

# First Universalist Church Board of Trustees

November 17, 2016

## Board Packet

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## **First Universalist Church of Minneapolis**

Board of Trustees Meeting

November 17, 2016

6:30 p.m. Cummins Room

Agenda

### **I. Call to Order (6:30).**

- Lighting of the Chalice

May this flame that burns before us light our way, informed by the wisdom of leaders gone before, and inspired by the trust that we have been given as stewards of this Church. May we have vision, compassion, and courage as we serve this congregation now and for the generations to come.

- Reading (see SM report)
- Spiritual reflection question (see SM report)

### **II. Consent Agenda (6:50)**

- Approval of minutes from October regular meeting.
- Approval of minutes from November 6, 2016 special meeting.
- Monitoring: Acceptance of attendance and membership numbers
- Monitoring: Acceptance of staff and significant volunteer changes
- Senior Minister Report, including Monitoring of Staff-volunteer grievances and Exit Interviews.

Following the adoption of the consent agenda, the President will solicit brief input on two administrative matters.

### **III. Financial Report (7:00)**

Rev. Crow will lead a discussion of the review of the first quarter income and expense results and revised budget projections based on the income and expenses associated with our new tenant, Southside Child Development Center.

### **IV. Nominating Committee (7:20)**

Eric Cooperstein will provide the board with an update regarding the process of appointing a chair and filling the open seat.

### **V. Strategic Plan (7:30)**

- Small-group discussion **7:30 to 8:00.**
- **BREAK 8:00 to 8:10**

- Full Board discussion **8:10 to 8:55**.

We return this month to strategic planning, flowing from our work in September in revising the Visionary Goals. We will break into groups to discuss our existing Strategic Plan document and how it may need to change based on the revisions to the visionary goals. This work will likely be iterative, with the Board's review focused primarily on

- 1) whether the existing Strategic Plan accurately reflects our current commitment to racial justice, and
- 2) whether parts of the Strategic Plan are outdated or should reflect new directions or initiatives.

The nature of the Strategic Plan suggests that additional staff input will likely be required regarding questions or changes that the Board identifies. Ultimately, the goal will likely be to refresh or revise the Strategic Plan to cover an additional period of time, perhaps three years.

The data points we will rely on for this work include:

- the 2016 Congregational Survey ;
- the Rainbow Research Report (<http://firstuniversalistchurch.org/rainbow-research-results/>);
- the Exploring Membership Report and Survey (May 2016 Board Packet), and
- the Comprehensive Stewardship Campaign (CSC) focus group comments (provided with last month's packet, to be posted on the website shortly).

**It may be helpful to bring laptops to the meeting** to facilitate editing and review of the Strategic Plan.

## **VI. Final Thoughts and Adjournment (8:55)**

# First Universalist Church of Minneapolis

## Board of Trustees Meeting

### Minutes

October 20, 2016

#### **I. Attendance.**

Trustees Present: Dave Bach, Eric Cooperstein, Cindy Marsh, Dick Niemiec, Richard Spratt, Lillie Pang, Karin Wille

Trustees Absent: Christa Anders, Caitlin Rogers

Staff Present: Rev. Justin Schroeder, Brad Schmidt

Guests Present: Mike Estobar, Kristen Mengelkoch

The meeting convened at 6:30 with the call to order and chalice lighting.

The Trustees discussed, as reading and spiritual reflection, “The Gates of Hope” by Rev. Victoria Safford.

#### **II. Consent Agenda – moved and approved.**

- Approval of minutes from September 16, 2016 meeting
- Monitoring: Acceptance of attendance and membership numbers
- Monitoring items from the Senior Minister report:
  - Protection of assets
  - Investment and Financial policies

#### **III. Financial Report**

Brad Schmidt presented the financial report in Jen Crow’s absence. Numbers are tracking as expected, given the cyclical nature of pledge giving. Half of the realtor fees for the tenant has been paid to date. Since the tenant was secured after the budget was approved by the congregation at the annual meeting, revised projections will be presented to the Board next month.

On the capital campaign, the first gift of \$25,000 has been received, and \$5,000 in expenses has been paid.

#### **IV. Comprehensive Stewardship Campaign**

Skip Schlafer, campaign consultant, joined the meeting to provide the Board with a brief update of the campaign to date. Eleven focus groups have been held with about 130 people in attendance; 98 questionnaires have been turned in.

Skip's written report on the focus groups will be ready on Nov. 3. The Board decided to hold a special meeting to determine whether the Stewardship Campaign will move forward, based on Skip's readiness assessment, on Nov. 6 at 12:30.

#### **V. Visionary Goals Refresh**

The Board reviewed the edits that Caitlin, Jen and Karin made to the Visionary Goals draft that the Board developed at its September meeting. The Board adopted the revised Visionary Goals as a draft that will be circulated to the congregation for information and comment, discussed at the State of the Church meeting in early 2017, and then formally adopted by the Board after opportunities for congregational feedback.

#### **VI. Discussion led by Patrick Dougherty**

Church member and psychologist Patrick Dougherty led the Board in a discussion of the role of unprocessed trauma on our capacity and efforts to engage in racial justice work.

The meeting adjourned at 9:04 p.m.

**First Universalist Church of Minneapolis**

Board of Trustees Special Meeting Minutes

November 6, 2016

**I. Attendance.**

Trustees Present: Eric Cooperstein, Richard Spratt, Dave Bach, Karen Wille, Cindy Marsh, Dan Berg, Dick Niemiec, Caitlin Rogers, Christa Anders

Trustee Absent: Lillie Pang

Staff Present: Rev. Jen Crow

Others: Skip Schlafer, Dan Berg

The meeting convened at 12:35 with the call to order and chalice lighting.

**II. Report from Capitol Campaign Consultant and Discussion of Congregant Feedback from Focus Groups.**

The Board agreed that the congregation is generally supportive of doing a capital campaign and moving forward with renovations. At the same time, we asked for feedback and heard a lot of concern about both this building and the parking. The Board realized that we have been operating on the implicit assumption that we are going to stay in the building. We can continue the planning, preparing the viewbook, getting committee chairs, doing plans for advance giving along with a parallel effort to do some research and due diligence about the issue of whether we should move.

We are in agreement that this building has the ability to meet our needs over the next foreseeable years and more. This is very different from our last move when the church on Girard was bursting at the seams and it was truly not possible to stay in the building.

If we go forward with the Capitol campaign Dan Berg has agreed to be one of the co-chairs of the Capital Campaign. Sofia Ali will be the other co-chair. Dave Bach and Cindy Marsh have agreed to lead the Advanced Giving Work.

At every meeting we recommend appointing one or two people to serve as racial justice lens keepers as well as an overall process observer who can keep track of them big picture and ensure we are using a racial justice lens for our decision making. It was suggested that the co-chairs serve as the process observer.

**MOTION:** To approve the capital campaign in principal and as part of that approval we commit to addressing the issue of staying (with its attendant parking issues) and that we intentionally include our racial justice work in the process of executing any campaign. Final approval will be contingent upon reasonable information about alternate sites, potential sale of our building and the costs of moving. All efforts will be made to reach conclusion in one month's time.

**Motion made and seconded.**

**Made passed unanimously.**

Dan Berg, Sofia Ali, Jen Crow, and Justin Schroeder will convene and talk about the inclusion of racial justice.

The Board agreed that the following should be posted on the church website:

- a revised version of the questionnaire data
- the summary document
- all of the questions that were put on the yellow paper

It was agreed that a letter from Eric Cooperstein, as Chair of the Board of Trustees, should go to all congregants thanking them for their involvement in the focus groups and letting them know about next steps.

Jen and Eric will reach out to a few people on the next steps re the real estate issues.

The meeting adjourned at 1:45 pm.



**First Universalist Church  
October 2016 Statistical Report  
November 17, 2016**

**MEMORIAL SERVICES: 2**

Adele Hersey, Oct. 7, 2016 – Rev. Justin Schroeder  
Mary Djerf, Oct. 22, 2016 - Rev. Justin Schroeder

**MARRIAGES/SERVICES OF COMMITMENT: 0**

**MEMBERS FOR APPROVAL: 39**

Charles (Chip) tenBensel, Minneapolis Ashley M. Perez, St. Paul Emma Bryant, Minneapolis Anna Baker, Minneapolis Zoë Beck, Golden Valley Daniel Wellvang, Minneapolis Christine Jenkins, Minneapolis Molly Work, Minneapolis Lynn Argetsinger, Golden Valley Morgan Paldron, Minneapolis Abbie Finger, Minneapolis Amber & David Krygiel, Mpls. Sarah & Tony Meysenburg, Mpls. Peter and Ellen Steele Mullin, Mpls.	Susan M. Keller, Minneapolis Jill Farris & Michael Torres, Mpls. Sarah Julius & Megan Schletty, Mpls. Diane Lindgren, Edina Emily Green & Jim Manolis, Mpls. Amanda Kaler & Brian Ellis, Mpls. Martha Sawyer & Brian Moen, Mpls. Greta Gaard, Minneapolis Suzan Klein, Minneapolis Christina Geer, Minneapolis Tim & Janell Oesau, Maple Grove Phil Delphey & Julianne Marley, Mpls. Robin & David Wright, Mpls. Amy Zimmer Stillwater
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**MEMBERS REINSTATED: 0**

**MEMBERS FOR REMOVAL: 0**

**CHILDREN DEDICATED: 7**

Olivia Burton Misha and Sula Vasich Joviana Ann Huber	Clara Ann Sweet Kennedy Joseph (Joey) McGonigle Reed Maja Ruth Callender
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	To Date	End of Year Totals			
MEMBERS (Fiscal Year)	2016-2017	2015-2016	2014-2015	2013-2014	2012-2013
	56	54	58	46	110
<b>TOTAL MEMBERS:</b>	<b>954</b>	<b>934</b>	<b>920</b>	<b>921</b>	<b>1030</b>

**TOTAL MEMBERS AS OF THE LAST MEETING: 915**

**To be added: 39**

**To be removed : 0**

**TOTAL MEMBERS: 954**

## **Sr. Minister Report for Nov. 17, 2016 Board Meeting**

### **I. Opening Reflection -**

This is not a prayer that you may find hope  
For hope is a luxury that some cannot find and others cannot afford  
This is not a prayer that you find more love in the world  
Though I hope you continue to feel love and send love to those near and far  
I pray instead that you may find tools  
A hammer lying half-hidden in the grass  
A roll of duct tape, curled up and forgotten on a high shelf in the back of the closet  
A wrench poking out of the back pocket of a stranger  
Take these tools and gird thyself  
A hammer for justice  
Duct tape to hold together your broken heart  
A wrench to “grip and provide advantage in applying torque to turn objects” – or turn the world  
Take these tools and others you may find in places expected and unexpected  
Take these tools and gird thyself  
For weeping may last through the night  
But the work begins in the morning.

— Jessica York, UUA Faith Development Director

### **Turning to One Another - by Margaret Wheatley**

There is no power greater than a community discovering what it cares about.  
Ask: “What’s possible?” not “What’s wrong?” Keep asking.  
Notice what you care about.  
Assume that many others share your dreams.  
Be brave enough to start a conversation that matters.

Talk to people you know.

Talk to people you don't know.

Talk to people you never talk to.

Be intrigued by the differences you hear. Expect to be surprised.

Treasure curiosity more than certainty.

Invite in everybody who cares to work on what's possible.

Acknowledge that everyone is an expert about something.

Know that creative solutions come from new connections.

Remember, you don't fear people whose story you know.

Real listening always brings people closer together.

Trust that meaningful conversations can change your world.

Rely on human goodness.

Stay together.

*Margaret Wheatley*

**Reflection:** How is it with your spirit, post election? How is your faith guiding and shaping you in this post election time?

## **II. Monitoring Items from Monitoring Schedule: Volunteer and Staff Grievances, Staff and Volunteer Changes**

**A. No grievances have been reported by either staff or volunteers. There are no staff or volunteer changes to report. No exit interviews have been conducted, as no staff have left.**

## **III. Information Items**

### **A. Campaign Update:**

**Steering Committee Composition:** The Steering Committee is nearly pulled together. Dan Berg and Sofi Ali are co-chairs of the campaign. Jenelle Masterson, Kristi Fuller, Caitlin Rogers (Publicity Team, with Jenn Stromberg), Dave Bach, Cindy Marsh (Advanced Gifts Co-chairs), Rich Jaeger, Craig Bierbaum (Pattern Gifts Co-chairs),

Keven Ambrus, and Channing McKinley (Victory Gifts Co-chairs), and Zack Steven (Chair of the Pledge Team), Dick Niemeic (treasurer), Rev. Justin Schroeder, and Eric Cooperstein (ex-officio) are also on the Steering Committee. There are a few other congregants that I'm in conversation with that I believe will be joining the Steering Committee, including two event co-chairs.

**Racial Justice/Inclusive Focus on the Steering Committee:** The team reflects gender, racial, and generational diversity. Most of the Steering Committee members have attended either the 24 hour racial justice training, or a workshop at First Universalist. In addition, Skip Schlafer, our Campaign Consultant, is planning to attend two sessions of "Racial Justice and Our UU Faith." This shared committee to racial justice will influence the campaign accordingly. Additionally, both Channing and I are on the Racial Justice Leadership Team.

**Parking Lot Task Force:** I'm assembling a "Parking Lot Taskforce" to do some homework and to suggest possible "parking lot solutions" for us at First Universalist, as we move forward, i.e., valet parking, using a shuttle bus, carpooling, etc., to address our parking pinch. In the meantime, we're going to request that only visitors, those with limited mobility, and young families use the parking lot.

**The need for our Progressive, Liberal Faith:** We had nearly 1500 people in the building this past Sunday, with 1000 in worship. This faith community is an anchor, a base, a place of rejuvenating, solace, and hope for many in our community. I believe that the need for a capital campaign has never been greater, and that there is widespread and enthusiastic support for such a campaign, as we strengthen our ministry, continuing to deepen our justice work, and tend to our infrastructure..

**First Quarter Financial Report, 2016-17**  
**Prepared by Rev. Jen Crow**  
**November 17, 2016**

**Summary**

As we reviewed our first quarter income and expenses with directors, we found that income and expenses are meeting expectations, with a few exceptions. The largest change has been the addition of our new 3-year tenant, Southside Child Development Center, with associated changes in income and expenses. These adjustments have been tracked in our year-end projections, and barring any major changes we anticipate ending the year with a balanced budget. We also acknowledge that first quarter projections are very early numbers for a fiscal year, and more concrete information will become available as the year progresses.

As per the congregational vote at the annual meeting, payment of our loan principal is not included in the operating budget this year.

**Income**

**Q1 Actual: \$358,835.66**

**2016-17 Budget: \$1,399,108.33**

**2016-17 Projected Income: \$1,506,002.33**

At this point in the year, pledges are coming in as expected, and our largest change in income has been the addition of our tenant, Southside Child Development Center (SCDC). We signed a 3-year lease with SCDC beginning September 1, 2106, with a monthly rental rate of \$8,666/month. We have also adjusted our Miscellaneous Controlled Release from temporarily restricted funds income line, as well as its matching expense line. We decreased two lines, offering plate to the community (2000) and Miscellaneous Rental (9,000). Our total increase in income is \$107,494.

**Expenses**

**Q1 Actual: \$350,167.61**

**2016-17 Budget: \$1,399,127.00**

**2016-17 Projected Expenses: \$1,497,434.00**

At this point in the year, expenses are tracking as expected. Several adjustments to expenses have been made in our year-end projections and they fall into two categories: tenant expenses and other, which will be outlined below. The matching Miscellaneous Controlled Releases expense line has been set at \$50,000 to match the income line. The income and expenses outlined here result in a surplus of roughly \$9,000. Staff does not recommend making any other adjustments to expenses at this point in the year.

Tenant expenses include:

- An increase of 25 hours/week in facilities staff hours (\$21,000)
- Increases to Janitorial Supplies (\$1500), Trash and Recycling (\$500), Utilities - Gas (\$2000) totaling \$4000.
- An increase of \$8,133 in our consultant line for 3 years to cover the cost of realtor fees (\$24,000) in securing our tenant.

Other expense adjustments:

- Salary adjustment to two positions to meet new FLSA requirements beginning December 1st. (\$4000).
- One salary adjustment to account for impact of our change in medical insurance providers (\$3900).
- Increased software expense (\$2000)
- Increased groundskeeping expense (\$4500) for changes in snow plowing.
- Increased sound equipment expense (\$3000) to purchase new hearing assist devices.
- Increased SPIFF expense to cover purchase of new chairs for upstairs classrooms/small group rooms (\$700).

Total increased expenses = \$47,723

- Correction - matching release from temporarily restricted funds was omitted in expenses budget for 16-17 (\$9500)

Total increased expenses with correction = \$57,223

	2015-16	2016-17	2016-17	2016-17
	Q1 Actuals	Q1 Actuals	Year End Projections	Budget
<b>Income</b>				
<b>Pledges</b>				
4015 - Pledges	\$ 277,637.74	\$ 266,999.29	\$ 1,174,500.00	\$ 1,174,500.00
4025 - Est Unpaid Pledges Releases	\$ -	\$-	\$ (58,725.00)	-\$ 58,725.00
<b>Total Pleges</b>	<b>\$ 277,637.74</b>	<b>\$ 266,999.29</b>	<b>\$ 1,115,775.00</b>	<b>\$ 1,115,775.00</b>
<b>Contributions Unrestricted</b>				
4110 - Contributions Unrestricted	\$ 4,192.66	\$ 13,894.69	\$ 67,500.00	\$ 67,500.00
4113 - Contributions Hospitality	\$ 137.12	\$ 130.57	\$ 500.00	\$ 500.00
Contributions Daytime Connections	\$ -	\$-		\$ -
4140 - Offering Plate for Church	\$ 6,094.58	\$ 5,983.50	\$ 30,000.00	\$ 30,000.00
<b>Total Unrestricted</b>	<b>\$ 10,424.36</b>	<b>\$ 20,008.76</b>	<b>\$ 98,000.00</b>	<b>\$ 98,000.00</b>
<b>Contributions Temp Restricted</b>				
4291 - Cummins Contr Temp Restr	\$ -	\$-		\$ -
<b>Total contributions Temp Rest</b>	<b>\$ -</b>	<b>\$-</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Contributions Released from Rest</b>				
4310 - Misc Contr Releases	\$ 6,530.31	\$ 14,202.99	\$ 50,000.00	\$ 9,500.00
4320 - Offering Plate for Comm Release	\$ 2,027.48	\$ 9,183.53	\$ 38,000.00	\$ 40,000.00
Grant from Foundation	\$ -	\$-		\$ -
4380 - Legacy Fund Releases	\$ -	\$-	\$ 22,000.00	\$ 22,000.00
<b>Total Contrib Released from Restricted</b>	<b>\$ 8,557.79</b>	<b>\$ 23,386.52</b>	<b>\$ 110,000.00</b>	<b>\$ 71,500.00</b>
<b>Fundraisers</b>				
Families Moving Forward Fundraising	\$ 2,752.26	\$ 624.99	\$ 5,000.00	\$ 5,000.00
Families Moving Forward, 10% retained	\$ -	\$-	\$ 500.00	\$ 500.00
Holiday Giving, 10% goes to church for admin. exp.	\$ -	\$-	\$ -	\$ 0
Holiday Giving	\$ -	\$-	\$ -	\$ -
4540 - Misc Fundraisers	\$ -	\$ 51.00	\$ 5,000.00	\$ 5,000.00
4550 - YCE	\$ 17,605.05	\$ 8,578.08	\$ 11,000.00	\$ 11,000.00
4560 - Youth Trips	\$ 8,381.95	\$ 9,266.11	\$ 10,000.00	\$ 10,000.00
<b>Total Fundraisers</b>	<b>\$ 28,739.26</b>	<b>\$ 18,520.18</b>	<b>\$ 31,500.00</b>	<b>\$ 31,500.00</b>

this line has a matching offset in expenses for no net gain or loss

**Program Fees/Donations**

4601 · RE Basic	\$	-	\$-		\$	-
4602 · RE 7th Grade Bike Trip	\$	-	\$-		\$	-
4603 · RE 8th Grade Donation	\$	-	\$-		\$	-
4604 · RE COA Donation	\$	2,900.00	\$-		\$	-
Senior High Donation	\$	-	\$-		\$	-
4609 · RE Summer	\$	-	\$-		\$	-
4610 · Re 5th Grade OWL Donation	\$	-	\$-		\$	-
4620 · Summer Camp Fees	\$	5,040.00	\$-	\$	6,600.00	\$ 6,600.00
<b>Total Program Fees</b>	\$	7,940.00	\$-	\$	6,600.00	\$ 6,600.00

\$8,666/month from  
Southside Child  
Development  
beginning October

Large Tenant	\$	-	\$ 23,250.07	\$	92,594.00	\$ 14,600.00	1
4711 · Misc Room Rentals	\$	16,298.40	\$ 1,250.00	\$	10,000.00	\$ 19,000.00	
4712 · Weight Watchers	\$	1,300.00	\$ 1,300.00	\$	4,800.00	\$ 4,800.00	
4713 · ShirTikvah	\$	-	\$-	\$	4,800.00	\$ 4,800.00	
4714 · 12 Step Groups	\$	-	\$-			\$ -	
4770 · Antennae Lease	\$	3,261.39	\$ 3,359.22	\$	13,200.00	\$ 13,200.00	
4781 · Weddings & Commitments	\$	200.00	\$ 200.00	\$	1,000.00	\$ 1,000.00	
<b>Total Rental Income</b>	\$	21,059.79	\$ 29,359.29	\$	126,394.00	\$ 57,400.00	

**Dividends & Interest**

4801 · Div & Int Unrestricted	\$	1,354.01	\$ 1,035.97	\$	15,000.00	\$ 15,000.00
Realized and Unrealized Gain/Loss	\$	(52.75)	\$ (706.35)			\$ -
<b>Total Dividends &amp; Interest</b>	\$	1,301.26	\$ 329.62	\$	15,000.00	\$ 15,000.00

**Other Income**

4951 · Misc Income	\$	2,392.38	\$ 232.00	\$	3,333.33	\$ 3,333.33
<b>Total Other Income</b>	\$	2,392.38	\$ 232.00	\$	3,333.33	\$ 3,333.33
<b>Total Income</b>	\$	358,052.58	\$ 358,835.66	\$	1,506,602.33	\$ 1,399,108.33
<b>Gross Profit</b>	\$	358,052.58	\$ 358,835.66	\$	1,506,602.33	\$ 1,399,108.33

**Expenses:**

**Salaries & Wages**

5001 · Salaries & Wages	\$	173,756.53	\$ 179,024.49	\$	752,181.00	\$ 724,462.00
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<b>5003 - Senior Ministers Salary</b>	\$	-	\$-					included above
<b>Total Salaries &amp; Wages</b>	\$	173,756.53	\$	179,024.49	\$	752,181.00	\$	724,462.00
<b>Employee Benefits</b>								
<b>Payroll Taxes</b>	\$	7,724.07	\$	13,445.89	\$	57,409.00	\$	55,289.00
<b>5021 - Medical Insurance</b>	\$	17,468.57	\$	15,369.32	\$	61,341.00	\$	63,212.00
<b>5022 - LTD</b>	\$	131.25	\$	(0.04)	\$	-	\$	1,050.00
<b>5026 - Life Insurance</b>	\$	307.80	\$	307.80	\$	2,378.00	\$	2,378.00
<b>5028 - 401K</b>	\$	13,681.28	\$	15,609.25	\$	63,077.00	\$	62,221.00
<b>Total Employee Benefits</b>	\$	39,312.97	\$	44,732.22	\$	184,205.00	\$	184,150.00
<b>Professional Expenses</b>								
<b>5031 - Professional Expenses</b>	\$	7,659.55	\$	4,244.24	\$	24,240.00	\$	24,240.00
<b>5035 - Senior Minister Prof Expenses</b>	\$	-	\$-					included above
<b>Total Prof Exp</b>	\$	7,659.55	\$	4,244.24	\$	24,240.00	\$	24,240.00
<b>Temporary Labor</b>								
<b>5041 - Temp Labor</b>	\$	-	\$-		\$	1,600.00	\$	1,600.00
<b>5042 - Childcare</b>	\$	2,318.28	\$	2,891.75	\$	16,000.00	\$	16,000.00
<b>5043 - Guest Speakers</b>	\$	500.00	\$	500.00	\$	1,800.00	\$	1,800.00
<b>5045 - Musicians</b>	\$	1,210.00	\$	820.00	\$	12,600.00	\$	12,600.00
<b>5047 - Sound Technicians</b>	\$	1,119.75	\$	276.25	\$	3,300.00	\$	3,300.00
<b>Total Temp Labor</b>	\$	5,148.03	\$	4,488.00	\$	35,300.00	\$	35,300.00
<b>Program Expenses</b>								
<b>5103 - Classroom Supplies</b>	\$	5,518.65	\$	2,295.49	\$	11,000.00	\$	11,000.00
<b>5121 - Teacher Workshops</b>	\$	-	\$-		\$	1,800.00	\$	1,800.00
<b>5123 - Grade 7</b>	\$	1,329.15	\$-		\$	1,000.00	\$	1,000.00
<b>5124 - Grade 8</b>	\$	108.26	\$	328.40	\$	1,000.00	\$	1,000.00
<b>5125 - Grade 9 COA</b>	\$	171.96	\$	16.00	\$	4,000.00	\$	4,000.00
<b>5126 - Grade 10 11 12</b>	\$	-	\$	376.07	\$	500.00	\$	500.00
<b>5127 - Summer Programs (Camps)</b>	\$	6,066.54	\$-		\$	6,600.00	\$	6,600.00
<b>5128 - Youth Social Activities</b>	\$	-	\$-		\$	-	\$	-
<b>5129 - Senior High Trips</b>	\$	8,381.95	\$	9,266.11	\$	10,000.00	\$	10,000.00
<b>5131 - Adult Ed</b>	\$	-	\$	80.19	\$	800.00	\$	800.00
<b>Daytime Connections</b>	\$	-	\$-		\$	400.00	\$	400.00
<b>5132 - Circles (formerly Small Groups)</b>	\$	226.00	\$	305.27	\$	1,200.00	\$	1,200.00
<b>5799 Racial Justice</b>	\$	3,525.00	\$-		\$	7,500.00	\$	7,500.00
<b>5134 - Multigenerational Music</b>	\$	-	\$-		\$	150.00	\$	150.00

<b>5135 · Music Purchases</b>	\$	1,039.33	\$	855.07	\$	3,000.00	\$	3,000.00
<b>5136 · Piano Tuning</b>	\$	320.00	\$	190.00	\$	1,750.00	\$	1,750.00
<b>5137 · Worship Items Misc</b>	\$	89.91	\$	37.75	\$	500.00	\$	500.00
<b>5140 · Memorials Expense</b>	\$	358.87	\$	17.69	\$	400.00	\$	400.00
<b>5199 · Other Program Expense</b>	\$	1,435.57	\$	1,722.27	\$	8,300.00	\$	8,300.00
<b>Total Program Expenses</b>	\$	28,571.19	\$	15,490.31	\$	59,900.00	\$	59,900.00
<b>Other Expenses</b>								
<b>5201 · Winter Solstice</b>	\$	-	\$-		\$	-	\$	-
<b>5202 · Labyrinth</b>	\$	-	\$	15.36	\$	-	\$	-
<b>5203 · Library</b>	\$	-	\$-		\$	500.00	\$	500.00
<b>5209 · Action Groups</b>	\$	-	\$-		\$	500.00	\$	500.00
<b>5210 · Friendship Caring Corner</b>	\$	-	\$-		\$	250.00	\$	250.00
<b>5231 · YCE Supplies</b>	\$	610.00	\$	1,096.76	\$	11,000.00	\$	11,000.00
<b>5232 · YCE Travel &amp; Related</b>	\$	16,995.05	\$	7,481.32			\$	-
<b>5233 · YCE Other</b>	\$	-	\$-				\$	-
<b>Families Moving Forward</b>	\$	2,752.26	\$	624.99	\$	5,000.00	\$	5,000.00
<b>Total Other</b>	\$	20,357.31	\$	9,218.43	\$	17,250.00	\$	17,250.00
<b>Membership Expenses</b>								
<b>5251 · Hospitality</b>	\$	1,721.42	\$	1,120.97	\$	8,000.00	\$	8,000.00
<b>5252 · Visitor Welcoming</b>	\$	50.84	\$	122.00	\$	600.00	\$	600.00
<b>5254 · New Member Programs</b>	\$	274.70	\$	122.44	\$	600.00	\$	600.00
<b>Total Membership Expenses</b>	\$	2,046.96	\$	1,365.41	\$	9,200.00	\$	9,200.00
<b>Fundraising Expenses</b>								
<b>5301 · Pledge Drive</b>	\$	-	\$-		\$	4,000.00	\$	4,000.00
<b>5302 · Planned Giving</b>	\$	12.20	\$	105.00	\$	1,500.00	\$	1,500.00
<b>5303 · Misc Fundraisers</b>	\$	-	\$-		\$	-	\$	-
<b>5808 · The Greater Good</b>	\$	-	\$-		\$	-	\$	-
<b>Total fundraising Expenses</b>	\$	12.20	\$	105.00	\$	5,500.00	\$	5,500.00
<b>Office Expenses</b>								
<b>5401 · General Office Supplies</b>	\$	1,454.44	\$	644.87	\$	5,500.00	\$	5,500.00
<b>5402 · Paper</b>	\$	349.20	\$	2,013.21	\$	2,000.00	\$	2,000.00
<b>Total 5400 · Office Supplies</b>	\$	1,803.64	\$	2,658.08	\$	7,500.00	\$	7,500.00



5572 - Bank Service Charges	\$ 478.35	\$ 114.00	\$ 1,000.00	\$ 1,000.00
5573 - Credit Card Discount Fees	\$ 2,592.46	\$ 3,869.40	\$ 13,000.00	\$ 13,000.00
<b>Total 5570</b>	<b>\$ 20,743.86</b>	<b>\$ 27,525.85</b>	<b>\$ 80,383.00</b>	<b>\$ 72,250.00</b>
5580 - Mileage	\$ 744.46	\$ 32.56	\$ 1,000.00	\$ 1,000.00
5590 - Utilities				
5591 - Utilities Electric	\$ 8,014.41	\$ 9,408.89	\$ 27,000.00	\$ 27,000.00
5592 - Utilities Gas	\$ 225.91	\$ 215.18	\$ 16,000.00	\$ 14,000.00
5593 - Utilities Water & Sewer	\$ 1,616.23	\$ 1,868.94	\$ 8,000.00	\$ 8,000.00
<b>Total Utilities</b>	<b>\$ 9,856.55</b>	<b>\$ 11,493.01</b>	<b>\$ 51,000.00</b>	<b>\$ 49,000.00</b>
<b>Repairs &amp; Maintenance</b>				
5601 - Repairs & Maintenance General	\$ 4,967.86	\$ 2,338.40	\$ 17,200.00	\$ 17,200.00
5602 - HVAC Repairs & Maintenance	\$ 1,600.00	\$ 2,150.46	\$ 10,000.00	\$ 10,000.00
5603 - Elevator Maintenance	\$ 730.73	\$ 730.73	\$ 3,300.00	\$ 3,300.00
5604 - Alarm Maintenance	\$ 81.68	\$ 81.68	\$ 1,500.00	\$ 1,500.00
<b>Total 5600 - Repairs &amp; Maintenance</b>	<b>\$ 7,380.27</b>	<b>\$ 5,301.27</b>	<b>\$ 32,000.00</b>	<b>\$ 32,000.00</b>
<b>Miscellaneous Other Expenses</b>				
5620 - Janitorial Supplies	\$ 3,015.70	\$ 1,238.03	\$ 7,000.00	\$ 5,500.00
5630 - Trash & Recycling	\$ 975.03	\$ 794.66	\$ 4,000.00	\$ 3,500.00
5640 - Groundskeeping	\$ -	\$ 11.95	\$ 16,200.00	\$ 11,700.00
5650 - Pest Control	\$ 44.06	\$ 132.18	\$ 600.00	\$ 600.00
5660 - Other Expense	\$ 441.99	\$ 376.00	\$ 1,500.00	\$ 1,500.00
5701 - Offering Plate for Community	\$ 2,027.48	\$ 9,183.53	\$ 36,000.00	\$ 38,000.00
5704 - TRUST	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00
Holiday Giving Gift	\$ -	\$ -	\$ -	\$ -
Misc Release from Temp Restricted Exp	\$ 6,530.31	\$ 14,202.99	\$ 50,000.00	\$ -
<b>Total 5700</b>	<b>\$ 13,034.57</b>	<b>\$ 25,939.34</b>	<b>\$ 117,300.00</b>	<b>\$ 62,800.00</b>
<b>Total Expenses</b>	<b>\$ 352,501.22</b>	<b>\$ 350,167.61</b>	<b>\$ 1,497,434.00</b>	<b>\$ 1,399,127.00</b>
<b>Net Income</b>	<b>\$ 5,551.36</b>	<b>\$ 8,668.05</b>	<b>\$ 9,168.33</b>	<b>-\$ 18.67</b>

will likely be reduced because of reduction in stormwater run-off fee

increase in snow plowing fees

Mortgage Principal	\$	21,157.00
Line of Credit Principal	\$	18,008.00
<b>Adjusted Net Income</b>	\$	<b>(29,996.67)</b>

**Capital Budget**

Total Funding Available	\$ 175,000.00
Parking Lot Grant	\$ 50,000.00

**Completed Projects**

Building Audit/Reserve Study	\$ 5,000.00
Balcony Railing	\$ 2,495.00
Carpeting for Stage Stairs (Social Hall)	\$ 325.00
New Lighting Sanctuary	\$ 1,790.70
Reach-In Freezer	\$ 3,200.00
New Lighting Chandeliers	\$ 1,497.75

**Projects in Progress**

		<b>Actual Costs</b>	<b>Remaining Balance</b>
Computers/AV Needs	\$ 28,300.00	\$ 25,457.03	\$ 2,842.97
Parking Lot	\$ 100,000.00	\$ 100,156.89	\$ (156.89)
Parking Lot Grant To be Received	\$ 50,000.00	\$ 12,500.00	\$ 37,500.00

**Remaining Projects**

AC Split System	\$ 30,000.00
Front Landing Replacement	\$ 5,000.00
Repair Main Entrance Stairwell	\$ 8,000.00

**Estimated Cost (Includes Remaining Projects)** \$ (10,608.45)

**Remiaining Funds in Sunrise Savings** \$ 47,577.63

## Visionary Goals Refresh

<u>Goal</u>	<u>Current Text</u>	<u>Suggested 2016 Update</u>
1	<p>We, the people of First Universalist Church, grow in our UU faith: we are equipped to live out our values and experience worship, spiritual practices, and rituals that challenge, comfort, celebrate, and heal.</p>	<p>First Universalist is a faith community committed to the transformational spiritual path of Unitarian Universalism’s Seven Principles. Our communal and individual worship, spiritual practices, and rituals unify and strengthen our community, challenge our personal and communal assumptions, and provide comfort to all who participate. Together, we celebrate our progress on our spiritual path, and help heal ourselves and the world.</p>
2	<p>First Universalist Church is a home for ageless wisdom. People of all ages find opportunities to engage in an intellectual and spiritual search for deeper meaning and understanding in the UU tradition, both as individuals and in community. We know our roots, find our wings, and apply our knowledge and wisdom to all our endeavors.</p>	<p>First Universalist is a community where people of all ages find opportunities to strengthen and deepen their personal spirituality and their Unitarian Universalist faith. Multigenerational faith-formation offerings connect children, youth, and adults to our UU history and ever-evolving faith tradition while also providing meaningful fellowship and relationship opportunities.</p>

3	<p>First Universalist Church is an intergenerational community of mutual caring and support. We build this community by actively welcoming all and encouraging each to discover, develop and share their gifts</p>	<p>First Universalist is a multi-racial, multi-cultural, and intergenerational community of mutual caring and support where people of all backgrounds feel a sense of welcoming and belonging, and find a variety of opportunities for meaningful fellowship and deep relationship. Each person's unique identity and history is acknowledged, nurtured, and shared to create this community of caring and support. Our sense of who we are as a community is ever expanding.</p>
4	<p>The people of First Universalist Church work to build a just, loving and sustainable world. We are a visible, influential voice, and we act to shape the larger community into a more just and equitable society.</p>	<p>We are a faith community committed to working with humility, compassion, and bravery to create a racially just and sustainable world. Understanding the impact of race, racism, and whiteness is our first step in all of our justice efforts, whether they are social, economic, or environmental issues. We work with community partners who share our values, including our commitment to racial justice, to build a just and sustainable world.</p>

## The Strategic Plan

### 1. Worship

*With 'faith' as a verb, an action, it means faith is not something we either have or don't. Instead, it is a step, a leap we take over and over again, a trust and loyalty that grows over time.* ~the Reverend Justin Schroeder

We have a vibrant, powerful worship experience every Sunday. We want to preserve and enrich the diversity of spiritual and theological sources and celebrate the spectrum of belief and spiritual practice within our congregation. First Universalist congregants value the freedom of the pulpit and the pew, cherish the thinking of a range of poets, thinkers, and prophets, and support expanding the worship services we offer. There is also strong interest in finding meaningful and appropriate ways for children, youth, and lay leaders to share their gifts in worship services. Our current spaces have a capacity of approximately 400 adults and 175 children and youth at one time. As our congregation continues to grow, we may need to add additional services to accommodate growth and also to offer greater diversity of worship experiences and meaningful lay participation. We also seek to significantly expand our digital ministry.

#### **Goal 1.1 Preserve and enrich our diversity in worship practices.**

- 1.1.1 Expand range and diversity of the arts (music, dance, drama, poetry, etc. ) in worship.
- 1.1.2 Expand worship arts opportunities for congregants of all ages.
- 1.1.3 Expand staff and lay resources to strengthen and support the worship life of the church.

#### **Goal 1.2 Accommodate growth in worship and religious education.**

- 1.2.1 Add third worship service and religious education if needed.
- 1.2.2 Add second service, as well as greater religious education opportunities during the summer.
- 1.2.3 Add a different style of worship service to appeal to a broader constituency.

#### **Goal 1.3 Expand access to worship beyond our doors.**

- 1.3.1 Develop information technology infrastructure strategy to support digital ministry best practices.
- 1.3.2 Install quality camera(s) and audio recording equipment in the sanctuary.
- 1.3.3 Live-stream Sunday morning services.
- 1.3.4 Build online resources and services for members, friends, and seekers including online spiritual resources—e.g., daily meditation, resources for times of transition.

#### **Goal 1.4 As we grow and expand in our worship life and offerings, we continue to speak to and address the problems of race, racism, and whiteness.**

## 2. Faith Formation

*Everything we do as a congregation is religious education. Whether it occurs in the sanctuary, the board room, or the classroom, all that the congregation and the minister does and does not do educates us about what it means to be religious as individuals and as a community.*

~the Reverend Jen Crow

Faith formation for children, youth, and adults is central to our large and growing congregation. Small groups of all kinds are building blocks for faith formation. In addition, we find that congregants want increased opportunities for multigenerational faith formation, including opportunities for fellowship and deeper integration of children and youth in all aspects of church life. There is particular interest in deepening our connection to Unitarian Universalist history and identity.

### **2.1 Inspire and deepen faith formation for all ages.**

2.1.1 Implement a spiritual deepening program for adults.

2.1.2 Offer a wider variety of adult education opportunities, including pilgrimages, UU history, and identity formation activities, so members are inspired, grounded, and held by our living tradition.

2.1.3 Offer spiritually engaging activities, such as retreats.

### **2.2 Engage children and youth as an integral part of First Universalist faith formation activities.**

2.2.1 Expand worshipping together as a full intergenerational community with children and youth attending entire church services more frequently.

2.2.2 Provide opportunities for children, youth and adults to participate together in faith formation activities.

2.2.3 Develop a documented set of Unitarian Universalist rituals and practices for families to use at home.

2.2.4 Beginning with Coming of Age classes, create programming that develops a Unitarian Universalist identity for youth and a clear pathway to membership.

2.2.5 For youth who go elsewhere for college or employment, facilitate connections to nearby Unitarian Universalist congregations.

### **2.3 Embrace work for the common good as a central faith formation experience and increase engagement with communities outside our walls**

2.3.1 Provide opportunities for group reflection (youth and adult) on the spiritual meaning of faith in action work.

2.3.2 Work with Unity Center to develop curricula linking faith in action work with faith formation for all ages.

2.3.3 Increase church's effectiveness as a center for youth development and faith in action.

### **2.4 Ensure that racial justice becomes a core ministry and commitment of the church.**

2.4.1 Increase the awareness within our church community about issues related to racism, including its impact and expression at each of the four levels: personal, interpersonal, institutional, and structural.

2.4.2 Provide ongoing opportunities for education to learn about race, racism, and whiteness.

### 3. Supportive Community

*We are a community of faith drawn together not by doctrine, but by our desire to be a people of open minds, open hearts, and open hands. We seek to live lives of integrity, in grateful relationship with one another and with that sustaining, transforming power many call God and we often call Love.* ~the Reverend Kate Tucker

Being connected is one of the most important aspects of life in religious community. As the congregation grows, we continue to seek ways that people can belong to smaller communities within the congregation and feel connected to one another; we want to provide an infrastructure that nurtures a culture of connection. Our structures and processes must foster access to these communities. We want to ensure that the pastoral care needs of the congregation are met. We seek to be a tapestry of seekers, with diversity in our congregation that is more reflective of the diverse world around us. We also seek to expand our digital ministry to increase access to our ministries and resources. We actively welcome all who share our values, and encourage each to discover, develop, and share their gifts. We want to communicate effectively with and among members and friends. As part of the Unitarian Universalist Association, we share the values, hopes, dreams, and influence of UUs around the world. Together we are stronger.

#### **3.1 Deepen congregant engagement in the life and ministry of the church.**

- 3.1.1 Implement a volunteer and lay leadership development program with an annual cycle and documented processes.
- 3.1.2 Increase staff resources devoted to membership development, volunteer coordination, and leadership training and development.
- 3.1.3 Clarify pathways to participation in smaller communities of congregants.

#### **3.2 Build on and expand the definition of small group experiences.**

- 3.2.1 Continue to develop and support small groups based on interests, life stages, spiritual practices, and common affinities both inside and outside the formal activities of the church.
- 3.2.2 Aim for 100% connection in a smaller community.

#### **3.3 Ensure pastoral care needs are met.**

- 3.3.1 Regularly evaluate pastoral care capacity and determine need for a full or part-time pastoral care minister.
- 3.3.2 Ensure that youth have access to ministers for pastoral care needs.

#### **3.4 Deepen the capacity for diversity-racial justice work.**

- 3.4.1 Create a task force to research and define our goals concerning diversity at First Universalist Church and develop a path to meet those goals.
- 3.4.2 Create a racial justice leadership team to help move this work and commitment forward.

#### **3.5 Strengthen our UU ties locally and nationally.**

- 3.5.1 Create a multi-year plan to pay our fair share of UUA and District dues.
- 3.5.2 As we build our digital capacity, explore partnering with other metro UU congregations to develop resources and create content.
- 3.5.3 Provide leadership for collaboration with other UU congregations.

**3.6 Develop a robust communications plan (print and digital) that makes it easy for people to learn about us, that welcomes newcomers, informs current members, and engages all in the activities and resources of the church.**

3.6.1 Create user-friendly paths to resources and participation.

3.6.2 Develop beautiful, accessible program guides for the life of the church that clearly communicate what we're about in a coherent narrative that links our values, mission, and goals and describe the depth and variety of church programs.

3.6.3 Create a robust online resource center of spiritual development resources.

3.6.4 Create information system to support membership development, tracking of members and friends, and their interests, skills, and leadership training.

## 4. Faith in Action

*I believe that we are called to stand on the side of love. Love strains to know the other, not shut the other out. Love opens its eyes to a larger vision, struggling not for victory, but for justice. May these sheltering walls be strong, to keep hate out and hold love in.*

~The Reverend William Sinkford

Our faith in action work is grounded in spiritual depth and humility, and in our Unitarian Universalist principles. We are committed to working for peace, civil and human rights, stewardship of the earth, and democratic principles in our community and in the wider world. First Universalist congregants are energized, hopeful, and committed to a wide variety of faith in action focus areas. We want the church to be a more visible, influential leader in the community. We understand that in order to achieve influence and visibility we must concentrate our efforts in key areas while acknowledging a variety of interests and activities. We care deeply about human rights issues and will continue to be proactive around specific issues. In these areas we are informed by organizations such as the Unitarian Universalist Service Committee and the Minnesota Unitarian Universalist Social Justice Alliance. We also want to better understand our own life experiences and how to build authentic relationships with people whose race, culture, sexual orientation, gender identity, or economic background are different than our own. We commit ourselves personally and collectively to work for racial justice.

**4.1 Be an effective, loving force for faith in action work.**

4.1.1 Develop a variety of ways for staff and congregants, including youth, to enhance our visibility and influence (media and online presence, partnerships, activism).

4.1.2 Develop a variety of ways for staff and congregants, including youth, to build new skills and assume leadership roles.

4.1.3 Align Unity Center more closely with the church.

4.1.4 Be attentive to issues in current affairs that demand the organized, faith-based action of Unitarian Universalists of conscience.

**4.2 Create a renewed culture of Faith in Action.**

- 4.2.1 Provide easy access points for newcomers and members.
- 4.2.2 Strive for greater accountability.
- 4.2.3 Encourage new ideas and inspire enthusiasm among congregants.

**4.3 Strengthen and expand Umbrella Pilot Project.<sup>1</sup>**

- 4.3.1 Add more focus areas as appropriate.
- 4.3.2 Establish program of yearly service trips for youth and adults, tied to an Umbrella focus area, in which participants have learning and serving experiences around the Twin Cities and elsewhere.

**4.4 Enhance Faith in Action effectiveness through partnerships with mission-aligned organizations.**

- 4.4.1 Create synergy by coordinating and amplifying social justice initiatives and campaigns with partner organizations
- 4.4.2 Enhance connection with Unity Center by Including partnerships with one or more Unity Center partners.

**4.5 Increase staff support of Faith in Action work.**

- 4.5.1 Increase staff support dedicated to Faith in Action work.
- 4.5.2 Provide more avenues for congregants to engage in Faith in Action issues and activities.
- 4.5.3 Establish a task force of the Board of Trustees to work with the First Universalist Foundation board to align the goals of the Church and the Foundation to increase the social justice effectiveness of both.

**4.6 Grow our generosity as a community.**

- 4.6.1 Give away 100% of the Sunday offering to UU organizations, community partners and other mission-aligned organizations.
- 4.6.2 Enhance our spiritual practice of giving, through initiatives such as the Greater Good Project.<sup>2</sup>

**4.7 Commit ourselves to racial justice, by taking concrete, visible steps to dismantle institutional and structural racism**

- 4.7.1 Develop leaders committed to racial justice inside our congregation.
- 4.7.2 Build equitable relationships with people of both similar and different racial backgrounds to our own.

<sup>1</sup> Under the Umbrella Pilot Project launched in December 2011 our focus areas are housing/homelessness, environment/sustainability, and immigration.

<sup>2</sup> The Greater Good Project was started by the Rochester, MN, church. "... an all-church community endeavor, to bring the meaning back to the holidays and tap into the strength and power of the spirit of the season. Each of us is asked to tally what we spend on the holiday season, cut it in half, and contribute that to a project at the Church – a gift to the Greater Good.

- 4.7.3 Connect our church community to the racial justice efforts of other Unitarian Universalists, regionally and nationally, and to those of other faith communities.
- 4.7.4 Connect our church community to the racial justice efforts of secular groups.
- 4.7.5 Use a racial justice lens to plan, implement and evaluate our justice work.

