

First Universalist Church Board of Trustees
April 20, 2017
Board Packet

<u>Table of Contents</u>	<u>Page</u>
Agenda	1-2
March Board Minutes	3-7
March Membership Report	8
March Attendance	9
Senior Minister Report	10-13
April 2017 Board Financial Summary	14
Analysis of Revenues and Expenses	15
February 2017 Balance Sheet	16-17
2016-2017 Capital Campaign Budget Breakdown	18
Protection of Assets	19-20
2017-18 Proposed Budget Narrative	21
2017-18 Three-Year Budget	22-26

First Universalist Church of Minneapolis

Board of Trustees Meeting

April 20, 2017

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 March 2017 meeting.
- Monitoring: Acceptance of attendance and membership numbers
- Monitoring: Acceptance of staff and significant volunteer changes.
- Monitoring: Protection of Assets.

III. Admin (6:55)

- A. Rescheduling June board meeting for June 6 or 7.
- B. Board year-end social event.

IV. Finance Report (Jen Crow) (7:00)

- A. Financials update through February 2017.
- B. Proposed budget, contingency budget, three-year projections.
- C. Planning for congregational budget meetings.

V. Conversation with Shir Tikvah. (7:20)

This is a follow-up to some ad hoc conversations that Justin & Jen and several board members have had with leadership at Shir Tikvah congregation about additional ways we might share space.

BREAK (7:40)

VI. Change Team / RJLT update (7:50)

Jen & Karin will lead a discussion about the contours of the change team and how the Racial Justice Leadership Team will be incorporated into the process. A memo regarding the proposal is being developed and will be distributed before the meeting if possible.

VII. Executive Session (8:30)

- A. Ministry Team discussion
- B. Planning for Senior Minister review.

VIII. Adjournment (9:00)

First Universalist Church of Minneapolis

Board of Trustees Meeting

Minutes

March 16, 2016

I. Attendance.

Trustees Present: Dave Bach, Eric Cooperstein, Karin Wille, Caitlin Rogers, Christa Anders, Lily Pang, and Richard Spratt. Cindy Marsh participated in the last agenda item by phone.

Trustee Absent: Dick Niemiec

Staff Present: Reverend Crow and Reverend Schroeder

Guests Present: Kristin Mengelkoch, Michael Dotson, Polly Talen

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

II. Call to Order.

- Lighting of the Chalice
- Reading – Ann Reed song “We Will.”

III. Consent Agenda.

- Approval of minutes from February Board meeting and February 19, 2017 Special Meeting of the Members.
- Monitoring: Acceptance of attendance and membership numbers
- Monitoring: Acceptance of staff and significant volunteer changes
- Senior Minister report
- APPROVED.

IV. Racial Justice Mapping/Change Team

The Board did a Racial Justice Mapping exercise in 2014 that covered social justice, budget, staff vendor policy, and communication. The Board discussed at length how to best move that work forward in a concrete way and what role the Racial Justice Leadership Team should play in the church and how RJLT should interface with the Board and staff.

There was consensus around several points:

- There is a lot that is of an unsettled nature right now – ok to let this stew for a bit and the answers may emerge

- Need to have a longer and deeper discussion about the role of RJLT – should there be both a change team as well as a programmatic team?
- Continue with programming work of RJLT.
- Think about the coaching role of RJLT or liaisons to remind us of the choice points. Or maybe use a coaching model. The coach could be an external consultant or could be a member of RJLT.
- Think about full implementation of the role of the liaisons.
- Help people understand the difference between staff committees and board committees.
- Incorporate these discussions into the Change Team discussions.
- The Board needs to be doing some of this work ourselves – we need to be able to ask hard racial justice questions.
- There is a missing link of accountability – staff would welcome some additional checks and balances because we are new to this and pushing against really old and established patterns. Systems of Accountability have to go beyond good intentions.
- One option is to form a Change Team as a committee of the Board. The Board approved the direction of a change team in August but did not make it officially a committee of the Board. This work did not get traction and Eric wanted to inject some life into it.
- How do we empower RJLT to do its work? We don't want to impede the work.

Karin Wille and Jen Crow will take up the old charge (previously issued) to make recommendations about a Change Team. They will invite a few members of the Board as well as few members of the RJLT and come forward with a recommendation to the Board at the April meeting. They may meet with other churches, like Unity, and see how they structure themselves around these issues.

V. Budget

A. Year-to-date financial/capital campaign expenses update

Reverend Crow went through an overview of the current and future budget items. Things are continuing to track well with income exceeding expenses. She anticipates that there will not be a deficit this year based on current numbers.

Expenses for the capitol campaign also continue to track well. The party came in higher than expected because the attendance was so much higher than anticipated. Still expect to come in under the \$295,000 budget. Skip will be with us approximately through the end of May.

B. First look at 2017 – 2018 Budget assumptions and projections

Staff is trying to budget conservatively on income and expenses so that it is reasonable but also want to have some flexibility. Several assumptions: net pledge increase is zero, tenant will continue, we will continue to see an increase in unrestricted offering as well as offering plate revenue, continuation of no RE fees, a 5% increase in UUA, and we will continue to fund the Racial Justice Leadership Team. A few details:

- Including a fundraising line of \$25,000
- \$15 minimum wage for employees
- increase utilities and facilities to support the tenant
- 15% increase in health insurance
- Salary raises of 3% and bringing some staff into line
- Savings for sabbatical for ministers
- Cut the mortgage interest in half
- Increased faithful action funding
- Small increase in piano tuning and landscaping
- Legacy fund draw will increase – it could be higher than currently budgeted

There has been increased attendance in RE and worship; we are currently at 990 total members of First Universalist. How do we make sure we meet their needs? Staff is considering a third service primarily because of RE demands but also because of worship space. Reverend Crow has experience with a third service from her previous ministry in Rochester, N.Y. There would be increased costs, approximately \$40,000, for a third service over the course of the church year. These are largely staff costs: religious education, worship staff, and music. Possible times might be late Saturday afternoons or Sunday afternoon. Staff would also seek out grants and explore other ways to underwrite a third service. The Board was not supportive of soliciting funds from members given the capitol campaign currently underway.

Regarding preparing our building for sanctuary should we house individuals or families facing deportation, the staff is anticipating costs around \$15,000. The Church could absorb that in the operating budget or potentially seek a special offering on Sunday morning. The Board encouraged staff to use Faith to Five and crowdsourcing for sanctuary expenses. An offering plate dedicated to the sanctuary space was also encouraged.

C. Governing Policy Handbook (GPH) language regarding presentation of Annual and Capital budgets to congregation. At the request of Treasurer Dick Niemiec, the Board discussed changes to the GPH regarding the timing of the staff

presenting budget information to the Board and GPH language amended as edited below:

5.7. Annual Budgeting and Long-term Financial Planning

Careful, transparent budgeting and financial planning are critical to the programmatic and fiscal integrity of the Church.

5.7.1. ANNUAL OPERATING BUDGET AND CAPITAL EXPENDITURES BUDGET

Regarding the annual operating budget and the capital expenditures budget, the Senior Minister shall not fail to:

- 5.7.1.1. Develop annual operating and capital budgets guided by the Church's policies, priorities, current strategic plan, and resources.
- 5.7.1.2. Ensure that the Church Board of trustees has sufficient time and information to review and approve the annual operating and any proposed capital expenditure budgets.
- 5.7.1.3. Present the draft annual operating budget and capital expenditure budget to the Finance Committee for review and comment no later than ~~7 weeks prior to the Annual Meeting~~ five days prior to the April finance committee meeting.
- 5.7.1.4. Provide the Church membership with an opportunity to discuss the proposed budgets with the Church leadership prior to the Board's approval of it.
- 5.7.1.5. Provide notice to the Church members of at least one meeting for the purposes of discussing the draft annual operating budget and capital expenditure budget with Church leadership no later than 5 weeks prior to the Annual Meeting, with such meeting(s) to be concluded no later than 3 weeks prior to the Annual Meeting.
- 5.7.1.6. Present the draft annual operating budget and capital expenditure budget to the Board of trustees for its approval no later than ~~2 weeks prior to the Annual Meeting~~ five days prior to the May Board meeting.
- 5.7.1.7. Present the budget and any proposed capital expenditures to the Church membership for its approval at the Annual Meeting.
- 5.7.1.8. Insure that the annual operating and capital expenditure budgets:
 - 5.7.1.8.1. Contain sufficient detail to support a reasonably accurate projection of revenues and expenses, and
 - 5.7.1.8.2. Distinguish operational and capital items; and
 - 5.7.1.8.3. Describe the planning assumptions used – including the results of long-term strategic and financial planning; and
 - 5.7.1.8.4. Align with Board-stated priorities and requirements (see visionary goals) in its allocation among competing fiscal needs.

APPROVED.

It was agreed that the Secretary of the Board should be responsible for editing the word document of the GPH and sending a PDF to staff to be added to the webpage.

Currently we have Sunday, April 30, 2017, at 12:30 and Tuesday, May 2, 2017, at 6 PM set for the Congregation to preview the budget.

VI. Executive Session

The Board moved into executive session for a discussion with the ministers.

VII. Adjournment

The meeting was adjourned at 9:29 pm.

**First Universalist Church
March 2017 Statistical Report
April 20, 2017**

MEMORIAL SERVICES:

MARRIAGES/SERVICES OF COMMITMENT: 0

MEMBERS FOR APPROVAL: 6

David James Nash II, Minneapolis
Kelly Nelson-Holley, Richfield
John Holley, Richfield
Taylor Showalter, Minneapolis
Stephanie Mertz, Columbia Heights
Bianca Zick, Minneapolis

MEMBERS REINSTATED: 0

MEMBERS FOR REMOVAL: 0

CHILDREN DEDICATED: 0

MEMBERS (Fiscal Year)	To Date	End of Year Totals			
	2016-2017	2015-2016	2014-2015	2013-2014	2012-2013
	82	54	58	46	110
TOTAL MEMBERS:	988	934	920	921	1030

TOTAL MEMBERS AS OF THE LAST MEETING: 988

To be added:

To be removed:

TOTAL MEMBERS: 988

March Attendance							
			2017				2016
Adults	9:30 AM	11:15			9:30 AM	11:15	
1st week	279	254	533		224	238	462
2nd week	275	407	682		242	277	519
3rd week	323	292	615		288	236	524
4th week	319	255	574		341	304	645
5th week							
Monthly Total							
Average for March	917	954	1871		871	817	1688
	229	239	468		218	204	422
RE							
1st week	208	163	371		193	157	350
2nd week	185	166	351		206	177	383
3rd week	187	166	353		198	178	376
4th week	160	138	298		20	16	36*
5th week							
Monthly Total	740	633	1373		617	528	1145
Average for March	185	158	343		154	132	286
Combined Average	414	397	811		372	336	708
Notes					*Easter, multi-gen service. No RE.		

Sr. Minister Report for April 20, 2017 Board Meeting

I. Opening Reflection

Reading: The Growing Edge

By Rev. Howard Thurman

Look well to the growing edge! All around us worlds are dying and new worlds are being born; all around us life is dying and life is being born. The fruit ripens on the tree, the roots are silently at work in the darkness of the earth against a time when there shall be new leaves, fresh blossoms, green fruit. Such is the growing edge! It is the extra breath from the exhausted lung, the one more thing to try when all else has failed, the upward reach of life when weariness closes in upon all endeavor. This is the basis of hope in moments of despair, the incentive to carry on when times are out of joint and men (people) have lost their reason, the source of confidence when worlds crash and dreams whiten into ash. The birth of the child — life's most dramatic answer to death — this is the growing edge incarnate. Look well to the growing edge!

Reflection: What are the growing edges in your life? In your spiritual life? What are the growing edges in our faith? What speaks to you in this reading?

II. Monitoring Items from Monitoring Schedule:

A. Staff and Volunteer Changes

There are no significant staff or volunteer changes to report.

B. Attendance Trends

Attendance continues to track higher than previous years. We are averaging between 50-100 more people in worship on Sunday.

C. Staff Survey

We've sent the staff survey out. We'll share results at the May Board Meeting.

D. Protection of Assets

Jen will include in her report.

III. Information Items

A. Sanctuary Church Updates:

Denise Konen, Rev. Grant Stevenson, and Rev. Justin Schroeder were interviewed about our Sanctuary work two weeks ago by the CW, a local Twin Cities news station. This interview should air sometime in May.

Members of the Sanctuary and Resistance Team continue to meet with other Sanctuary Church members, as well as ISAIAH. In fact, they are meeting tonight, April 20th. Our Sanctuary and Resistance Team is playing on ways to deepen the congregation's engagement and involvement in immigration issues, Sanctuary Church support, and more.

B. Capital Campaign Update

Architecture Update: A Sub-Group of the Pre-Design team recently reviewed 4 proposals from architectural firms. The Sub-Group unanimously agreed that none of the proposals adequately addressed the Church's Vendor Policy, and we've request that each firm submit an addendum to their proposals, speaking directly to the questions that come out of our vendor policy.

As a reminder, here is our Vendor Policy:

First Universalist Church - Staff Vendor Policy Implemented July 1, 2016

Proposal for Intent and Implementation

We believe that the church expresses its values in the way it spends its resources. We are committed to being intentional with contracts for services and vendors. We believe that the process of evaluating and educating current vendors and the process of intentionally choosing new vendors based on our values will promote our consistent and conscious intention of moving our church community forward using a racial justice lens. With respect to First Universalist's commitment to becoming an actively anti-racist institution the Church Staff will:

Search out qualified vendors and contractors from traditionally under-represented groups, especially people of color and Native communities. Our goal is to have at least 15% of our contractors and vendors be from traditionally under-represented groups, especially people of color and Native communities. These current and potential vendors and contractors will have demonstrated that they hold the essential skills, licenses, and qualifications to provide the services needed.

Maintain an active conversation with vendors by engaging them in a process of evaluation and education, requiring answers to a series of open-ended questions that address hiring practices, fair compensation, and commitment to racial equity. A response to these questions will be required from all vendors above a threshold of \$5000.00 annually. These questions will include:

- Please tell us about the company's commitment to racial equity, and how it is demonstrated through the company's actions.
 - For example: Is the company owned by a person of color or someone from the Native American community? What percentage of employees are people of color or Native people? What percentage of the company's leaders are people of color or Native people? What steps have been

taken within the company to ensure racial equity in hiring and staff development? Who are your vendors/contractors, and do you apply a vendor policy with a racial justice lens to your contractors?

- What does the company do to promote economic growth in the community, especially in neighborhoods that typically experience increased rates of poverty and unemployment?
- Does your company pay a minimum living wage (\$15/hr) to all adult employees? Is there equity in compensation for staff? What benefits are provided and for whom?

Staff will report to the Board of Trustees and the congregation annually in an effort to be accountable and transparent.

Co-Chair Update: from Dan Berg and Sofi Ali (from the Liberal): Good news: We're happy to report that we've now raised nearly \$4 million in pledges for our capital campaign, "Not for Ourselves Alone: Building an Inclusive Future." Thanks to the many members and friends who have stepped up with early and inspirational generosity!

If you haven't been contacted yet, HAVE FAITH! We are still recruiting volunteers to complete the task by the end of May. When you do receive a call, please respond as quickly as possible and accept this opportunity to meet personally for 30-45 minutes to talk about the church and our exciting plans.

We hope to receive as many pledges as possible by Pledge Day, which is on Wednesday, April 26. If you aren't contacted or available for a personal visit in the next two weeks, we invite you to schedule a visit with a campaign volunteer at church for April 24th, 25th or while you are at Pledge Day on the 26th. Stop by the campaign table in the social hall to reserve a time.

On Pledge Day, we will also have everyone's annual campaign pledge cards available so that those still awaiting a capital campaign visit can make their annual pledge.

And yes, on Pledge Day there will be BINGO, as well as a bouncy house, prizes, fabulous food catered by The Sioux Chef, and more. Pledging to the church has never been this much fun!

Thank you for your support!
Dan Berg and Sofi Ali
Capital Campaign Co-Chairs

Update from Skip Schlafer (sent separately)

C. Next Steps with Masjid An-Nur

On Friday, April 21, at 1:30 p.m., we've been invited to attend a service at the Mosque. Following the service, those who are able to are invited to stay for a light meal and conversation

with members of the Mosque. We've been invited to bring a group of 25 people from First Universalist. There is still room. If you're interested in going, please let Justin know.

The next step during our partnership will happen during Ramadan -- May 25 - June 25. We haven't chosen a day yet, but the intention is to have a group of First Universalist members and friends fast for a day, and then join members of the Mosque in the Iftar Meal, in the breaking of the fast.

Finally, in October, we'll join Masjid An-Nur and many others, in their Annual Day of Dignity Event. More details to come.

In these days of divisive rhetoric, religious intolerance, and fear-mongering, our faith calls us to travel outside of the familiar pathways we know and to build deep and lasting relationships with our neighbors. The world we long to see is born out of such relationships, relationships that honor difference, and that strive to learn from one another, and that wish to do a good thing together.

I am particularly grateful to Fawzia Khan; Fawzia spent much of her childhood in Pakistan and is deeply familiar with Islam. She and I attended the Mosque on April 7th, to get a sense of the Friday prayer service (called Jumah), so that we could help prepare our people for the visit on April 21st.

D. Racial Justice Leadership Team Update

The Team has a draft proposal to share with the Board of Trustees, that outlines how the Team moves forward, creating a Racial Justice Change Team (a Committee of the Board), as well as a Racial Justice Programming/Resource Team (a Staff Committee.) Both committees are designed to keep the Church (via the Board and Staff), accountable to its Racial Justice Commitment. (This document will be shared separately.)

E. Holiday Giving Update

The Faithful Action Council has clarified and updated the Holiday Giving process and guidelines. After much consideration and debate, regarding the merits and impact of doing Holiday Giving during this first year of the Capital Campaign, the Council has endorsed moving ahead with the Holiday Giving project this year. This keeps the church on the every other year track for Holiday Giving. Additionally, the Council has set forth guidelines that expand the possible recipients of the Holiday Giving (it's not limited to just our Faithful Action Partners). The Council wants the Holiday Giving Campaign to have multi-generational appeal, to have volunteer opportunities for youth, and to give us a chance to act as white allies/advocates for change. Furthermore, we hope that the Holiday Giving project will have a systemic impact, as well.

Financial Summary
April 16, 2017
Prepared by Rev. Jen Crow

Summary

Income and expenses continue to track largely as expected, with no deficit or significant surplus projected for the end of the year at this time. YCE and Boston Trip Fundraisers are ahead of budget but are offset by corresponding expenses.

Income

Income is tracking ahead of expectations, largely as a result of our large tenant (Southside Child Development Center). Offering Plate funds for the church and Memorial Donations are also coming in ahead of expectations. Pledges are largely on track. Third quarter is often a slow time for pledges coming in, but after third quarter statements are sent out pledge payments typically pick up prior to the end of the year.

Expenses

Expenses are tracking higher than budgeted, with salaries coming in higher due to an increase in facility staff hours to support the large tenant. Consultant expenses are also higher than budgeted due to realtor fees and computer repairs. As noted above, total expenses are high due to Boston Youth Trips and YCE expenses. These expenses are offset by fundraising revenues as mentioned above.

Updates/Action Item

As of January 1, 2017, MAP for Nonprofits has merged with the Nonprofit Assistance Fund. As a result of that merger, there has been some staff turnover, and our accounting consultant, Kurt Hochfeld, made the decision to resign. We are currently in conversation with MAP about retaining a new consultant. Concurrently, we are also receiving proposals for services from Kurt and one other accounting firm. We plan to make a decision and be working with our new (or old) accounting consultant within a month.

We are grateful to have received a bequest from long-time member, Shirley Olson, in the amount of \$10,000. As per our Gift Acceptance Policy, any gifts of \$10,000 or more will be directed to our Legacy Fund, and the Board of Trustees may allocate up to 10% of the gift to the annual operating fund. The staff requests that the Board approve 10% of the gift to be allocated to the operating fund.

**First Universalist Church of Minneapolis
 Analysis of Revenues & Expenses - Summary
 July 2016 to February 2017**

Accounts	Current Balance (This Year)	YTD Budget (This Year)	Annual Budget (This Year)	Last Year YTD Actual
Revenues				
Pledges	\$741,516.50	\$743,850.00	\$1,115,775.00	\$724,758.15
Contributions Unrestricted	\$79,518.85	\$80,000.00	\$120,000.00	\$76,216.85
Contributions Temp Restricted	\$0.00	\$0.00	\$0.00	\$0.00
Contrib Released from Restr	\$0.00	\$0.00	\$0.00	\$0.00
Fundraisers	\$52,771.82	\$17,666.72	\$26,500.00	\$48,266.90
Program Fees	\$2,079.25	\$4,400.00	\$6,600.00	\$10,361.00
Dividends & Interest	\$9,208.97	\$10,000.00	\$15,000.00	\$11,410.86
Rental Income	\$62,960.41	\$38,266.64	\$57,400.00	\$66,785.24
Realized Gains & Losses	\$1,037.04	\$0.00	\$0.00	(\$291.65)
Unrealized Gains & Losses	\$841.13	\$0.00	\$0.00	(\$96.81)
Other Income	\$8,526.81	\$2,222.24	\$3,333.33	\$7,742.26
Total Revenues	<u>\$958,460.78</u>	<u>\$896,405.60</u>	<u>\$1,344,608.33</u>	<u>\$945,152.80</u>
Expenses				
Salaries & Wages	\$494,651.86	\$483,481.28	\$725,222.00	\$485,999.72
Payroll Taxes	\$37,156.37	\$36,896.72	\$55,345.00	\$29,524.41
Employee Benefits				
Medical Insurance	\$40,330.28	\$42,513.92	\$63,771.00	\$46,279.58
LTD	(\$0.04)	\$700.00	\$1,050.00	\$306.25
Life	\$1,113.80	\$1,585.28	\$2,378.00	\$1,219.52
401K	\$41,720.36	\$41,577.92	\$62,367.00	\$37,967.57
Total Employee Benefits	<u>\$83,164.40</u>	<u>\$86,377.12</u>	<u>\$129,566.00</u>	<u>\$85,772.92</u>
Professional Expenses	\$19,615.20	\$16,160.00	\$24,240.00	\$14,268.00
Temporary Labor	\$20,899.50	\$23,533.28	\$35,300.00	\$18,831.37
Program Expenses	\$44,802.80	\$34,933.20	\$52,400.00	\$64,322.74
Miscellaneous Program Expenses	\$35,371.99	\$8,166.72	\$12,250.00	\$24,369.72
Membership Program Expenses	\$7,718.06	\$6,133.36	\$9,200.00	\$6,892.74
Fundraising Expenses	\$466.39	\$3,666.64	\$5,500.00	\$505.99
Administrative Expenses	\$58,866.44	\$52,233.28	\$78,350.00	\$51,447.24
Miscellaneous Expenses	\$3,364.64	\$4,800.00	\$7,200.00	\$1,523.59
Insurance	\$15,046.13	\$15,833.36	\$23,750.00	\$12,814.90
Dues & Memberships	\$22,259.00	\$29,233.36	\$43,850.00	\$8,400.00
Utilities	\$34,135.66	\$32,666.72	\$49,000.00	\$29,474.34
Repairs & Maintenance	\$13,006.49	\$21,333.28	\$32,000.00	\$19,167.73
Other Building Related Expense	\$45,065.58	\$43,316.64	\$64,975.00	\$44,435.65
Offering Plate for Community	\$817.00	\$5,000.00	\$7,500.00	\$10,547.30
Total Expenses	<u>\$936,407.51</u>	<u>\$903,764.96</u>	<u>\$1,355,648.00</u>	<u>\$908,298.36</u>
Net Total	\$22,053.27	(\$7,359.36)	(\$11,039.67)	\$36,854.44

First Universalist Church of Minneapolis
Balance Sheet
February 2017

Headings and Account

Current Balance (This Year)

Assets		
Current Assets		
Cash & Cash Equivalents		
Sunrise Bank - Checking	\$	15,977.42
U S Bank - Savings	\$	416.78
Total Cash & Cash Equivalents	\$	16,394.20
Investments		
Schwab- Church Operating	\$	68,058.20
Schwab - Church Reserve	\$	305,082.57
Schwab - Don Carter & Mary Carter	\$	71,061.24
Schwab- Legacy Fund	\$	791,606.63
Schwab - Temporarily Restricted	\$	112,108.82
Sunrise - Church Reserve	\$	1,668.87
Total Investments	\$	1,349,586.33
Cash & Cash Equiv - Foundation		
University Bank - Foundation	\$	11,138.34
Total Cash & Cash Equiv - Foundation	\$	11,138.34
Investments - Foundation		
Schwab - Foundation	\$	1,651,854.77
Total Investments - Foundation	\$	1,651,854.77
Total Current Assets		\$ 3,028,973.64
Other Current Assets		
Other Current Assets		
Mortgage Escrow Deposits	\$	3,064.91
Prepaid Expenses	\$	16,320.96
Prepaid Loan Expenses	\$	6,718.42
Prepaid Medical Insurance	\$	6,072.93
Total Other Current Assets	\$	32,177.22
Total Other Current Assets		\$ 32,177.22
Fixed Assets		
Fixed Assets		
Fixed Assets	\$	1,768,985.75
Total Fixed Assets	\$	1,768,985.75
Total Fixed Assets		\$ 1,768,985.75
Total Assets		\$ 4,830,136.61

Liabilities & Equity

Current Liabilities		
Accounts Payable		
Accounts Payable	\$	29,647.97
Total Accounts Payable	\$	29,647.97
Total Current Liabilities		\$ 29,647.97
Other Current/Long-Term Liabilities		
Benefits Payable	\$	1,573.94
Accrued Expenses	\$	13,993.17
Deferred Revenue	\$	10,367.69
Misc Other Liabilities	\$	30,656.01
Mortgage Payable - Long Term	\$	583,822.76
Mortgage LOC Advance Payble	\$	138,803.02
Total Other Current/Long-Term Liabilities	\$	779,216.59
Total Other Current/Long-Term Liabilities		\$ 779,216.59
Total Liabilities & Equity		\$ 808,864.56
Fund Principal and Excess Cash Received		
Fund Principal		
Undesignated Net Assets/Equity		
Church Equity	\$	1,628,342.51
Total Undesignated Net Assets/Equity	\$	1,628,342.51
Designated Net Assets		
Board Designated Net Assets	\$	993,475.99
Total Designated Net Assets	\$	993,475.99
Unrestricted Net Assets		
Unrestricted Net Assets	\$	662,660.73
Total Unrestricted Net Assets	\$	662,660.73
Temp Restricted Net Assets		
Temp Restricted Net Assets	\$	132,718.67
Total Temp Restricted Net Assets	\$	132,718.67
Other Temp Restr Net Assets		
Temp Restr - Legacy Fund	\$	58,112.97
Temp Restr Cummins Ministerial Fund	\$	199,881.35
Total Other Temp Restr Net Assets	\$	257,994.32
Permanently Restricted		
Don Carter Endowment	\$	54,893.78
M E Carter Endowment	\$	14,568.10
Total Permanently Restricted	\$	69,461.88
Total Fund Principal	\$	3,744,654.10
Excess Cash Received		
Excess Cash Received	\$	276,617.95
Total Excess Cash Received	\$	276,617.95
Total Fund Principal and Excess Cash Received		\$ 4,021,272.05
Total Liabilities & Equity, Fund Principal, & Restricted Funds		\$ 4,830,136.61

Capital Campaign 2016-2017 Budget Breakdown (As of 04/13/2017)

Division	Budget	\$	Remaining Budget
Revenue			
Donations/Legacy Fund Transfer	\$ 6,400,000.00	\$ 344,856.45	\$ (6,055,143.55)
Expense			
Consultants	\$ 230,000.00	\$ 186,000.00	\$ 44,000.00
Printing/Supplies	\$ 8,000.00	\$ 2,144.70	\$ 5,855.30
Launch Event	\$ 30,000.00	\$ 50,929.67	\$ (20,929.67)
Architectural Pre-Work	\$ 27,000.00	\$ 2,000.00	\$ 25,000.00
Total Budget	\$ 295,000.00	\$ 241,074.37	
Remaining Budget	\$ 53,925.63		
Total Loan from Legacy Fund	\$ 37,289.94		

Board Monitoring Items, April 2017

The Senior Ministry team and all church staff are in compliance with Section 5.9. of the Governing Policies Handbook, which states:

Asset Protection

The Senior Minister shall not allow the assets of the Church to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Senior Minister shall not fail to:

5.9.1. Comply, to a reasonable extent, with Generally Accepted Accounting Principles with regard to all financial transactions and reports.

5.9.2. Insure against theft and casualty losses at replacement value less reasonable deductible and/or co-insurance limits.

5.9.3. Insure against corporate liability and personal liability of Board members and staff, taking into account pertinent statutory provisions for indemnification and exemptions applicable to Minnesota non-profit organizations.

5.9.4. Prevent un-bonded personnel access to material amounts of funds.

5.9.5. Properly maintain the Church physical plant and equipment.

5.9.6. Solicit at least two competitive bids when making purchases or entering contracts for over \$10,000.

5.9.7. Invest foundation and Church capital in accordance with approved investment policies.

5.8.4. Provide cash reconciliations and completed financial reports on a monthly basis to the Board in writing.

5.8.5. Provide reasonable access to financial records by the Board, its committees, and authorized outside advisors.

5.8.6. Perform the following only with the explicit prior approval of the Board of Trustees:

5.8.6.1. Borrow funds

5.8.6.2. Make unbudgeted transfers or “loans” between the general funds and the Legacy funds

5.8.6.3 Solicit funds within the fiscal year for non-budgeted purposes with explicit designation of the intended expenses, and periodic reporting of the funds raised and matching expenditures.

5.9.8. Protect intellectual property, information, and files from significant damage.

5.9.9. Protect the Church’s public image, credibility, and non-profit status.

5.9.10. Honor documented donor and source restrictions placed on foundation, legacy and restricted funds.

**2017-18 Proposed Budget
Executive Summary
Prepared by Rev. Jen Crow
4/14/2017**

Overview

The 2017-18 budget is presented as a balanced budget. It includes the assumptions affirmed by the Board of Trustees at its February meeting, and it allows us to continue down the path of increasingly aligning our resources with our values. In this budget, we continue the elimination of RE fees, the funding of a Racial Justice line item, increases in our dues to the UUA and the MidAmerica Region, and progress toward fair staff compensation.

Income

This budget includes:

- No overall increase or decrease in pledges
- Use of the temporarily restricted Music Fund (5945.89) to help cover piano repairs and beginning of new Artist-in-Residence program
- A 7% draw from the Legacy Fund (within the acceptable 4-7% range)
- Our major tenant, Southside Child Development Center, continues
- General fundraising line at \$15,000
- Increase in offering plate for the church (7,000)
- Slight increase in unrestricted donations
- Holiday giving program, with 10% given to the church, will happen in 2017

Expenses

This budget includes:

- \$15/hr minimum pay rate for all regular adult employees
- Increase in facilities and RE hours to support tenant
- Increase in utilities to support tenant
- 3% pool for raises
- Meet the increase in health insurance premiums to continue our current plan (roughly a 15% increase)
- 5% increase to Mid-America and UUA dues
- Continued funding of the Racial Justice line item at \$7500
- Reduce mortgage interest expense by $\frac{1}{4}$, assumes that mortgage is paid off by 3/1/18
- Increase in piano tuning for repairs
- Adjustment of salaries to bring them closer to appropriate salary ranges
- Continued elimination of RE fees

This budget does not include savings for sabbatical coverage, financial audits, or costs should we be called to become a Sanctuary church. Staff believes that Sanctuary costs can be absorbed in the operating budget, through offering plate collections, and through the gifts of Sanctuary supporting congregations.

2017-18 Draft 3-year Budget

	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget	Budget
Income						
Pledges						
4015 · Pledges	\$ 1,246,027.05	\$ 1,209,735.00	\$ 1,174,500.00	\$ 1,174,500.00	\$ 1,155,000.00	1,131,525.93
4025 · Est Unpaid Pledges Release:	-\$ 62,301.35	-\$ 60,486.75	-\$ 58,725.00	-\$ 58,725.00	-\$ 57,750.00	(55,470.00)
Total Pleges	\$ 1,183,725.70	\$ 1,149,248.25	\$ 1,115,775.00	\$ 1,115,775.00	\$ 1,097,250.00	1,076,055.93
Contributions Unrestricted						
4110 · Contributions Unrestricted	\$ 70,000.00	\$ 70,000.00	\$ 75,000.00	\$ 67,500.00	\$ 50,000.00	48,333.34
4113 · Contributions Hospitality	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	500.00
4140 · Offering Plate for Church	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 30,000.00	\$ 36,000.00	40,000.00
Total Unrestricted	\$ 105,500.00	\$ 105,500.00	\$ 110,500.00	\$ 98,000.00	\$ 86,500.00	88,833.34
Contributions Temp Restricted						
4291 · Cummins Contr Temp Restr	\$-	\$-	\$ -	\$ -	\$ -	0.00
Total contributions Temp Rest	\$-	\$-	\$ -	\$ -	\$ -	0.00
Contributions Released from Rest						
4310 · Misc Contr Releases	\$ 9,500.00	\$ 9,500.00	\$ 9,500.00	\$ 50,000.00	\$ 9,500.00	9,500.00
4320 · Offering Plate for Comm Rel	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 38,000.00	\$ 54,000.00	60,000.00
Grant from Foundation	\$-	\$ -	\$ -	\$ -	\$ 5,000.00	
4380 · Legacy Fund Releases	\$ 25,000.00	\$ 25,000.00	\$ 23,000.00	\$ 22,000.00	\$ 21,299.20	13,061.88
Total Contrib Released from Restri	\$ 74,500.00	\$ 74,500.00	\$ 72,500.00	\$ 110,000.00	\$ 89,799.20	82,561.88
Fundraisers						
Families Moving Forward Fundrais	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 9,000.00	
Families Moving Forward, 10% reta	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,000.00	
Holiday Giving, 10% goes to church	\$-	\$ -	\$ 6,000.00	\$ -	\$ 7,000.00	
Holiday Giving	\$-	\$ -	\$ 54,000.00	\$ -	\$ 63,000.00	
4540 · Misc Fundraisers	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 5,000.00	\$ 35,000.00	37,000.00
4550 · YCE	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	11,000.00
4560 · Youth Trips	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	10,000.00
Total Fundraisers	\$ 51,500.00	\$ 51,500.00	\$ 111,500.00	\$ 31,500.00	\$ 136,000.00	58,000.00
Program Fees/Donations						
4601 · RE Basic	\$-	\$ -	\$ -	\$ -	\$ -	32,760.00
4602 · RE 7th Grade Donation	\$-	\$ -	\$ -	\$ -	\$ 500.00	750.00
4603 · RE 8th Grade Donation	\$-	\$ -	\$ -	\$ -	\$ 1,000.00	1,500.00
4604 · RE COA Donation	\$-	\$ -	\$ -	\$ -	\$ 2,500.00	2,500.00
Senior High Donation	\$-	\$ -	\$ -	\$ -	\$ 500.00	
4609 · RE Summer	\$-	\$ -	\$ -	\$ -	\$ -	1,200.00
4610 · Re 5th Grade OWL Donation	\$-	\$ -	\$ -	\$ -	\$ 1,000.00	1,600.00
4620 · Summer Camp Fees	\$ 6,600.00	\$ 6,600.00	\$ 6,600.00	\$ 6,600.00	\$ 6,600.00	2,000.00
Total Program Fees	\$ 6,600.00	\$ 6,600.00	\$ 6,600.00	\$ 6,600.00	\$ 12,100.00	42,310.00

2017-18 Draft 3-year Budget

	2018-19	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget	Budget
Large Tenant	\$ 103,992.00	\$ 103,992.00	\$ 103,992.00	\$ 91,994.00	\$ 77,000.00	0.00
4711 · Misc Room Rentals	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 10,000.00	\$ 9,000.00	10,333.33
4712 · Weight Watchers	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	4,800.00
4713 · ShirTikvah	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 4,800.00	\$ 4,000.00	3,800.00
4714 · 12 Step Groups	\$-	\$ -	\$ -	\$ -	\$ 500.00	500.00
4770 · Antennae Lease	\$ 13,500.00	\$ 13,500.00	\$ 13,500.00	\$ 13,200.00	\$ 12,144.00	12,144.00
4781 · Weddings & Commitments	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	500.00
Total Rental Income	\$ 137,292.00	\$ 137,292.00	\$ 137,292.00	\$ 125,794.00	\$ 108,444.00	32,077.33
Dividends & Interest						
4801 · Div & Int Unrestricted	\$ 20,000.00	\$ 20,000.00	\$ 15,000.00	\$ 15,000.00	\$ 10,000.00	10,000.00
Total Dividends & Interest	\$ 20,000.00	\$ 20,000.00	\$ 15,000.00	\$ 15,000.00	\$ 10,000.00	10,000.00
Other Income						
4951 · Misc Income	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	3,333.33
Total Other Income	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	3,333.33
Total Income	\$ 1,582,451.03	\$ 1,547,973.58	\$ 1,572,500.33	\$ 1,506,002.33	\$ 1,543,426.53	1,393,171.81
Gross Profit	\$ 1,582,451.03	\$ 1,547,973.58	\$ 1,572,500.33	\$ 1,506,002.33	\$ 1,543,426.53	1,393,171.81
Expenses:						
Salaries & Wages						
5001 · Salaries & Wages	\$ 852,327.06	\$ 827,502.00	\$ 803,400.00	\$ 752,181.00	\$ 609,232.00	635,237.00
5003 · Senior Ministers Salary	included above	included above	included above	included above	\$ 109,200.00	109,803.00
Total Salaries & Wages	\$ 852,327.06	\$ 827,502.00	\$ 803,400.00	\$ 752,181.00	\$ 718,432.00	745,040.00
Employee Benefits						
Payroll Taxes	\$ 65,062.88	\$ 63,167.84	\$ 61,328.00	\$ 57,409.00	\$ 54,830.00	34,244.50
5021 · Medical Insurance	\$ 93,291.99	\$ 81,123.47	\$ 70,542.15	\$ 61,341.00	\$ 84,017.00	83,054.00
5022 · LTD	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00	\$ -	\$ 1,940.00	1,940.00
5026 · Life Insurance	\$ 2,378.00	\$ 2,378.00	\$ 2,378.00	\$ 2,378.00	\$ 2,378.00	2,378.00
5028 · 401K	\$ 70,337.67	\$ 68,289.00	\$ 66,300.00	\$ 63,077.00	\$ 56,925.00	62,531.00
Sabbatical Savings	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00			
Total Employee Benefits	\$ 233,120.54	\$ 216,008.31	\$ 201,598.15	\$ 184,205.00	\$ 200,090.00	184,147.50
Professional Expenses						
5031 · Professional Expenses	\$ 27,990.00	\$ 27,990.00	\$ 27,400.00	\$ 24,240.00	\$ 16,990.00	15,995.00
5035 · Senior Minister Prof Expenses	included above	included above	included above	included above	\$ 8,000.00	6,000.00
Total Prof Exp	\$ 27,990.00	\$ 27,990.00	\$ 27,400.00	\$ 24,240.00	\$ 24,990.00	21,995.00
Temporary Labor						
5041 · Temp Labor	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,600.00	\$ 4,500.00	4,500.00
5042 · Childcare	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 7,000.00	0.00
5043 · Guest Speakers	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 600.00	0.00
5045 · Musicians	\$ 12,600.00	\$ 12,600.00	\$ 12,600.00	\$ 12,600.00	\$ 11,000.00	10,500.00
5047 · Sound Technicians	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 3,300.00	\$ 3,300.00	3,300.00
Total Temp Labor	\$ 32,900.00	\$ 32,900.00	\$ 32,900.00	\$ 35,300.00	\$ 26,400.00	18,300.00

2017-18 Draft 3-year Budget

	2018-19	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget	Budget
Program Expenses						
5103 · Classroom Supplies	\$ 13,000.00	\$ 13,000.00	\$ 12,000.00	\$ 11,000.00	\$ 10,000.00	9,000.00
5121 · Teacher Workshops	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 1,800.00	\$ 1,300.00	1,300.00
5123 · Grade 7	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 800.00	800.00
5124 · Grade 8	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,500.00	1,800.00
5125 · Grade 9 COA	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 2,500.00	2,500.00
5126 · Grade 10 11 12	\$ 700.00	\$ 700.00	\$ 700.00	\$ 500.00	\$ 700.00	700.00
5127 · Summer Programs (Camps)	\$ 6,600.00	\$ 6,600.00	\$ 6,600.00	\$ 6,600.00	\$ 10,739.00	600.00
5128 · Youth Social Activities	\$ 400.00	\$ 400.00	\$ 500.00	\$ -	\$ 400.00	400.00
5129 · Senior High Trips	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	10,000.00
5131 · Adult Ed	\$ 1,700.00	\$ 1,700.00	\$ 1,700.00	\$ 1,200.00	\$ 1,200.00	200.00
5132 · Circles (formerly Small Grou	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	1,600.00
5799 Racial Justice	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	7,500.00
5134 · Multigenerational Music	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 500.00	500.00
5135 · Music Purchases	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	3,000.00
5136 · Piano Tuning	\$ 2,000.00	\$ 2,000.00	\$ 2,200.00	\$ 1,750.00	\$ 1,420.00	1,420.00
5137 · Worship Items Misc	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	500.00
5140 · Memorials Expense	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	400.00
5199 · Other Program Expense	\$ 9,000.00	\$ 9,000.00	\$ 8,500.00	\$ 8,300.00	\$ 8,300.00	9,248.00
Total Program Expenses	\$ 64,150.00	\$ 64,150.00	\$ 62,950.00	\$ 59,900.00	\$ 61,959.00	51,468.00
Other Expenses						
5201 · Winter Solstice	\$-	\$ -	\$ -	\$ -	\$ 250.00	0.00
5202 · Labyrinth	\$-	\$-	\$-	\$ -	\$ -	0.00
5203 · Library	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	0.00
5209 · Action Groups	\$ 3,000.00	\$ 3,000.00	\$ 2,500.00	\$ 500.00	\$ 500.00	500.00
5210 · Friendship Caring Corner	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	400.00
5231 · YCE Supplies	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	11,000.00
5232 · YCE Travel & Related	\$-	\$-	\$-	\$ -	\$ -	0.00
5233 · YCE Other	\$-	\$-	\$-	\$ -	\$ -	0.00
Families Moving Forward	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 9,000.00	
Total Other	\$ 19,750.00	\$ 19,750.00	\$ 19,250.00	\$ 17,250.00	\$ 21,500.00	11,900.00
Membership Expenses						
5251 · Hospitality	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,000.00	\$ 7,500.00	8,500.00
5252 · Visitor Welcoming	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 600.00	\$ 600.00	600.00
5254 · New Member Programs	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	1,200.00
Total Membership Expenses	\$ 10,100.00	\$ 10,100.00	\$ 10,100.00	\$ 9,200.00	\$ 8,700.00	10,300.00

2017-18 Draft 3-year Budget

	2018-19	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget	Budget
Fundraising Expenses						
5301 · Pledge Drive	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 4,000.00	\$ 5,000.00	5,000.00
5302 · Planned Giving	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 1,500.00	\$ 2,000.00	3,000.00
5303 · Misc Fundraisers	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ -	\$ 3,500.00	0.00
5390 · Racial Justice				\$ -		0.00
5808 · The Greater Good	\$-	\$-	\$-	\$ -	\$ 300.00	0.00
Total fundraising Expenses	\$ 10,500.00	\$ 10,500.00	\$ 10,500.00	\$ 5,500.00	\$ 10,800.00	8,000.00
Office Expenses						
5401 · General Office Supplies	\$ 6,100.00	\$ 6,100.00	\$ 6,100.00	\$ 5,500.00	\$ 6,100.00	6,100.00
5402 · Paper	\$ 2,200.00	\$ 2,200.00	\$ 2,200.00	\$ 2,000.00	\$ 2,000.00	2,000.00
Total 5400 · Office Supplies	\$ 8,300.00	\$ 8,100.00	\$ 8,300.00	\$ 7,500.00	\$ 8,100.00	8,100.00
5410 · Small Furnishings Purchase	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,700.00	\$ 2,000.00	2,000.00
5412 · Visual Arts	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	4,200.00
5414 · Printing & Copying	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 18,500.00	\$ 18,000.00	15,000.00
5416 · Postage & Shipping	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 4,000.00	5,960.00
5418 · Telephone	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 3,500.00	2,900.00
5420 · Internet Expense	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	1,800.00
5422 · Website	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	1,500.00
5424 · Software Expense	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 5,500.00	6,650.00
5426 · Equipment Leases	\$ 175.00	\$ 175.00	\$ 175.00	\$ 175.00	\$ 175.00	175.00
5432 · Sound System	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 6,000.00	\$ 3,000.00	3,000.00
Total 5430	\$ 49,675.00	\$ 49,675.00	\$ 49,675.00	\$ 52,875.00	\$ 43,375.00	43,185.00
5440 · Insurance						
5441 · Workers Comp	\$ 7,263.62	\$ 7,191.71	7120.5	\$ 7,050.00	\$ 7,008.00	5,800.00
5442 · Liability Insurance	\$ 17,206.03	\$ 17,035.67	\$ 16,867.00	\$ 16,700.00	\$ 14,250.00	17,000.00
Total Insurance	\$ 24,469.65	\$ 24,227.38	\$ 23,987.50	\$ 23,750.00	\$ 21,258.00	22,800.00
Denominational Expenses						
5451 · Dues & Memberships UUA	\$ 38,166.90	\$ 36,349.43	\$ 34,618.50	\$ 32,970.00	\$ 31,400.00	27,600.00
5452 · Dues & Memberships PSD	\$ 11,668.86	\$ 11,113.20	\$ 10,584.00	\$ 10,080.00	\$ 9,600.00	8,400.00
5453 · Dues & Memberships Other	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 1,460.00	1,460.00
Total 5450 · Dues & Memberships	\$ 50,635.76	\$ 48,262.63	\$ 46,002.50	\$ 43,850.00	\$ 42,460.00	37,460.00

