of the Souperfest to benefit the Concord Coalition to End Homelessness. We also this year offered financial support toward the creation and installation of a religiously-inclusive stained glass window for the chapel in the new Women's Prison being built in Concord. The Council is currently pursuing membership in the United Religions Initiative, an international interfaith and peace coalition.

Linda Rogers serves with me as a Representative on the Council. Please let either of us know if you would like to get email notifications of Council or member faith community events.

Denominational Affairs

Rev. Lyn Marshall

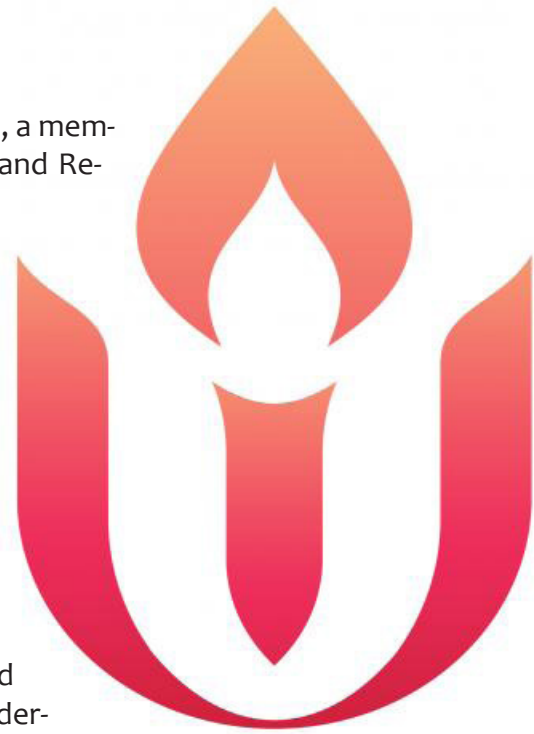
Our church is part of a larger association of congregations, a member of the Northern New England District, the New England Region, and the Unitarian Universalist Association. We hosted what was probably the last free-standing annual meeting of the Northern New England District on April 9, 2016. This year, the NNE District Annual Meeting will happen at the New England Region Assembly in Woburn, MA on April 21. Michael and Lyn will attend to represent our church.

General Assembly is the annual meeting and convention of the Unitarian Universalist Association, an opportunity to meet thousands of other UUs, attend workshops and worship, and for delegates to attend to the business of the Association in an impressively orchestrated democratic process. In 2016, General Assembly was held in Columbus, Ohio. Michael, Lyn, and Sarah-Elizabeth Anderson attended. The 2017 General Assembly will be held in New Orleans, and we anticipate that Michael, Lyn, Lea, Rik Yeames, and three of our high school seniors will attend. Our high schoolers, who went as sophomores with financial support from the church, have been eagerly anticipating the chance to participate in the Bridging Ceremony at the annual Synergy youth worship service.

We hope to continue to help send sophomores to GA to inspire their connection to our faith. Rik Yeames will be bringing his Piece of Pizza for Peace campaign to national attention at a table in the Exhibit Hall. This year the Association will be electing a new president from a slate of candidates who are, for the first time, all women.

Our ministers also belong to the Unitarian Universalist Minister's Association, which provides ongoing education opportunities and collegial support for ministers. Michael is currently serving as President of the Northern New England Chapter, and Lyn is serving as the Technical Administrator. In addition to attending two professional meetings each year, they meet monthly with the Executive Team to plan these events and work on behalf of their colleagues. Our church also hosts the monthly New Hampshire UUMA minister's cluster meeting, a group that meets for mutual support and celebration.

It was at a cluster meeting in early December that several New Hampshire ministers responded to the Rev. Emily Burr's invitation to recreate a New Hampshire UU social action network similar to the one that worked hard, and ultimately successfully, to help pass marriage equality in NH. This led to our congregation hosting a meeting in January, attended by representatives (laypeople and clergy) from eight congregations in New Hampshire, at which Unitarian Universalist Action New Hampshire was created, with an initial set of bylaws and a leadership team. This organization will help connect UUs across New Hampshire with ways to bring our values and our voice to the public square, partnering with other organizations already engaged in social justice advocacy at the local and state level. Lyn Marshall is serving as secretary on the Leadership Team, and our congregation is one of the first to become a dues-paying member of UU Action NH.



UNITARIAN
UNIVERSALIST
ASSOCIATION

Healing and Helping Reports

Pastoral Care

Rev. Lyn Marshall

Our Pastoral Care Associates serve in a number of ways to provide pastoral ministry along with our professional staff. They help with Joys & Sorrows during worship, are available to talk with anyone who'd like a listening ear, and visit with many of our elders who have difficulty getting to church. Pastoral Care Associates meet monthly with Michael and Lyn to discuss the pastoral needs of the congregation and to give and offer mutual support as we grow our skills as compassionate listeners.

During Michael's sabbatical we tried a new model of having a Pastoral Care Associate of the Month, someone congregants could contact for a listening ear. We plan to continue this model to offer a broader reach of pastoral care.

This year, our Pastoral Care Associates were Judi Abbe, Richard Blood, Beth Gabrielli, Maggie Hyndman, Susan Koerber, Zoe Picard, Kits Tunney, and Ginnie Warner. Richard, Beth, Susan, and Ginnie served past the end of their three-year terms to provide extra coverage during sabbatical, and have now rotated off the committee. Their replacements have not yet been formally announced as of April 1, but we have strong candidates we anticipate will step up and keep the program going strong.

Caring Network

Lea Smith, Congregational Administrator

Our Caring Network continues its quiet but important support for congregants in times of need. Dozens of church members have volunteered to be on task lists in four areas of support:

- Memorial Services (providing a reception after the memorial of a member or the close relative of a member), coordinated by Beth Gabrielli and Susan Koerber
- Meals (providing meals for ill, injured or grieving members), coordinated by Ginnie Warner
- Transportation (providing transportation to church, or to appointments or errands when an illness or injury makes transportation difficult), coordinated by Joyce Bennett
- Special tasks (helping with just about anything that becomes difficult because of a special need), coordinated by Sara McNeil

Congregants are encouraged to reach out to any of the coordinators or the church office if they are in need of help. Special thanks to our coordinators, some of whom have served in their role for many years.

Membership and Fellowship Reports

Clerk's Report

Sara McNeil

On March 31, 2016, our church had 276 members. A year later, on March 31, 2017, our total membership number is 272. This report is more detailed than usual as we believe it is important that everyone understand how actual membership count is determined because that number impacts the manner in which our church functions and also determines what our church's UUA fair share commitment is.

We had twenty-one members join our church: Rob Robare, Susi Nord, Alison Stuart, Ty Meier, Nicole Stratton, Gregory Ingersoll, Kelly Mahony, Zoe Picard, Jennifer Roff, Brian Roff, Dawn Cerrato, Victor Wright, Joyce Wright, Katelynn Ahern, Richard Burnside, Margaret (Ann) Burnside, Barbara Lambert, Belinda Phillips, Jim Schlosser, Craig Venzke, and Rik Yeames.

Sadly, five members have died: Marjorie Wright-Golec, Norma Struckhoff, Mildred Penhale, Ilse Wahle, and Victor Wright.

We had seven members notify the church of their resignation:

Julie Lombard, Greg Lombard, Shawn Forrey, Ron Robare, Steve Daigle, Edie Daigle, and Katie Pine.

Each year, the clerk consults with the church administrator and the minister to determine those members who have not pledged, given a financial gift, and/or have not been present or involved with the church for almost two years. Each of these members then receives a personalized letter asking what their intention is regarding their membership. If there is no response within two or three months, a second personalized letter is sent. For those members who do not reply to either of these letters, a final letter is sent notifying them that their membership status has now been changed to a Friend status.

The following thirteen members were changed to Friend status:

Wilson Townsend, Marlaina Townsend, Karl Shore, Susan Fielding, Donna Odde, Kelsey Erickson-McNaught, David Foster, Deb Foster, Kirk McDaniel, Kirsten McGraff, Jenny Tyniec, Mary Lou Sayer, and Jesse Taylor.

Covenant Groups

Rev. Lyn Marshall

Our Covenant Groups continue to be one of the important ways we live into our mission of "Connecting in Love and Service." Our Family Covenant and Third Wednesday Community Covenant Groups that include a meal before their meetings have continued strong, along with ten other active groups. The First Sunday Drop-In Covenant Group went on hiatus during Michael's sabbatical and was reinstituted in April, 2017. If you are looking for a way to get to know people in the congregation and you don't yet belong to a covenant group, give the drop-in group a try!

Hospitality & Membership

Rev. Lyn Marshall

One of our important ministries is paying attention to how we welcome newcomers and providing a clear pathway to deeper involvement and membership. David Canfield has done an outstanding job keeping our social hour staffed with volunteers and our kitchen stocked with supplies and snacks. Suzanne Rude has continued to coordinate greeters but is retiring from that job; we are actively seeking an outgoing, friendly coordinator and team members who can help ensure that our visitors and newcomers are warmly welcomed and oriented. Bobbie Herron, in her volunteer office worker role, has helped us keep useful, up-to-date data about newcomers and new members, ensuring people get permanent name tags and church communications.

Joanna Henderson helped run our fall Exploring Membership classes with Lyn Marshall, and Lorraine Ellis helped with the winter group. We welcomed two new members in October, eight in December, and four in April.

It takes all of us help create a warm and welcoming community for those seeking a religious home as well as for those of us who are already established here - if you feel especially called to this ministry of hospitality and welcome, there is a place for your participation and your leadership.

Hospitality Team

David Canfield

This past year, 32 fellow UUs teamed up to host after-church social hours -- every single Sunday without let-up -- including two gala family picnics to open and close the church year. Your "Hospitality Team" members, without whose time and effort there would be no coffee or tea or lemonade or snacks or fellowship after church, are Christy and Peter Bartlett, Joyce Bennett, Eleanor Bond, David Canfield (coordinator), Dawn Cerato, Steve Del Deo, Lorraine Ellis, Bill Faulkner, Marianne Fleischman, Ron Fowler, Beth and Bob Gabrielli, Bobbie Herron, Charles Hillen and Phil Hunt, Kitty Hok, Jim Locke, Sara McNeil, Jim Mills, Shelley Moffatt, Tom O'Brien, Zoe Picard, Gary Schroeder, Joe Sewell, Sandra Stonebanks, Cathy Sturtevant, Lorna Tobin, Kits Tunney, Brenda and Charles Wilbert, and Nancy Wood.

Restorative Circles

Sarah-Elizabeth Anderson, RC Team Member

Sarah-Elizabeth Anderson presented a workshop "Creating a Listening Community: Introduction to Restorative Circles" with Rev. Michael Leuchtenberger and UU of Nashua members Lori Lerude and Seth Bonvouloir, at General Assembly 2016. Over 100 people attended the workshop and there was positive feedback on the process. Over the past year Sarah-Elizabeth delivered a sermon followed by an Introduction to Restorative Circles at the UU Churches in Norwich, VT and Burlington, VT. The team has facilitated two Circles in the past year and looks forward to offering more training sessions and raising awareness of the Restorative Circle process in the coming 2017-2018 year. Sarah-Elizabeth and Karen Mayo facilitated one Restorative Circle, which will conclude in late April 2017. Lorraine Ellis and Karen co-facilitated a Restorative Circle which spanned much of 2016 into early 2017.

Administration and Finance Reports

Congregational Administrator

Lea Smith



As Congregational Administrator, I am responsible to provide administrative leadership for church operations, to coordinate efforts of staff and lay leaders in operational areas, to oversee congregational communications, and to help manage the daily finances of the church.

During the six months of sabbatical of Rev. Leuchtenberger, it was my pleasure to work with Rev. Lyn Marshall, the Sabbatical Leadership Team, and the Sabbatical Worship Associates to provide continuity in our programs. The spirit of volunteerism and ministering to one another shown during the sabbatical was awe-inspiring.

The Sabbatical Leadership Team helped to fill a troubling gap in our building maintenance program - the lack of a Building Committee. Members of the SLT helped troubleshoot boiler troubles, solved the water intrusion in the basement, assisted with the contract to have a keyless building access system installed, and approved a plan presented by Loren Hill for him to renovate the kitchenette. Our facility's cleanliness and urgent safety needs are carefully attended to by Facility Manager, Kathie Martin, whose position was returned to 38 hours per week this year (after being cut to 36.5 in 2015-16.)

A keyless building access system was installed by Pelmac, Inc in October 2016. The system allows group leaders to enter the building during their assigned time with a programmable key card. This has increased safety a lot (no more is the building left unlocked all night, or when unsupervised) but has created some inconveniences to those used to having the building unlocked a lot of the time. I haven't had time to explore the many features of the system, but hope to be able to expand the system's convenience in the next year.

Our primary public communication methods continue to be our weekly eBulletin (which includes short articles about current events), our monthly Parish Notes (emailed to most, snail mailed to shut-ins, and available for pick up as a paper copy), and Facebook. 480 people "like" us on Facebook, and most of our posts reach about 150-200 people. In addition to our main page, the LFD program maintains a separate page. Please "react" to and share our posts to increase our Facebook visibility! We have four private Facebook groups that have grown dormant in the last couple years.

This fall it became apparent that a budget shortfall of about \$20,000 was likely for 2016-17. At Annual Meeting 2016, we approved a budget based on our then-current pledge levels and anticipated parking income from Concord Orthopaedics. However, COPA withdrew their request for additional parking, (see page 38 for more info), resulting in a shortfall for the 2016-17 budget of \$8000. Also, pledges decreased by about \$12,000 this fall. My unending gratitude to Treasurer John Warner for his careful attention to our finances and assistance in working with the Board to address this shortfall. The Board decided that if the anticipated shortfall is realized, it will be covered by a special withdrawal from the endowment. The shortfall may be minimized if we spend less than budgeted in some areas for the remainder of the year.

The Congregational Administrator position is funded for 37 hours per week, on average. My published office hours are Tuesday-Friday 9am to 3pm. I work the remaining hours on Sundays, Mondays or occasional evenings as needed. The office is staffed by volunteers on Sundays. Thank you to Jack Wakelin who covers most Sundays, and Fran Philippe who fills in. Bobbie Herron is completing her third year as office volunteer, helping on Fridays with worship prep, membership database work and more. I cannot thank these dedicated volunteers enough! I hope to expand our pool of office volunteers in the next year, creating additional options for coverage in the evenings, or when I am sick or on vacation.

Sabbatical Leadership Team

Jack Wakelin, Sabbatical Leadership Team Member

The purpose of the Sabbatical Leadership Team (SLT) was to plan and carry out operational and program functions of the church during Rev. Leuchtenberger's sabbatical (September 2016 through February 2017, plus regular vacation in July and August 2016). Members of the SLT were selected from all church program areas to provide the widest possible range of interest, expertise and experience to the team. Rev. Lyn Marshall served as both Minister of Lifespan Faith Development and Sabbatical Minister during this time. Team members were: Rev. Michael Leuchtenberger (during the planning phase), Rev. Lyn Marshall, Lorraine Ellis, John Warner, Lea Smith (Church Administrator), Ruth Axelrod, Linda Williams, Andy Duncan, Wendy Olson, Carin Plante, and Jack Wakelin.

The first meeting of the SLT was March 6, 2016. A major task was to identify volunteers and/or staff members who would be responsible for managing the various activities in each of the following areas of church life: Worship, Pastoral Care, Management, Finance, Building and Grounds (Properties), Board Reports, Youth Group, Membership, Minister's Discretionary Fund, Communications and Outreach.

Members of the SLT met monthly throughout the sabbatical period to address the planning and execution of the tasks in the areas noted above. As issues arose, team members either had the resources to solve them or were able to identify the required resources outside of the SLT to address the situation.

As an example, when a budget shortfall was identified due to falling pledge receipts and Concord Orthopaedics withdrawal from an expanded parking lease, David Canfield completed a Stewardship Study and initiated a Stewardship Drive to increase the financial support for all church programs. In addition to these activities, the team received timely updates on the activities of the Solar Team as they applied for and received the city approvals required to install the array.

All Executive Limitations Reports to the Board were suspended during the Sabbatical, except for certain financial reports provided by the Administrator.

Detailed information about the activities of the SLT are documented in the minutes of the meetings and in the report of the SLT to Rev. Leuchtenberger (dated March 1, 2017).

Financial Reports

John Warner, Treasurer, and Lea Smith, Congregational Administrator

The pages that follow show the financial condition of the church for last year, FY 2015-16, and the current fiscal year 2016-17 through March 31, 2017.

We create a balance sheet (page 29) each year to report on the monthly status of operating and designated funds. TOTAL ASSETS primarily represents the balance in our checking account on a monthly basis. CURRENT LIABILITIES is the sum of residual unpaid bills and prepayments of various kinds. EQUITY is the sum of all the designated funds or temporary funds other than the ENDOWMENT. RETAINED EARNINGS is the carryover (shortfall or surplus) from the prior year's operating budget. NET INCOME is the monthly measure of profit and loss for the operating budget.

For the last few years, the congregation has voted on and passed a budget by Program (Facilities, Ministerial, Administrative, etc.) However, expenses are tracked during the year by individual line items, and only converted to programs at the beginning of the year for budget passage, and at the end of the year for budget reporting.

Fiscal Year 2015-16

For 2015-16, the Program Budget vs. Actual report (page 30) shows that we finished the year with expenses that were about \$17,000 over budget. However, this is really due to accounting anomalies, not true over-budget situations. We appear to be about \$10,000 over budget in the Administrative area, but this is completely offset by raffle income. The accounting anomaly is due to our failure to predict the way we should budget for the raffle. The Raffle net income was exactly what we budgeted (\$5K) but in the budget we did not break out Gross income (\$15K) and the Raffle payout (\$10K.) So both the income and expense sides of budget are \$10K higher than anticipated due to the raffle. We also appear to be \$10,947 over budget in the Facilities program. This is more than offset by the Special Transfer from the endowment of \$17,200 authorized at Annual Meeting 2015 for the removal of dangerous trees. In other words, the Facilities budget would have been under budget by \$6253 if it had not been for this special off-budget expenditure.

For the first time in 2015-16, when budgeting we did not assume that 100% of pledges would be fulfilled. Instead, we budgeted that pledges promised would be \$253,573 and that 97% would be fulfilled. This “discount” allowed us to come closer to our budgeted pledges than we have for the past few years. As of July 31, 2016 we had \$251,020 in pledges promised, and 92% of that was fulfilled. \$8000 more was deposited in the first week of August which brought us up to 95%. This is exciting progress for us (from a bookkeeping standpoint) in making our budgeted pledges match the actual pledge income!

2015-16 Rental income was extremely high (almost \$6000 over budget) which is due to several non-member memorials, as well as the CSA paying on a strange payment schedule across fiscal years. This overage is not likely to be repeated. It’s worth noting that extra staff time spent on rentals only caused the rental program expense to exceed budget by \$680. We should thank Kathie Martin for helping community members have lovely memorials in our church, while bringing in substantial extra income for our budget.

2016-17 to date

In 2016-17 the Line Item Budget vs. Actual report (starting on page 31) appears in the line item format since the year has not yet ended. The church year (Aug 2016 to July 2017) got off to a rough start with COPA’s parking change (see Parking Committee page 38) and unanticipated pledge reductions. Combined, these changes could add up to a shortfall of about \$20,000 if all budgeted funds are spent. As of publication date, budgeted expenses are in line with where we would expect to be at this time of year. We are generally quite successful at managing to the expense side of the budget, but we have little control over the income side.

The Balance Sheet (page 29) shows an extraordinarily high checking account balance through most of this church year, primarily due to solar donations that await disbursement upon completion of the project. As of March 31, 2017, we also are holding about \$4800 for a medical fund a for a refugee friend facing a health crisis (composed of designated gifts, mostly from outside our congregation) and \$15,000 for a tree removal project to be completed the last week of April (\$10,000 authorized as a special endowment withdrawal at a special meeting on Jan. 8, 2017, and \$5000 as a designated gift.)

We have carefully monitored our unusual cash flow situation this year in light of the solar project and other circumstances mentioned in this report. All the usual quarterly financial reports, including relevant Executive Limitations Reports, were made by the Administrator to the Board of Trustees.

Balance Sheet, 12 months rolling

Rolling Balance Sheet - 12 months

	Apr 2016	May 2016	June 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017
ASSETS												
Current Assets												
Checking/Savings	29,103	71,176	56,084	35,234	33,354	53,106	31,693	136,063	134,511	132,139	98,570	92,504
Citizen's checking	305	305	305	305	0	0	0	0	0	0	0	0
Paypal	29,103	71,481	56,388	35,538	33,354	53,106	31,693	136,063	134,511	132,139	98,570	92,504
Total Checking/Savings												
Other Current Assets: Prepaid Exp		0	1,183	1,183	0	0	0	0	0	0		
Total Current Assets	29,103	71,481	57,571	36,721	33,354	53,106	31,693	136,063	134,511	132,139	98,570	92,504
TOTAL ASSETS	29,103	71,481	57,571	36,721	33,354	53,106	31,693	136,063	134,511	132,139	98,570	92,504
LIABILITIES & EQUITY												
Liabilities												
Current Liabilities												
Accounts Payable	2,002	1,979	4,632	0	0	1,317	0	2,200	2,200	16,208	0	360
Other Current Liabilities												
Advance Income - Misc	0	0	0	0	0	0	0	0	0	0	0	0
Advance Pledges	0	680	680	4,181	0	0	0	0	0	0	0	0
Total Other Current Liabilities	2,002	680	680	4,181	0	1,317	0	2,200	2,200	16,208	0	360
Total Current Liabilities	2,002	2,659	5,312	4,181	0	1,317	0	2,200	2,200	16,208	0	360
Total Liabilities	2,002	2,659	5,312	4,181	0	1,317	0	2,200	2,200	16,208	0	360
Equity												
Community Plate Fund	543	0	211	987	204	0	491	2,507	2,434	874	2,243	582
Designated/Restricted Funds												
Building Fund	5072	20,072	20,072	16,584	16,584	16,584	16,584	15,000	15,000	422	422	0
Downing for disbursement	0	0	0	0	0	0	0	0	0	0	0	0
Memorial Garden maintenance	698	2,198	1,774	1,774	1,297	1,297	1,832	1,322	1,322	1,322	1,322	1,322
Memorial Gift Fund	937	937	937	1,362	1,482	1,482	1,482	1,682	1,682	1,682	1,682	1,682
Memorial Plant Fund	54	54	54	54	54	54	54	54	54	54	54	54
Minister's Discretionary	1,376	1,595	1,420	1,345	2,000	1,425	850	664	483	1,986	961	961
Misc FUND-designated	0	0	0	0	0	0	0	0	0	0	0	0
Pitie's Medical Fund	0	0	0	0	3,839	4,041	4,138	4,138	4,138	4,138	4,138	4,138
Religious Education Fund	344	344	344	344	344	344	255	255	255	255	255	255
Solar Fund	0	5,200	7,024	5,763	4,671	8,671	3,675	48,849	41,687	58,107	41,915	40,130
UU Friends of Refugees	308	308	308	308	308	308	308	308	242	242	108	108
Youth Group Fund	894	894	894	894	894	894	894	894	894	894	894	869
Total Designated/Restricted Funds	9,683	31,602	32,827	28,428	31,473	35,100	30,072	73,166	65,757	69,102	51,751	49,519
Retained Earnings	824	824	824	824	3,126	3,126	3,126	3,126	3,126	3,126	3,126	3,126
Net Income	16,266	36,396	18,398	2,302	-1,448	13,564	-1,996	55,064	60,994	42,829	41,450	38,917
Total Equity	27,316	68,822	52,260	32,541	33,354	51,790	31,693	133,863	132,311	115,931	98,571	92,144
TOTAL LIABILITIES & EQUITY	29,318	71,481	57,571	36,722	33,354	53,106	31,693	136,063	134,511	132,139	98,571	92,504

Program Budget vs. Actual, 2015-16

	2015-16 Budget	2015-16 Actual	Variance Favorable/ (Unfavorable)	
INCOME				
Couch Trust	\$19,351	\$19,351	\$0	
Downing Trust	\$2,000	\$2,000	\$0	
Endowment	\$67,447	\$67,447	\$0	
Endowment - Special Transfer	\$0	\$17,200	\$17,200	Off-budget transfer for tree removal, authorized under a separate Warrant Article at Annual Meeting 2015
Fernald Trust	\$3,000	\$3,000	\$0	
Miscellaneous	\$1,000	\$1,056	\$56	
Misc - Designated	\$0	\$1,041	\$1,041	
UUCC Outreach Offerings	\$3,300	\$3,108	(\$192)	offsets Outreach expense lines
Plate & Gift	\$9,500	\$9,903	\$403	
Rentals	\$26,773	\$32,694	\$5,921	Overage due to CSA unusual payment schedule and many unexpected memorials. Overage not likely to be repeated.
Parking Lot Lease	\$7,000	\$7,000	\$0	
Taize Offering	\$600	\$1,341	\$741	
Music Fundraiser	\$600	\$0	(\$600)	
Merchandise - bookstore, SSOL	\$1,200	\$1,171	(\$29)	
Training/Education Fees	\$500	\$1,250	\$750	
Raffle	\$5,000	\$15,380	\$10,380	Overage offset by the Raffle payout included in Administrative program. The net income is what we expected (\$5000) but the gross income and expense were not broken out in the budget since it was a new project.
Other Fundraisers - Auction, Plant & Yard Sale, Greens Fair	\$14,500	\$13,792	(\$708)	
Total non-pledge income	\$161,771	\$196,734	\$34,963	
Pledge	\$238,966	\$223,070	(\$15,896)	
Total pledge income	\$245,966	\$230,647	(\$15,319)	Our budget assumed 97% fulfillment of \$253,573 promised. By 7/31/16 the actual receipts of \$230,647 represent 92% of \$251K promised.
TOTAL INCOME	\$407,737	\$427,381	\$19,644	
EXPENSES				
Facilities	\$106,155	\$117,102	(\$10,947)	overage due to tree removal authorized by special off-budget warrant article (see income line "Special Transfer")
Ministerial	\$113,396	\$113,130	\$266	
Music & Worship	\$39,156	\$37,764	\$1,392	
RE/Lifespan Faith Exploration	\$51,193	\$49,722	\$1,471	
Administrative	\$38,612	\$48,712	(\$10,100)	Overage due to the Raffle payout. The raffle net income is what we expected (\$5000) but the gross income and expense were not broken out in the budget since it was a new project. The Admin program also includes \$1260 in unbudgeted attorney fees for the land sale.
Fellowship & Misc Programs	\$18,721	\$18,175	\$546	
Outreach	\$5,984	\$5,785	\$199	
Rentals	\$12,601	\$13,281	(\$680)	overage due to extra work caused by increased rentals, and offset by rental income
Interfaith & Denominational	\$18,131	\$18,130	\$1	
Family Ministry & Nursery	\$3,788	\$3,278	\$510	
TOTAL EXPENSES	\$407,737	\$425,079	(\$17,342)	
NET INCOME	\$0	\$2,302	\$2,302	

Line Item Budget vs Actual, 2016-17, through March 31

	Actual Aug - Mar	Budget Aug - Mar	Variance Aug - Mar Favorable/ (Unfavorable)	Annual Budget	
Income					
Couch Trust	13,926	13,926	0	18,568	
Downing Trust	0	2,000	0	2,000	
Education fees	0	1,500	0	1,500	
Endowment-budget	50,696	50,696	0	67,595	
Endowment-special transfer	10,000	0	n/a	0	Authorized by cong 1/8/17 for tree removal
Fernald Trust	0	0	0	3,200	
Fundraisers	9,878	11,000	(1,122)	13,000	
Merchandise Income	148	840	(692)	1,300	
Miscellaneous - designated	7,959	0	7,959	0	includes tree removal and coffee hour donations
Miscellaneous	741	700	41	1,000	
Outreach Offerings	4,319	3,150	1,169	4,100	
Plate & Gift	4,404	6,700	(2,296)	7,500	
Pledge	162,281	162,895	(614)	238,895	
Pledge-previous year	8,477	7,000	1,477	7,000	
					As of 3/31/17, project annual income of \$231K based on current pledge levels (\$15K short of budget)
Total Pledge	170,758	169,895	863	245,895	
Parking lot rentals	8,000	12,000	(4,000)	20,000	Actual income will be \$12K
Building rentals	20,983	16,850	4,133	23,000	Actual income will be about \$27K
Total rentals	28,983	28,850	133	43,000	Net shortfall on Total Rentals = \$4K
Taize offering	820	660	160	1,100	
Total Income	302,631	289,917	12,714	409,758	
Expense					
11-Salary					
Accompanist	5,734	6,363	629	9,090	
Administrator	27,663	28,207	544	42,311	
Sabbatical Minister	8,970	8,970	0	8,970	
Childcare	1,089	1,204	115	1,854	
Custodian/Facility Manager	20,738	19,707	(1,031)	29,560	
Director of RE/MLFD	16,422	16,744	322	25,116	
Minister	55,311	56,395	1,085	84,593	
Assisant Minister	552	442	(110)	2,208	
Music Director/Choir Director	6,288	7,561	1,273	10,802	
Total 11-Salary	142,767	145,593	2,826	214,504	
12-Benefits					
Employer Payroll Expenses	10,938	11,000	62	16,410	
Health Insurance	23,446	20,493	(2,953)	30,533	
Life/Disability/Dent Insurance	2,153	1,800	(353)	2,700	
Pension	12,965	13,231	266	19,276	
Total 12-Benefits	49,501	46,524	(2,977)	68,919	
13-Office					
credit card/ACH fees	643	664	21	1,000	
liability insurance	3,583	4,125	542	5,500	
office equipment	2,193	3,000	807	4,500	
office supply	1,113	1,200	87	1,800	
Payroll Service	1,556	1,333	(223)	2,000	
postage	695	400	(295)	600	
property tax	51	52	1	1,269	
staff training	1,040	500	(540)	1,700	
telephone	1,137	1,140	3	1,710	
volunteer recognition	13	60	47	300	

Line Item Budget vs Actual, 2016-17, through March 31

	Actual Aug - Mar	Budget Aug - Mar	Variance Aug - Mar Favorable/ (Unfavorable)	Annual Budget
workers' comp	2,497	2,415	(82)	3,220
Total 13-Office	14,521	14,889	368	23,599
14-Ministry				
Minister Professional	7,349	5,639	(1,710)	8,459
Total 14-Ministry	7,349	5,639	(1,710)	8,459
15-Lifespan Faith Development				
Adult LFD	0	60	60	100
child safety policy	90	500	411	500
Family Ministry	546	800	254	1,200
LFD scholarship (Star Island)	0	600	600	600
MLFD Professional	2,098	1,675	(423)	2,512
OWL/Coming of Age	417	300	(117)	300
special events	388	267	(121)	400
supplies	170	700	530	1,000
training-teachers	131	250	119	250
Youth Advisor Expense	0	0	0	100
Youth GA	0	300	300	800
Youth Group	0	350	350	500
Total 15-Lifespan Faith Development	3,839	5,801	1,962	8,262
16-Building & Grounds				
electric	3,931	5,067	1,136	7,600
equipment-b&g	96	400	304	800
heat	6,739	10,000	3,261	12,500
maint - special projects	306	525	219	750
maint & repairs-b&g				
electrical	1,107			
fire & emerg. lights	1,631			
floors	0			
furnace	2,372			
plumbing	803			
maint & repairs-b&g - Other	3,730			
Total maint & repairs-b&g	9,642	10,000	358	15,000
snow plowing	5,420	5,000	(420)	5,000
supply-b&g	2,631	2,467	(164)	3,700
Trash disposal	794	747	(47)	1,120
water / sewer	804	1,200	396	1,800
Total 16-Building & Grounds	30,363	35,405	5,042	48,270
17 - Dues				
Interfaith Council	175	175	0	175
NNED Dist Dues	1,316	3,947	2,632	5,263
UUA Fair Share	3,125	9,375	6,250	12,500
Total 17 - Dues	4,616	13,497	8,882	17,938
18 - Music & Worship				
Audiovisual	375	250	(125)	250
Christmas Eve musicians	0	200	200	200
conferences, dues	170	320	150	1,780
Guest pulpit	250	800	550	800
instrument maintenance	130	390	260	650
music	553	490	(63)	700
summer accompanists	500	600	100	1,200
supplies & sanctuary	411	800	389	900

Paying behind schedule to help us cope
with potential solar cash flow issue

Line Item Budget vs Actual, 2016-17, through March 31

	Actual Aug - Mar	Budget Aug - Mar	Variance Aug - Mar Favorable/ (Unfavorable)	Annual Budget	
Taize expenses	202	200	(2)	200	
Total 18 - Music & Worship	2,591	4,050	1,459	6,680	
19 - Board of Trustees	26	0	(26)	0	
Leadership Development	0	400	400	2,000	
Total 19 - Board of Trustees	26	400	374	2,000	
20 - Outreach					
Community Service	173	500	327	500	
Friends of Refugees	1,091	1,600	509	1,600	
Giveaway Garden	0	0	0	300	
Homelessness	2,000	1,700	(300)	1,700	
Outreach-Other	176	0	(176)	0	
Total 20 - Outreach	3,440	3,800	360	4,100	
Caring Network	0	200	200	400	
Conflict Resolution	0	500	500	500	
Contemplative Practices	0	1,000	1,000	1,000	
Covenant Groups/Small Group Minis	0	0	0	0	
Fellowship/Social Hour	1,377	700	(677)	1,000	Overage offset by Designated Income
Finance	1,036	0	(1,036)	0	Legal fees for land sale
Library	87	175	88	200	
Membership	464	350	(114)	400	
Merchandise sales	163	1,400	1,237	1,500	
Pastoral Care	0	0	0	0	
Stewardship	586	100	(486)	750	
Ways & Means Fundraiser Expense	988	1,050	62	2,000	
Total Expense	263,714	281,074	17,360	410,481	
Net Income	38,917	8,843	30,074	(723)	

“Kindle the Flame” Annual Pledge Campaign

David Canfield, Assistant Chair of the campaign

During the worship service on April 2, congregants were asked to articulate their dream pledge, or their dream, for our Church. One expressed precisely the purpose of this year’s “Kindle the Flame” stewardship campaign: “full staffing to make this Church all we dream of.” To enable critically needed staff expansion, your stewardship team set out to raise \$300,000 in pledges for the 2017-18 church year. This ambitious goal represented a 25% increase over pledging that had plateaued for the past several years around \$240,000. As of April 2, new or renewed pledges and pledges continuing from this year totaled nearly \$261,000 for 2017-18 – with renewed pledges increasing 15% as a group. Efforts are continuing to reach the \$300,000 goal needed to “make this Church all we dream of.”

Campaign Chair Sarah-Elizabeth Anderson has built and inspired the largest stewardship volunteer team in many years. Bob and Beth Gabrielli graciously hosted the team at their home, where “Visiting Stewards” got their marching orders and enjoyed one of Bob’s inimitable feasts before heading out to make their visits and calls. Under Sarah Elizabeth’s leadership, the team consists of assistant chair David Canfield, Jane and David Brown, Beth Corcoran, Andy Duncan, Lisa Eberhart, Margaret Fletcher, Wayne Frey, Bob Gabrielli, Charles Hillen, Barbara Lambert, C.J. Landsman, Jane Lemeland, Kelly Mahoney, Tom O’Brien, Fran Philippe, Suzanne Rude, Gary Schroeder, Kits Tunney, and John Warner.

Fundraisers

Lea Smith, Congregational Administrator

Our annual Plant and Yard Sale in 2016 was great fun, and raised about \$2000. In addition to the perennials donated by our congregants from their gardens, we offered a wide selection of professionally grown annuals and vegetables. Thank you to Jim Downie, who used his professional connections in the nursery industry to help make our plant sale such a grand success.

Ruth Axelrod chaired our Goods and Services auction, held on October 22, 2016. It included a Silent Auction, Live Auction, buffet supper, and live music by Feisty Pants (Rachel and John Burlock) and Jenn Star’s Ukulele Combo. Ruth reported that the number of donations and people attending were just half of what they had been in the prior two years. This may be because it happened so soon after the previous Auction in March 2016. Nevertheless, it was still a successful fundraiser, earning about \$5600.

The annual Greens Fair was held on December 3, 2016. It featured a soup lunch, boutique of gently used holiday decor, cookie walk, raffle baskets, artisan vendors from the community, and of course our stunning hand-decorated wreaths and swags. This raised over \$3200.

Finance Committee

Jack Wakelin, Chair

The Finance Committee is currently composed of John Warner (Treasurer), David Feltus, Lee Leppanen, Ruth Axelrod, Lea Smith (Church Administrator) and Jack Wakelin.

The committee met in early February to review the current year budget and create a draft budget for Church Year 2017-18 (August, 2017 through July, 2018).

The church year ending on July 31, 2016 resulted in a slight surplus. However, a budget deficit of approximately \$20,000 is projected for this Church Year (ending July 31, 2017), partly due to a reduction in pledges received. A deficit is also projected for next year if pledges are not increased. The stewardship campaign is currently underway to reduce both this year’s and next year’s projected deficit; the final results are not available at this time.

A very “bright spot” in the budget outlook is the construction of the church’s solar array. The array is projected to virtually eliminate electrical costs from the operating budget but the exact savings will not be known until the array has been operating for at least a year.

Custodian of Trust Funds

Jack Wakelin

The balance in the Trust Fund as of March 31st, 2016 was \$1,672,437 and \$1,715,824 on March 31, 2017, indicating an increase over the last reporting year. The addition of Legacy Gifts of \$5,000 in May and \$51,000 in November 2016 is responsible for the increase in the fund balance and illustrates the importance of Legacy Gifts to the financial well-being of the church.

The congregation decided to accept Concord Orthopaedics' offer to buy a small sliver of church land that borders on Langley Parkway for \$180,000. The Purchase and Sale Agreement with Concord Orthopedics was signed in June 2016 but the sale has not closed as of March 31, 2017. Assuming a successful completion of the sale, the \$180,000 will be deposited in the Trust Fund significantly raising its balance.

There is, however, a possible budget shortfall of \$20,000 for the church year ending in July, 2017 and it may have to be withdrawn depending on pledge receipts for the remainder of this church year.

At a special congregational meeting in January, 2017 the congregation authorized a withdrawal of \$10,000 to continue the removal of high risk trees. This money has been withdrawn from the trust fund and the work is scheduled to be carried out in April of 2017.

The monthly loan repayment (\$6,692) to Eastern (formally Centrix) Bank for the Greener Building Project (GBP) continues and resulted in a total of \$ 80,301 in loan repayments during the period of this report. We are now approximately five years into the ten year period of the GBP loan.

Harvest Capital of Concord continues to manage the trust fund following the socially responsible investing guidelines established by the congregation and monitored by our Trust Funds Committee (please refer to their report). The funds are located with Charles Schwab Institutional.

The Memorial Garden Endowment is invested through Fidelity in a mutual fund. This past year, the fund balance has increased by \$900 and is now approximately \$25,400.

Trust Funds Committee

Rob Fleischman, Chair

The Trust Fund Committee continues to focus on the responsible management of the Church's investments. The endowment ended 2016 with a balance of approximately \$1.7 million. The increased draw due to the loan from capital improvements caused the balance to decline in 2016, but a market rally in early 2017 has improved our situation.

Over the past year, we increased our use of "Socially Responsible" funds and have updated our Investment Policy statement. In 2017, we are hopeful the church can embrace a healthy financial plan that minimizes additional draws on the endowment.

Due to eventual market draw-downs, the committee stresses that it is more important than ever to minimize the annual draw from the endowment to ensure its long-term viability. As always, we welcome interest and questions from church members.

Members: Robert Fleischman (chair), Karen Mayo, Rick Harkness, John Warner, with regular guidance from Jack Wakelin.

Downing Trustees

Linda Ashford, Trustee

The Downing Trust is a private non-profit trust which was created in the early 1800s by Lewis A. Downing, one of the founders of Abbot and Downing, a company famous for the “Concord Coach”. Mr. Downing was impressed by the speeches of Reverend Channing, and wanted to provide support for them to continue.

Provision of the trust requires our church to be responsible for appointing trustees but the actual activities of the Trust are completely autonomous to the control or even guidance of the church members or its leaders. These trustees are directed by the trust document to maintain the trust and provide what the trustees believe to be an appropriate amount from the income to our church each year. The Trust further directs that our church is to keep only \$2,000 and to distribute the remainder to any organization that follows the teachings of Reverend Channing. The procedure has been established that the governing board of the church distributes the remainder of the income to help other organizations who follow this teaching.

The trustees currently serving are Linda Ashford, Richard Beyer and John Warner. Below you will see the recent history of the trust investments.

Year	Net Gain or Loss	Other Receipts	Bal of Principal	Div, Int, Other Inc	Distribution to Benef.	Cash Value as of 12/31
2016	\$ -	\$9,307.96	\$606,235.22	\$ 18,747.52	\$ 16,337.52	\$ 839,444.31
2015	\$ -	\$8,848.74	\$596,927.00	\$ 17,472.17	\$ 15,212.17	\$ 773,148.76
2014	\$ -	\$6,352.75	\$588,077.76	\$ 18,101.59	\$ 15,841.59	\$ 810,162.28
2013	\$ -	\$ 14.86	\$581,725.12	\$ 16,014.66	\$ 13,774.66	\$ 774,125.64
2012	\$ -	\$8,139.85	\$581,710.26	\$ 13,492.02	\$ 11,252.02	\$ 638,559.17
2011	\$1,441.45	\$6,845.50	\$573,570.30	\$ 10,732.49	\$ 8,492.49	\$ 571,910.03
2010	\$ -	\$2,611.40	\$568,283.46	\$ 18,454.15	\$ 16,214.15	\$ 607,306.65

Operations Leadership Team

Lea Smith, Congregational Administrator

The Operations Leadership Team (OLT) is being formed to support Rev. Michael Leuchtenberger in carrying out church operational functions under the policy-based governance model. The Sabbatical Leadership Team (SLT) tried out taking operational leadership during the sabbatical, and several members of the SLT agreed to stay on as the Operations Leadership Team after Michael returned. The OLT’s work will be both project based and “big picture.” The OLT will help us decide how best to use our resources to achieve our ends. The first meeting occurred on March 28, 2017 and the group will be defining its role in the coming months. Current members are John Warner, Linda Williams, Ruth Axelrod, Carin Plante, Jack Wakelin, along with Michael and Lea Smith.

Properties Reports

Our property benefits from several committees or individuals who are responsible for various areas of the building or grounds. These include:

- The new Grounds Planning and Special Projects Task Force, chaired by Ruth Axelrod, coordinates efforts among relevant groups, and takes on special projects such as the removal of dead or dying trees.
- Fran Philippe coordinates our Adopt-a-Spot program which allows congregants to sign up to provide tender loving care for small areas, mostly in areas of ornamental plantings.
- The Memorial Garden Committee is in charge of the wooded area behind the church and the columbarium. This area has lovely plantings of native shrubs and perennials. The Memorial Garden has its own small trust fund and hires a professional landscaper for maintenance. Chris Rueggeberg chairs this committee.
- Bob Lyon, with assistance from Bob Williams, Loren Hill, and Warren Haslam, dutifully provides stewardship of our forested areas.
- The playground and perennial gardens near it are owned and maintained by our tenant, Emerson Pre-school.
- As of April 2017, our front lawn area will be occupied by new solar panels! Special thanks to Trudy Mott-Smith for shepherding this project to completion!
- Kathie Martin, Facility Manager, is responsible for cleaning, mowing, snow removal, safety issues, and small building maintenance projects. She often goes above and beyond her job description to help solve bigger building challenges!
- We also hope to have a Building Maintenance Committee and a Building and Grounds Vision Committee. Lea Smith, the Administrator, maintains a list of needed repairs and wish list items, but volunteer leadership for completing these items is lacking. This year, the Sabbatical Leadership Team helped cover some of these areas, and the evolving Operations Leadership Team may continue this work.

Grounds Planning & Special Projects Task Force

Ruth Axelrod, Chair

Nine of us began meeting this year, mostly via email, to make plans and carry out tasks to manage and beautify our campus. We completed three projects. First, we found a new snow removal company that will facilitate financial planning as it charges a flat rate for the season. Second, we identified and arranged for removal of 42 dead or dying trees that were hazardous to people and property, and prompted our neighbor, Riverbend, to remove its trees on our west border; the project was mostly funded by our Endowment. Third, we created and implemented a plan to plant a line of mixed shrubs on the Pleasant Street side of the new solar array, as required by Concord's Planning Board; this will be funded by Solar Project donations. Each of these projects involved competitive bidding by at least three companies. The vision of the Task Force is to beautify our campus and ensure that it supports the needs and desires of the Church community in inclusive and environmentally conscious ways.

Building Use Committee

Lea Smith, Congregational Administrator

The Building Use Committee is charged with oversight of non-church building use (rentals, support groups, Peace Site use, etc.) During the Minister's sabbatical, the BUC agreed to consider requests under the section of the Building Use Policy which permits the Minister to "grant permission for free use of the building for community religious services and in other circumstances which he or she judges to be in the interests of the church." The BUC decided that the privilege to authorize new Church Affiliated Groups should remain with the minister, and thus, new Church Affiliated Groups would not be approved during the sabbatical. There was one request from a church member for a "UU Business Club" in September, and the BUC asked the member to make the request upon Michael's return.

Under the auspices of our Peace Site program, the BUC gave building use privileges to New American Africans, and authorized the use of a classroom for a sign-making session for the Women's March on Washington in January. Continuing Peace Site groups are AFSC, CASA support group, and the Building a Culture of Peace Forum, which also includes a sub-group called the Reparations Working Group.

The BUC authorized a small increase in rental rates as of Jan. 1, 2017, which had not increased since 2012 or earlier. The history and current rates are summarized below. Discounts to these rates are provided for non-profits, church members, and recurring low-impact users.

Regular Rental Rates (fire code capacity)	2009 -2012	2012-2016	2017
Sanctuary (315)	\$295	\$300	\$325
FH & kit (200)	\$245	\$250	\$260
Parlor & kit (40)	\$85	\$85	\$90
Chapel (40)	\$65	\$65	\$75
Rm. 8/9 (30)	\$50	\$50	\$60
Rms. 5, 6 & Lib. (20)	\$40	\$40	\$50

Current Building Use Committee members are Trudy Mott-Smith, Peter Bartlett, Tom Van Loon, and Lea Smith.

Parking Committee (ad hoc)

Lea Smith, Congregational Administrator

The long saga of parking negotiations with Concord Orthopaedics (COPA) continued this year. In early March, 2016, COPA approached us to re-open negotiations for additional parking spaces, and to buy an easement for a small piece of land. The church decided that selling land was preferable to an easement, and in June 2016 we signed a purchase and sale agreement to sell them 1.2 acres - the "dogleg" that connects our property to Langley Parkway. The purchase price is \$180,000. The negotiations were conducted by Rev. Michael Leuchtenberger in consultation with a team of volunteers: Andy Duncan, Anne Zinkin, Gary Schroeder, John Warner, and Lorraine Ellis. The sale is contingent on COPA receiving needed approvals for their plans for the land, and we hope to close by June 2017.

Concurrently in the spring of 2016, COPA and Michael verbally agreed to increase their parking lease from 20 to 40. Because we felt confident that the lease would be approved by our Board, we included the extra rental income in the 2016-17 budget. After Michael's departure in July, Peter Bartlett and Anne Zinkin took over COPA negotiations. After terms were finalized with our Board, Peter and Lea Smith delivered a lease to COPA on Sept. 21, 2016, only to discover that, by that point, COPA had no interest in the extra 20 spaces. Negotiations, therefore, ended.

Solar Panel Committee

Trudy Mott-Smith, Chair

Members of the congregation interested in producing electricity using solar energy first gathered in August 2015. Forming the Solar Panel Committee they considered several possibilities, including net metering with other institutions using solar panels on the Church roof or a 'solar farm' off site. Having learned that the building's structure would not support roof panels, and having decided that financing the project would be too complicated if the array were off site, the committee decided to install a solar array on the front lawn.

Conceptual proposals were received from several solar companies; Norwich Technologies was chosen on the basis of its reputation and the attractiveness of its array design. In March 2016 the congregation approved the project because using renewable energy reflects its values under the 7th UU Principle and because the array will save an estimated \$5,000. annually on the electric bill.

The congregational vote did not include the financial structure of the project, originally estimated to cost \$100,000. The requirements of the City of Concord have increased the cost to approximately \$140,000, of which \$22,500 is expect to be paid by the State's solar incentive program. In time, the Church will have a small income resulting from the sale of renewable energy credits issued in accordance with a program designed to encourage the production of renewable energy.

Attorney Richard Uchida of Hinckley, Allen was retained to represent the Church before the Concord Zoning Board of Adjustment for the two variances required to place the array on the front lawn. The variances were granted in October 2016 on the condition that the Church plant shrubbery sufficient to conceal the array from drivers and pedestrians on Pleasant Street. Ruth Axelrod created the design for the shrubbery, which will be planted by Tasker Landscaping, LLC early in May 2017.

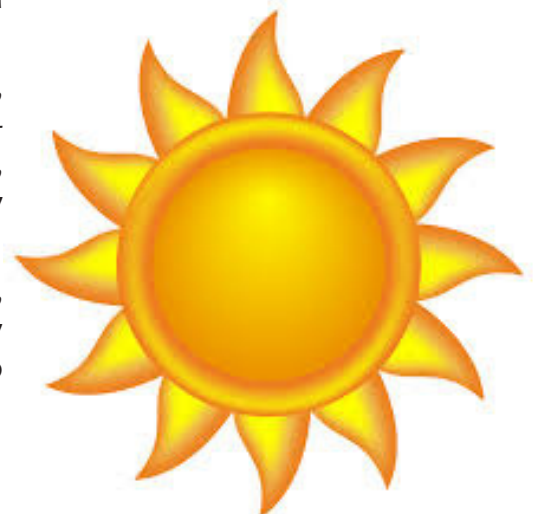
The project was also required to be approved at a minor site plan review by the Concord Planning Board. Horizons Engineering, Inc. provided the extensive technical filings required for the review. The plan approved by the Planning Board in January 2017 called for a drainage ditch and berm wide enough to prevent the complete concealment of the array by shrubbery, but the City Engineer and City Planner later agreed that no drainage ditch would be necessary.

Before an array could be connected to the Church's electrical system, the system had to be repaired. Jack Wakelin and Lea Smith oversaw the repair completed in December 2016 by Giguere Electric, Inc.

After the crushed-stone bed for the solar array was completed in February 2017 by ASAP Enterprise, March operations relating to the installation of the array could begin. Supervised by Norwich Technologies' solar engineer Oliver Simpson, Eastern Excavation, Inc. excavated the trench needed to bring the electrical conduit from the array to the building, Springfield Fence Company used a pile driver to set up the racking for the solar panels and Simple Energy began electrical work. On the date this report is being written, all of the solar panels have been fixed to the racking by a team of experienced installers from both Norwich Technologies and Simple Energy.

To be completed this spring are the installation of the solar meter, building and electrical inspections by the City of Concord and inter-connection with Unitil. The Solar Panel Committee is confident that, by the time of the Annual Meeting, the array will be surrounded by shrubbery and be producing power.

Committee members are: Trudy Mott-Smith (Chair), Patty Bass, Joanne Davis, Sue Hale-deSeve, Dick deSeve, Andy Duncan, Kitty Hok, Michael Leuchtenberger, John Warner, Jessie Webb, and Bob Williams.



The Annual Report is dedicated to some
special volunteers honored in June 2016:

*Unsung Hero of the Year: **Wendy Olson***
*Volunteer of the Year: **Carin Plante***
*Lifetime Volunteer Award: **Kitty Hok***

Connecting in Love & Service

Our congregants create and experience authentic connection.

Congregants give and receive care and support in times of joy, sorrow, and transition.

Our greater community is enriched by our congregation's passion for music.

We have a broad circle of effective leaders who have the resources to complete their work in service to our mission.

Our congregation benefits from the exchange of wisdom across the generations.

Growing Spiritually

Our rich and diverse worship and religious life nurtures, challenges and inspires us to lifelong learning, growth, and transformation.

We are grounded in our Unitarian Universalist faith tradition and pass those values to the next generation.

Transforming Ourselves & the World

We are visible leaders in the greater Concord area as we live our Unitarian Universalist values.

Our outreach ministries have a noticeable impact in the larger community.

We are full and active participants in the work of both the Greater Concord Faith Community and the larger Unitarian Universalist community.

Unitarian Universalist Church of Concord

274 Pleasant St, Concord, NH 03301

(603) 224-0291

www.concorduu.org