

First Universalist Church Board of Trustees

March 17, 2016

Board Packet

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Date: March 14, 2016

To: First Universalist Board of Trustees

From: Cindy Marsh, President

Re: March 17, 2016 Meeting

What an exciting, fun and successful pledge day! We still have a ways to go but have a strong start.

Please come prepared for a full agenda on Thursday and please read all proposals and materials carefully. We have many critical items to discuss.

In the Senior Minister and President items section, Justin and I have these key items:

- We have proposed a one year experiment with board size; see the proposal in the packet. The aim is to discuss it at this meeting.
- Secondly, I will provide an update on our recommendations to the Nominating Committee; we overstepped our authority in “directing” the Nominating Committee. This committee is independent of the board and elected by and responsible to the congregation. To address at least some of our intentions, Karin Wille and I have made modifications to our own position description (see proposed modifications in your packets).
- We will present some thoughts on how we can be more effective as a board with the Choice Points model.
- Finally the Finance Committee will present a preliminary budget based on finding a tenant and achieving our pledge goal; options for a more conservative budget are presented in the event that we do not achieve these goals.

Richard and Eric will provide an update and next steps on our Visionary Goals refresh process.

The board subcommittee charged with selecting a capital campaign consultant (Justin, Cindy, Dick, and Dave) has completed extensive work, educating ourselves about the fundamentals of a capital campaign and researching potential campaign consultants (interviewing and reference checking). We will present our decision/recommendation.

Finally the Finance Committee will present a preliminary budget: one version that is a stretch budget based on finding a tenant and achieving our pledge goal, and a second more conservative budget in the event that we do not. The Finance Committee will also present a proposal for vendor selection aligned with our equity and racial justice goals.

I look forward to being together on the 17th! We will deserve to celebrate St. Patrick’s Day after making it through this agenda!

First Universalist Church of Minneapolis
Board of Trustees Meeting
17 March, 2016
6:30 p.m. Cummins Room
Agenda

- 6:30 Call to Order
- 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
 - Check-in/thought question
- 6:50 Consent Agenda
- Approval of minutes from February 18 meeting
 - Acceptance of attendance and membership numbers
- 6:55 Items from the Senior Minister and President
- Proposal on Board size experiment
 - Update on Nominating Committee recommendations; proposal on additions to our position description
 - Thoughts on our use of Choice Points
- 7:35 Visionary Goals Refresh: Update and next steps (Richard and Eric)
- 7:50 Break
- 8:00 Comprehensive Stewardship Campaign: Update and next steps (Justin and Cindy)
- 8:20 Finance Committee Report (Jen)
- Preliminary budget review (20 minutes)
 - Vendor Selection proposal (10 minutes)
- 8:50 Governance Committee Report (Richard)
- 9:05 Adjournment

First Universalist Church of Minneapolis

Board of Trustees Meeting

Minutes

February 18, 2016

I. Attendance.

Trustees Present: Dave Bach, Marion Bauer, Jill Braithwaite, Eric Cooperstein, Cindy Marsh, Christina Nicholson, Dick Niemiec, Richard Spratt.

Trustee Absent: Karin Wille

Staff Present: Rev. Jen Crow, Rev. Justin Schroeder

Others in attendance: Bob Friedman

The meeting convened at 6:34 with the call to order and chalice lighting.

The Trustees discussed, as reading and spiritual reflection, “Medicine,” by Alice Walker

II. Consent Agenda – moved and approved.

- Approval of minutes from January 21 meeting
- Acceptance of attendance and membership numbers

III. Items from the Senior Minister

Rev. Schroeder’s report was included in the board packet. Key items included that Rev. Tenebrink is working on collecting data regarding the question of what membership means to church members; review of membership trends over the past six years (monitoring issue); and an upcoming staff survey (monitoring issue).

In addition, Rev. Schroeder reported that SURJ (Standing Up for Racial Justice) has been meeting at our church. Rev. Schroeder and Richard Spratt met with a congregant regarding concerns about activism during church services. Early pledge calling may have yielded as much as \$25,000 in pledged increases.

FALC has reviewed congregant applications for organizations with whom the Church might enter into partnerships. An announcement of the partnerships will be forthcoming.

IV. Finance Committee Report.

Reverend Crow reported on 2nd quarter financials, which are essentially in line with overall budget projections. Pledges are tracking well with expectations and we have had some unexpected contributions in the first half of the year which exceeded budget. Expenses are either in line with budget or there has been balance between over and under budgeted expenses.

Funding for deferred maintenance and capital improvements continues to be a concern. Occasionally, priorities for repairs need to be reordered. Rev. Crow will work with the Finance Committee whenever re-ordering is necessary.

Planning for the 2016-17 budget turns in large part on replacing the current tenant starting September 1, 2016, and a targeted increase in pledges of \$80,000.

Eric updated the Board on the Finance Committee's work on the issue of fossil fuel divestment and plans to reach out to church stakeholders regarding an approach to addressing that issue.

V. Congregational concerns

Church member Bob Friedman was provided with the opportunity to provide input to the Board regarding church communications, improving attendance at state-of-the-church and budget meetings, providing input on the church budget, and navigating the church website.

VI. Visionary Goals Refresh

Rev. Schroeder and a group of trustees (Richard, Dave, Eric) met with Rainbow Research to determine whether they might submit a competing bid to assist the church in refreshing our visionary goals this spring. Rainbow submitted a proposal which took a somewhat different approach than Unity Consulting. The Trustees discussed the pros and cons of hiring Unity Consulting and Rainbow Research, including applying a racial justice lens.

A motion to hire Rainbow Research to conduct visionary goals refresh was seconded and passed unanimously. Eric and Richard will contact Rainbow Research to move forward. Cindy will contact Unity Consulting to close the loop on our discussions with them.

VII. Items from the President

President Marsh provided information regarding the exploratory committee for a capital campaign and offered an amendment to the governance committee minutes regarding the efforts to apply a racial justice lens to the selection of a consultant to conduct the campaign. Rev. Schroeder and Dave Bach have done extensive work trying to find consultants who are diverse or from communities of color to conduct a capital campaign, without success. Nevertheless, the point was made that a racial justice lens may still be applied in other ways to the selection of a contractor.

VIII. Governance Committee Report

Richard Spratt reported on the recent work of the committee to supplement the minutes in the Board packet. There are no monitoring items coming up in March.

The governance committee expressed concern about whether the Board is really applying the Choice Points model for applying a racial justice lens to decision making and

meaningfully affecting outcomes, with a goal toward ending “business at usual” at Church and always moving closer toward equity.

The meeting adjourned at 8:50 p.m.

007	Not at all (OR we clearly failed to practice this)		Neutral / Did not come up this month		We practiced this goal	Total	Weighted Average
▼ a. We opened up to each other with trust	0.00% 0	0.00% 0	14.29% 1	57.14% 4	28.57% 2	7	4.14
▼ b. We assumed positive intent even when conflict arose	0.00% 0	14.29% 1	0.00% 0	57.14% 4	28.57% 2	7	4.00
▼ c. We stayed focussed on the entire meeting	0.00% 0	14.29% 1	0.00% 0	42.86% 3	42.86% 3	7	4.14
▼ d. We asked courageous questions	0.00% 0	14.29% 1	14.29% 1	14.29% 1	57.14% 4	7	4.14
▼ e. We applied a racial justice lens	0.00% 0	14.29% 1	0.00% 0	28.57% 2	57.14% 4	7	4.29
▼ f. We made sure all voices were heard before we came to a conclusion	0.00% 0	0.00% 0	28.57% 2	42.86% 3	28.57% 2	7	4.00
▼ g. We embraced conflict as normal when dealing with complex issues	0.00% 0	14.29% 1	14.29% 1	42.86% 3	28.57% 2	7	3.86

February Attendance

	2016			2015		
Adults	9:30	11:15		9:30	11:15	
1st week	234	*	234	243	331	574
2nd week	316	205	521	295	443	738
3rd week	251	284	535	298	277	575
4th week	200	281	481	228	217	445
5th week						
Monthly Total	1001	770	1771	1064	1268	2332
Average for February	250	257	443	266	317	583
RE						
1st week	212	171	383	191	178	369
2nd week	99	81	180	181	168	349
3rd week	228	176	404	110	88	198
4th week	217	188	405	161	153	314
5th week						
Monthly Total	756	616	1372	643	587	1230
Average for January	189	154	343	161	147	308
Combined Average	439	411	786	427	464	891

*No data recorded for 11:15 service.

*President's Day wknd, no 6th-12th gr. RE.

*6th-12 gr. RE in youth friendly worship

**First Universalist Church
FEBRUARY 2016 Statistical Report
MARCH 17, 2016**

MEMORIAL SERVICES: 0

MARRIAGES/SERVICES OF COMMITMENT: 0

MEMBERS FOR APPROVAL: 1

Carol Cochran, Minneapolis

MEMBERS REINSTATED: 0

MEMBERS FOR REMOVAL:

Lynn Elling – deceased 2/14/16

Kathy Sidla – moving to a different UU congregation

CHILDREN DEDICATED: 0

	To Date	End of Year Totals			
	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
MEMBERS					
(Fiscal Year)	25	58	46	110	76
TOTAL MEMBERS:	930	920	921	1030	953

TOTAL MEMBERS AS OF THE LAST MEETING: 931

To be added: 1

To be removed : 2

TOTAL MEMBERS: 930

Sr. Minister Report to the Board of Trustees, March, 2017

Opening Reading/Reflection:

The African-American writer, Alice Walker, says that “To acknowledge our ancestors means we are aware that we did not make ourselves, that the line stretches all the way back, perhaps, to God; or to Gods. We remember them because it is an easy thing to forget: that we are not the first to suffer, rebel, fight, love and die. The grace with which we embrace life, in spite of the pain, the sorrows, is always a measure of what has gone before.”

What ancestors are with you now? Who has helped make you who you are? Who is in your cloud of witnesses?

Update on Racial Justice Efforts/Use of the Choice Point Model/Use of a Racial Justice Lens

Racial Justice Lens/Choice Point Model in our Stewardship:

Using the Choice Point Model/Racial Justice Lens, the Pledge Team embarked on a whole new model of stewardship this year, becoming much more inclusive in all ways, and making decisions that lead to greater inclusivity. Every single church members was personally contacted in the fall and thanked for their support of the church. These calls created lots of opportunities to engage with congregants about the racial justice journey we were on, as well as other church related themes. This year, the Pledge Team decided to re-allocate the resources normally used for the Top Donor Recognition and to spend those on Pledge Day, to create a day of celebration for the whole congregation, with food, games, a bouncy house, and a spirit of joy and community building. Our Development Consultant, Liz Loeb, helped us un-silo our stewardship efforts this year, and reminded us that our stewardship work is intimately linked with our values and justice efforts.

Racial Justice Lens/Choice Point Model in our Adult Programming:

In addition to movie viewings and ongoing 4 hours workshops led by Racial Justice trainers (<http://firstuniversalistchurch.org/racial-justice-learning-opportunities/>), here is what else is happening at First Universalist:

Circles:

Talking About Race with Kids

2 sessions of Examining Whiteness

2 sessions of "Between the World and Me" book study

In the Exploring Membership survey, we used the Choice Points model to create the questions. We worked with Bryana French from the RJLT to create the survey, and we sent it out to the RJLT, Trainers, and the POC group for feedback (which was very helpful and all incorporated).

In the Pathway to Membership class, we talk about our racial justice commitment. We ask all new members to take the "Racial Justice and Our UU Faith" class within 6 months of joining. Sandy DiNanni keeps a spreadsheet of all the people who have taken it and she emails those who haven't taken it yet with announcements of upcoming classes.

Related to Elaine's program areas, Brian Eshult and Polly Talen are maintaining a database of everyone who has taken anything related to RJ programming: Names, emails, and what they did.

Racial Justice Lens/Choice Point Model in our Children and Youth Programming:

The most significant change this year has been to weave our RJ work into all aspects of Children, Family, and Youth Ministry. Specifically:

- Reviewed all RE curriculum with an RJ lens and made changes as needed
- Offered Talking About Race with Kids
- 9 week RJ curriculum in 2nd-3rd gr RE - taught Jan-Mar 2015 and in 2nd gr RE Jan-Mar 2016
- 3 session RJ workshop for 8th gr RE - scheduled for May 2015 and again May 2016
- Made plans for RJ Summer Camp for 3rd-8th gr, with additional week-long training for 9th-12th RJ Camp Counselors - scheduled for Jul 2015 and hope to do it again in Jul 2016 (waiting on response to Foundation grant application)
- Rewrote 7th gr Neighboring Faiths curriculum, incorporating new focus on intersections of religion, race, culture and justice
- Convened a group of staff, ministers, lay leaders and youth and used Choice Points model to look at YCE and other youth trips through 1st U. This resulted in a new initiative -- Youth & Families Crossing Borders -- with goals and intentions found here (<https://docs.google.com/document/d/1UYoD6vKOMLasKk0ZEgldMKnsLuNao81DdDAN67ALIs0/edit>)
- Lauren participated as a panelist on UUA's Faith Formation webinar: Facing Race, Feb 2016
- Lauren invited to participate in UUA's Faith Development office roundtable: The Innovation in Faith Development Roundtable is an opportunity for the office of Faith

Development at the UUA to connect with religious professionals in the field who are bringing creative change to their work in UU congregations and communities. Every participant, whether religious educator or minister, has tried something new or is dreaming of bringing new ways of faith development to children, youth and/or adult UUs. Our hope is that by sharing our stories of change we can support each other and distinguish some commonalities of successful implementation that will be useful information to share with the wider UU world.

Racial Justice Lens/Choice Point Model in our Worship Life:

- Members of our Worship Associates represent the variety and beauty of various cultures, races, and ethnicities in our congregation:
 - Transgender, Saudi, East Indian, African American, the South, Whites who are awake and working with Racial Justice in their work and lives
 - Great cross cultural discussions that have moved from a black/white paradigm to multi-faceted discussions and understandings of racial justice
- Employing musicians of color
 - We are committed to widening the range, perspective, and expression of music in our worship
 - Every month, a musician/artist of color has been a worship collaborator
 - Some musical/artist guests include: Shizumi Manale, Kendra Wheeler, Ernest Bisong, Javi Santiago, Shruthi Rajsaker, Mankwe Ndosi
- Featuring Composers from a variety of cultural backgrounds
 - Pianist Jerrod Wendland has been brilliant in introducing a wide variety of composers to our congregation and providing write ups about their cultural context, influences, and perspectives.
 - Director Randal Buikema has featured composers of choral work from a variety of cultural backgrounds.
- Worship led by the People of Color Group - sharing the gifts, struggles, and perspectives within our congregation
- Multi-generational Services and Sharing Sundays have been deep and wide. We have endeavored to share stories from a variety of religious and cultural contexts.
- Artist in Residence - with the help of Channing McKinley from the RJLT, we will convene a conversation using Choice Points and how we might invite a new musical voice and expression into our worship life for 2016/2017 church year.

Racial Justice Lens/Choice Point Model in our Justice Life:

The Faithful Action Leadership Council has intentionally asked our community partners about their Racial Justice efforts, and is talking explicitly, though not exclusively, about race, in our Faithful Action efforts. A key focus for FALC this year was selecting community partner organizations. We strive to provide opportunities for both advocacy and service although our faith in action efforts are heavier on the service side right now. Each potential partner has a First Universalist team leader.

FALC required Team Leaders to complete a minimum of the 4 hour RJ training; all but one has done so and the one who has not is willing to do so (in addition to having completed extensive training through her work). Many have completed the 24 hour training program, and we recommend doing so. The Team Leader position description asks Team leaders to determine the level of RJ training required to support their volunteer opportunities, and to participate in training and development on topics such as spiritual reflection, using our choice points racial justice lens for decision-making, identifying unintentional bias and inequity in our work, and evaluating impact. This training curriculum is aspirational and will be developed as one of the next phases of our FALC work.

Update on Pledge Drive

I'll share the most up to date numbers with the Board on Thursday night.

Experimenting with a Board Size of Seven - A proposal from Board Chair, Cindy Marsh, and Sr. Minister, Justin Schroeder

In 2009, the Board size was 12. We experimented with a Board size of 9 during the 2011- 2012 church year, and at the Annual Meeting in June, 2012, based on a recommendation by the Board, we formally amended the bylaws so the Board was comprised of 9 members.

Given that at least three Board members are ending terms or leaving the Board at the end of this church year, we propose trying a one year experiment to have 7 Board members for the 2016-2017 church year.

Considerations:

- We believe it is in the best interest of the church and the Board to have “whole Board” conversations. Currently, some very important conversations about the Choice Point Model/use of a Racial Justice Lens are happening in a separate group (the Governance Committee). We believe the church is better served by more “all Board” strategic discussions and decision making and believe a Board of 7 would help facilitate this.
- A number of Board and church consultants indicate that the “optimum size for a strategic decision making group is between 5 and 7 people.” We believe a Board size of 7 will best help the Board achieve its own strategic goals (see below.)
- Bringing on three new Board members would mean that one third of the Board in 2016-2017 would be new members. On-ramp three new Board members, as opposed to one, could take considerable time.
- Finally, while there might be questions about the Board’s role in our upcoming “Comprehensive Stewardship Campaign,” we believe that the primary work of raising funds falls on the staff (Sr. Minister), as well as the Campaign Team, with the Board serving as cheerleaders rather than lead fundraisers.
- When we discussed the choice points questions, we acknowledged that there is potential to decrease “inclusion” with a smaller board. On the other hand, we believe full participation (and thus, inclusion) will be *increased* with a Board size of seven. We also believe there is potential for us to be even more effective with the choice points model with a smaller board leading to more engaging and in depth conversations and learning. In short, we believe more dynamic and strategic conversations - which will drive our racial justice commitment - can happen with a smaller Board. We are clear that if at all possible, the new Board member should be a person of color.

2015-16 Board Goals

The Board approved the following goals:

1. Continue leading on racial justice, using the groundwork established through the passage of the Racial Justice resolution; specifically we will: ‘ Continue educating ourselves about race, racism, and whiteness. ‘ Consistently apply the Race Forward Choice Points model to achieve inclusion and equity as we identify opportunities and make decisions.
2. Create, review, and revise policies to ensure they reflect our racial justice work and commitment.
3. Review the current and future financial needs, strategic goals, and aspirations of First Universalist Church and develop a financial and strategic plan to address them, incorporating congregant input.
4. Work with Nominating Committee and through our own efforts to increase equity and inclusion among leaders in our senior leadership roles: Board of Trustees, Foundation Board, and Nominating Committee (e.g., increase diversity based on age, gender, tenure with church, race, point of view, and other demographics).
5. Continue Board linkage with the congregation through meaningful opportunities to listen closely to needs and aspirations.

6. Implement the shared leadership model and best practices developed by the Board and Senior Minister Team in order to build a trusting and effective partnership; periodically evaluate our progress in implementing these practices. Complete analysis on Board operations (use of committees, meeting times, selection of officers, and so on) and implement needed improvements.

JOB DESCRIPTION: First Universalist Board of Trustees

I. OVERVIEW

The Board of Trustees ("Board") at First Universalist has 2 primary responsibilities. The first is the fiduciary and legal responsibility to oversee the activities of the church, ensuring that the church operates in compliance with applicable laws, regulations and accounting procedures. In its fiduciary role the Board has full authority to direct the activities of the church except for matters specifically reserved to the membership, such as calling ministers, amending the Bylaws and approving the annual budget.

The second responsibility of the Board is governance. Under First Universalist's current form of governance, often referred to as "policy governance", the Board is responsible for developing and articulating the church's mission and visionary goals. Although the professional staff is responsible for developing and implementing programs and practices to achieve the mission and visionary goals, the Board is also responsible for developing policies and monitoring practices that ensure staff accountability in achieving those ends.

II. TRUSTEE RESPONSIBILITIES

1. Prepare for and attend monthly Board meetings (currently the third Thursday of every month), the annual meeting of the congregation, and a fall and/or spring retreat.
2. Adhere to the Board members' code of conduct contained in the Board's Governing Policy Handbook (GPH), including disclosing conflicts of interest, speaking with one voice, and abiding by the Board's behavioral covenant.
3. Serve on one or more Board Standing Committees/Teams (currently Finance and Governance) or as the Board appointed member of the Nominating Committee. Serving on a committee may require an additional meeting a month.
4. Be willing to serve on ad hoc teams or act as a Board liaison to other church committees or groups.
5. Model generosity as a church leader by being willing to assist with fundraising activities, and by making, or moving toward, an annual pledge of 5% of income. ~~(This is an aspirational goal only; individuals who are currently not making a 5% pledge should not disqualify themselves from Board service. In addition, pledge information will not be shared with the Nominating Committee.)~~
6. Participate in activities which link the Board with and strengthen its relationship with its stakeholders. ~~(Activities - This includes~~ listening, asking questions, being approachable and accessible and tools such as congregational surveys or focus groups; ~~- Stakeholders are defined as primarily~~ current and potential members and friends of First Universalist; ~~- but also include~~ professional staff; programs and committees of the church; the UUA and the district; and the neighborhood and wider community.)
7. Ensure that the church is governed effectively in a manner consistent with policy governance and the GPH. ~~To that end, time at Board meetings will often be focused on some aspect of the GPH.~~ (The GPH contains, in addition to the mission and visionary goals of the church, policies which are designed to delegate authority to and establish constraints on the Senior Minister's authority, provide for monitoring of achievement of visionary goals, and address, in general terms, how the Board and Senior Minister will work together.)

8.8. Ensure that the church is governed, and the Board does its work, in a manner consistent with the racial justice resolution presented by the Board and adopted by the congregation in June of 2015.

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III. KEY SKILLS AND ABILITIES

Effective Board leadership under policy governance requires an emphasis on strategic leadership as opposed to management or administrative skills, comfort with a clear distinction between Board and professional staff roles, and a willingness to be proactive rather than reactive. As set forth in the GPH, the Board will direct and inspire the organization through the creation of visionary goals, ongoing discernment with the staff and congregation about those goals, and the establishment and monitoring of policies that create accountability and clarity about the achievement of those goals. To that end, the following skill and abilities are helpful to being an effective Trustee:

1. Strong creative and “big picture” thinking, combined with the ability to focus on detail when needed.
2. Ability to wrestle with ambiguity/shades of grey.
3. Sound judgment and strong critical thinking and analysis skills.
4. Ability to contribute to the constructive resolution of challenging and complex issues.
5. Willingness to express minority opinions and take an independent stand if necessary.
6. Ability to work collaboratively and to contribute to team building and team work.
7. Ability and willingness to listen to the needs, concerns and perspectives of stakeholders.
8. Excellent written and verbal communication skills.

IV. QUALIFICATIONS AND TERMS

~~1. First Universalist has a 9 member Board. Trustees are nominated by the Nominating Committee and elected by the congregation at the annual meeting.~~

~~2. Nominees for a Trustee position must be a member of the congregation in good standing.~~

~~3. Trustees serve 3 year terms, commencing July 1 following the annual meeting. Terms are staggered so that not more than 4 Board members join the Board every year. There is a two consecutive term limit, meaning no trustee (other than those filling mid-term vacancies) can serve more than 6 consecutive years.~~

~~4. Prior participation in some church activity (such as small groups, social justice, etc.); previous leadership experience at First Universalist, another UU church, as a volunteer or professional; or prior Board experience, especially non-profit, is recommended helpful but not required to be considered for the Board of Trustees.~~

~~5. An understanding of policy governance is recommended but not required. (Board orientation with required reading will be provided on policy governance.)~~

4. An understanding of the content of First Universalist's training on race, racism and whiteness is recommended but not required. (Board orientation will require 4 hour racial justice training if training is not already completed.)

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V. TERMS

1. Trustees serve 3 year terms, commencing July 1 following the annual meeting. Terms are staggered so that not more than 3 Board members join the Board every year.

2. Trustees are limited to two consecutive terms, meaning no trustee (other than those filling mid-term vacancies) can serve more than 6 consecutive years.

Adopted December, 2012 by Board consensus; revised February, 2013 by Board consensus

First Universalist Church – Finance Committee Minutes
Thursday, March 10, 2016
Cummins Room

Attendance: Present – Nate Ahlberg, Eric Cooperstein, Christina Nicholson, Dick Niemiec, Karin Wille, Rev. Jen Crow

Dick Niemiec convened the meeting at 6:00 pm.

The committee approved the February 11, 2016 minutes.

Jen indicated she has run into a number of challenges in providing the January financials for the finance committee: Brad Schmidt has been sick; Kurt Hochfeld, our consultant from MAP for Nonprofits, has been unable to do reconciliations for personal reasons; and staff has been consumed with Pledge Day. Jen intends to bring January financials with a narrative to the Board meeting on March 17.

Jen mentioned the Church has received a bequest of \$18,881.87 from the Jean Roberts trust. Under board policy unrestricted bequests greater than \$10,000 will be allocated to the Legacy Fund while up to 10% of each such gift may be retained for the general fund. At the February finance committee meeting the need to adequately fund deferred maintenance was highlighted. Jen indicated another current need is funding the cost of a new pulpit (\$15,000). Approximately \$6000 remains to be funded. Jen suggested approaching AUW for a second gift of \$2000, utilizing 10% of bequest (\$1888), and then authorizing the remaining \$2100 in off budget fundraising. The committee agreed that the pulpit is a more immediate need than deferred maintenance and recommends the board approve designating \$1888 from the bequest to the general fund to help fund the pulpit.

Jen presented draft budgets for the 2016-7 fiscal year and the three-year period 2016-9. The board will review the 2016-7 draft at its March 17 meeting. The finance committee and board will approve the budget in April. The board will then conduct two budget meetings with the congregation (one on May 1 and the other to be scheduled). The board will adopt the final budget on May 19 for presentation to the congregation at the annual meeting on June 5.

There are two versions of the 2016-7 budget: (1) the best case assuming a \$80,000 increase in pledge income and a new tenant to fully replace Temple Israel; and (2) a contingency assuming \$40,000 less income. The committee offered the following comments:

- Concern both budgets assume that \$16,821 and 33,642 savings, respectively, will be realized by using early proceeds from the capital campaign to pay down the mortgage. The committee felt the timing of those proceeds was not clear during the next fiscal year and those assumptions might cause a shortfall near the end of the fiscal year.

- Concern the Repairs and Maintenance (deferred maintenance) line is only increased by \$2200 notwithstanding the significant unfunded infrastructure needs of the church.
- Identify for the congregation in June the funding of the capital campaign – as an operating budget item, borrowing from the Church’s reserve funds or other short-term borrowing.
- Determine whether either of the budget cases are conservative enough based on the status of pledge campaign projections and tenant negotiations in early-April. (Jen should make revisions as required.)

The committee thanked Jen for satisfying one of the committee’s workplan items by presenting a three-year budget that will be valuable in developing the capital campaign case. Jen indicated it was predicated on constant membership over the three years and includes 3% annual increases in pledges and compensation. The committee suggested considering inflation in certain line items such as utilities, insurance, etc.

Christina presented a RFP system for vendors consistent with the choice points model and based on Unity Church practices. Its weighted criteria include minority hiring, sustainability practices, local engagement, fair compensation of employees and competitive fees. The committee felt the model could better address the experience and quality of the vendors under consideration. A resolution was moved, seconded and approved to:

Recommend to the board by a sense of the committee that the vendor selection model be further developed by Rev. Jen Crow to meet the Race Forward goals and administrative efficiency before final consideration by the board.

Jen presented an update on the capital budget. She said the Watershed District has awarded First Universalist a grant towards the repaving of the parking lot. Jen does not know the full details of the grant so she wants to wait a month before determining whether the full cost (\$175,000) of the environmentally-friendly repaving makes sense at this time. The parking lot is not safe so it has a higher priority than other important but not as immediate needs such as plumbing, exterior doors, exterior lighting, electrical wiring, concrete repairs and security cameras.

Dick gave an update on the committee’s workplan and mentioned all items are in process except for the dashboard and database. In conjunction with divestment Eric reported on a meeting with the Environmental Justice working group. He feels they need to have the opportunity to fully consider the criteria used in Ross Levin’s ESG (Environmental, Social and Corporate Governance) investment vehicles.

The meeting adjourned at 7:45 pm.

Submitted by Dick Niemiec, committee chair.

**Finance Committee Meeting
March 10, 2016, 6pm
Prepared by Rev. Jen Crow**

January Financials – Executive Summary –

- delayed due to consultant bereavement time

Bequest

We received \$18,881.87 in early February or late January and it was the closing distribution/final interest for the Jean Roberts trust.

Action requested – Recommend to the Board of Trustees that a motion be made to set aside 10% of this bequest for the operating budget.

Re-Prioritized list of Capital Improvements/Repairs

BAG has discussed the list of critical repairs needed, as well as the funds available for the line of credit and the projects anticipated to be completed with those funds. We identified several critical projects that we believe need to be addressed soon. They include:

- Continue to explore the plumbing and sewage issues for the sanctuary building – minimal expense for further camera work, no cost for estimates of work plan. This project could run up to \$20,000, but may be much less depending on what we learn and what approach we decide to take to repairs. Current camera work reveals that there is standing water in the pipes and that the pipe is sagging in several places. It is not yet clear if the bottom of the pipe has broken or if there is sewage going into the ground. The vast majority of water that flows through the troubled pipe is gray water – meaning it comes from the sinks, not the toilets. The only toilet connected to that pipe is the one in the restroom behind the sanctuary. The problem appears not to be as severe as we initially feared, and we will continue to investigate the problem and possible solutions.
- Alley Door replacement - \$2000 – in process
- Exterior lighting - \$4000 – repair existing, add more and photocell controls
- Professional evaluation of electrical panels, wiring and receptacles - \$2000
- North entrance concrete - \$8000
- Security cameras – \$10,000 – replace, add, include recording capability
- Sanctuary AC - \$25,000
- Parking lot - \$90,000-125,000 - \$90,000 is for a replacement as is, \$125,000 would be the cost if we receive the full grant and go for the more environmentally responsible and beautiful option. The parking lot could be delayed entirely.

Total cost of all projects: \$161,000-\$186,000

Total remaining in line of credit: \$130,000

Together, BAG, Tracy and I recommend that we wait to hear from the Watershed District about the parking lot grant prior to making any big decisions. We are missing a key piece of information. In the meantime, we plan to proceed with:

- Replacing the alley door
- Exploring the plumbing and sewage issues and requesting estimates for the work
- Getting bids on the North entrance concrete work, security cameras, exterior lighting, and electrical evaluation.

If we do receive the full grant for the parking lot, we recommend proceeding with the parking lot replacement and putting all other projects on hold until the new fiscal year, and then addressing what we can through the repairs line in the operating budget.

If we do not receive the parking lot grant, we recommend waiting on a major parking lot repair/replacement and including it in the comprehensive stewardship campaign and addressing all other critical repairs listed here, as well as some of the lower priority, but still critical repairs immediately.

Reviewing this list of repairs, and anticipating the capital projects to come, I believe that creating a vendor policy that reflects our racial justice commitments is a critical next step in actualizing our values.

Pulpit

Total cost of the new pulpit is \$15,000. AUW has committed \$2000, we received a \$1000 gift from Elaine Davis, leaving \$12,000 to be funded. Roughly \$6000 remains in a restricted fund from our last Capital Campaign. These funds are available for any capital projects. If we use these funds, \$6000 remains to be funded. I suggest approaching AUW for a second gift of \$2000, utilizing the 10% of bequest (\$1800), and then recommend authorizing the remaining \$2200 in off-budget fundraising.

2016-17 Budget Draft Review and Discussion

Draft Budget #1 – includes all income and expense assumptions approved by the Board

Income

- Tenant - same size (\$80,000)
- \$80,000 increase in pledge base
- Increase fundraising line by \$10,000, bringing it to \$45,000 - end of year giving, Give to the Max, Auction, Giving Tuesday
- Continue elimination of RE fees - reduce donation assumptions to \$0 – impact of \$5500-7500
- \$15,000 increase in Unrestricted Donations

Expenses

- Meet increased expenses that result from employees qualifying for 10% retirement benefit after one year of employment (\$6300)
- Raise the floor, \$15/hr minimum for all regular adult employees - \$9300
- Continue to adjust salaries that are not yet in range closer to being in salary ranges
- Mid-America and UUA dues - 5% increase - \$2,050
- Continue Racial Justice line item, \$7500 or above
- Include development consulting in the operating budget (\$4000)
- Pool for raises (3% of salaries) - \$21,050
- Continue increase of communication hours to 40/week
- Eliminate Children's Choir Director \$4000
- Include Artist in Residence position, musician of color - \$4000
- Increase in Repairs and Maintenance line (\$2,200)
- Guest speaker line increased from \$600 to \$1500 to reflect cost of bringing in preachers/speakers of color
- Assume that our mortgage will be paid off by 4/1/17, thus reducing interest and capital expenses by \$16,821

Possible changes to consider:

- Changing our health insurance benefit, reducing expenses by \$6000 in this fiscal year, and \$12,000 annually going forward
- Reducing the Salary Increase pool
- Increase the fundraising line

Draft Budget #2

Should we fall short of our income goals by \$40,000 – either by not securing a comparable tenant or with our pledge goal – we suggest the following adjustments:

- Reduce staff raise pool by 50%, saving \$10,525
- Assume that our mortgage will be paid off by 1/1/17, saving \$16,821

- Change health insurance benefits, saving \$6,000
- \$7,000 remains to be cut from expenses, or added to income

2016-17 Possible Budget Choice Points

- Raising the floor to \$15/hr
- Bringing salaries into range
- Health insurance – changing benefits
- Racial Justice Line Item
- Guest speaker line item increase to hire preachers of color
- Shifting funding in music to bring in an Artist in Residence of color
- Eliminate expected RE donations
- Including a pool for staff raises in the budget
- Tenant? What kind of tenant?

First Universalist Church Gift Acceptance Policies

February 21, 2013

Purpose of Policies and Guidelines

Current and planned gifts are solicited by the Church to fund ongoing operations and to secure the future of the Church. These policies and guidelines govern the acceptance of gifts by the Church and provide guidance to prospective donors and their advisors when making gifts to the Church. The provisions of these policies shall apply to all gifts, including annual pledges, memorials and bequests, planned gifts, as well as other gifts received by the Church for any of its programs or services.

Unrestricted Gifts

Donations of gifts for unrestricted or general purposes provide maximum flexibility to the Church. Annual pledges and payments from the membership are considered unrestricted gifts, as are other current gifts from members and others that are not otherwise restricted by the donor for a specific purpose.

Unrestricted bequests and other estate gifts under \$10,000 will be allocated to the general fund.

Unrestricted bequests and other estate gifts equal to or greater than \$10,000 will be allocated to the Legacy Fund, however 10% of each such gift may be retained for the general fund within the fiscal year in which the gift was received, at the discretion of the Board of Trustees.

Restricted Gifts

The Church will accept gifts for specific programs and purposes, provided that such gifts are consistent with the stated Values, Mission and Visionary Goals of the Church. Gifts that violate the terms of the corporate charter, gifts that are too difficult to administer, or gifts that are for purposes outside the programmatic priorities of the Church may not be accepted.

The Board of Trustees, upon recommendation of the Gift Acceptance Committee, shall have final authority regarding the restrictive nature of a gift, and its acceptance or refusal.

Gift Acceptance Committee

The Gift Acceptance Committee is charged with making recommendations to the Board of Trustees about gifts other than cash and publicly traded securities given to the Church as outlined in these policies. It is composed of:

- President of the Board of Trustees
- Treasurer of the Board of Trustees
- Member of the Ministerial Team
- Chair of the Planned Giving Team
- Chair of the Pledge Team
- Director of Finance and Administration

Types of Gifts

1. Securities

Gifts of publicly traded securities shall be acknowledged as of the date received by the number and identification of the shares transferred. The value that the Church recognizes as a contribution (per IRA regulations) is based on the mean of the high and low trading values of the security on the date received by (subject to control of) the Church. The tax deductible value of the gift should be determined by the donor. It is the policy of the Church to sell securities promptly following receipt.

2. Real Estate

Gifts of real estate may be accepted at the discretion of the Board of Trustees upon recommendation of the Gift Acceptance Committee. Because each parcel of real estate is unique, the acceptance and completion of a proposed gift will depend on the facts and circumstances of the potential gift, including any debt associated with the property. Therefore, following preliminary review by the Gift Acceptance Committee, a gift of real estate recommended for consideration will be handled in two phases:

- Review and due diligence including a qualified independent appraisal, an environmental assessment, and a title search. There should be a clear understanding with the donor as to who will incur related costs of this due diligence.
- Transfer of Title with both donor and Church advised by their respective legal counsel, and approval of final documents.

The Church will seek to sell most gifts of real estate and will apply the net proceeds according to the donor's wishes, subject to the other terms of these Gift Acceptance Policies. The Church may retain the services of a third party agency to receive and manage the sale of a gift of real estate.

3. Tangible Personal Property

The Church may accept gifts of tangible personal property if there is an immediate use for the property within a program of the Church or if the gift can be easily converted to cash. Gifts with an estimated value of less than \$5,000 for which there is no immediate use within a program of the church will not be accepted. For gifts estimated to be valued at \$5,000 or more for which there is no immediate use within a program of the church, acceptance is subject to the approval of the Board of Trustees, upon recommendation of the Gift Acceptance Committee.

If the donor intends to claim a tax deduction for such a gift with an estimated value of \$5,000 or more, it is the donor's responsibility 1) to obtain at his/her expense an independent qualified appraisal of the property documenting that the property is valued at \$5,000 or more, and 2) to establish that the property satisfies the IRS "related use" rule.

All accepted donations of tangible personal property immediately become the property of First Universalist Church with the understanding that the gifts for which there is no immediate use within a program of the Church will be converted to cash as quickly as possible.

4. Life Insurance

The Church may accept gifts of life insurance when the Church becomes both the owner and the irrevocable beneficiary of the policy. It also prefers life insurance policies that are fully paid. All partially paid policies must be accompanied by a written agreement regarding future payment of premiums. The Church shall retain the right to surrender the policy at its sole discretion. Proposed gifts must be presented to and approved by the Board of Trustees, upon recommendation of the Gift Acceptance Committee prior to acceptance by the Church. Gifts will be recorded as of the date that the transfer of policy ownership is recorded by the insurer.

5. Qualified Retirement Plans

The Church may accept gifts of assets from qualified retirement plans, subject to IRS regulations. It is most advantageous for the donor to name the Church as a primary or secondary beneficiary of such plans in documents held by the plan custodian. Note: Intended gifts of retirement plan assets are revocable and, consequently, do not result in an income tax deduction.

6. Other Gifts

In addition to outright bequests, gifts of Charitable Gift Annuities, Charitable Remainder Trusts and Charitable Lead Trusts are welcome and are subject to the applicable provision of this Gift Acceptance Policy. Information is available from the Planned Giving Team or the Director of Finance and Administration.

Recognition of Gifts

First Universalist Church shall acknowledge all gifts and donations in a manner that respects and honors the wishes of the donor. The Church may presume that donors or their authorized representatives permit public announcement of any features of a gift. If a donor indicates a desire for anonymity or confidentiality, such requests should be made in writing and the Church will undertake its best efforts to hold details of the gift and investment information in confidence.

Planning of Gifts

First Universalist Church encourages donors to disclose their bequest intentions to the Church in writing to ensure the Church is able to carry out their wishes and that the gifts conform to the principles stated in this Gift Acceptance Policy.

Definitions

Current Gifts. As distinguished from Planned Gifts, these are gifts from living donors. These may be one-time, outright gifts, or pledges to be paid over a period of years. They may be restricted or unrestricted in purpose.

Planned Gifts. These are commitments—or the result of commitments—to make a gift in the future, usually at the death of the donor. They may be simple bequests (an amount or a percent of an estate designated in

the donor's will or living trust), life insurance or retirement fund proceeds, or "split income" gifts such as charitable remainder trusts or charitable gift annuities. Split income gifts are financial instruments that provide income for life or a period of years to a living beneficiary (which may be the donor) and, at the end of the term or the beneficiary's death, the "remainder" of the trust or annuity goes to the charity. They may be restricted or unrestricted in purpose. Planned gifts are also sometimes referred to as "estate gifts."

Restricted Gifts. These are gifts made with some stipulation by the donor regarding the use of the gift or its proceeds if the gift is illiquid. The restriction may be in purpose, time or both. Restricted gifts that are not specifically solicited for a restricted purpose (such as a capital campaign or an endowment fund) may be rejected by the charity if the donor's restriction is contrary to the plans or best interests of the charity.

Unrestricted Gifts. Gifts that are not restricted in their purpose or the time in which they must be used. These are the most flexible and desirable gifts because they allow the charity to apply the proceeds to the greatest needs, now or in the future.

Tangible Personal Property. Gifts of things rather than cash or marketable securities. Tangible personal property may be accepted and retained by a charity because it is needed or useful in meeting its charitable purpose, or it may be liquidated (sold) with the proceeds used by the charity for restricted or unrestricted purposes. The tax regulations that apply to gifts of tangible personal property are complex and must be reviewed carefully by the donor. For gifts valued at \$5,000 or more, the donor must obtain a qualified appraisal in order to claim a tax deduction for the current value of the gift. Generally the charity will not acknowledge the value of such a gift; the gift acknowledgement will only provide a description of the property. The charity may reject a gift of tangible personal property at its sole discretion.

Approved by the Board of Trustees 2/21/2013

Dan Berg, Secretary

	2018-19	2017-18	2016-17 - Draft	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget
Income					
Pledges					
4015 · Pledges	\$ 1,310,211.50	\$ 1,272,050.00	\$ 1,235,000.00	\$ 1,155,000.00	1,131,525.93
4025 · Est Unpaid Pledges Release	\$ 65,510.58	\$ 63,602.50	\$ 61,750.00	\$ 57,750.00	(55,470.00)
Total Pleges	\$ 1,244,700.93	\$ 1,208,447.50	\$ 1,173,250.00	\$ 1,097,250.00	1,076,055.93
Contributions Unrestricted					
4110 · Contributions Unrestricted	\$ 70,000.00	\$ 65,000.00	\$ 65,000.00	\$ 50,000.00	48,333.34
4113 · Contributions Hospitality	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	500.00
4140 · Offering Plate for Church	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 36,000.00	40,000.00
Total Unrestricted	\$ 82,500.00	\$ 95,500.00	\$ 95,500.00	\$ 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	\$ 9,500.00	9,500.00
4320 · Offering Plate for Comm Rel	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 54,000.00	60,000.00
Grant from Foundation	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	5,000.00
4380 · Legacy Fund Releases	\$ 22,000.00	\$ 22,000.00	\$ 22,000.00	\$ 21,299.20	13,061.88
Total Contrib Released from Restr	\$ 76,500.00	\$ 76,500.00	\$ 76,500.00	\$ 89,799.20	82,561.88
Fundraisers					
Families Moving Forward Fundrais	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 9,000.00	
Families Moving Forward, 10% reti	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,000.00	
Holiday Giving, 10% goes to churc	\$ -	\$ 7,000.00	\$ 0	\$ 7,000.00	
Holiday Giving	\$ -	\$ 63,000.00	\$ -	\$ 63,000.00	
4540 · Misc Fundraisers	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 35,000.00	37,000.00
4550 · YCE	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	11,000.00
4560 · Youth Trips	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	10,000.00
Total Fundraisers	\$ 71,500.00	\$ 141,500.00	\$ 71,500.00	\$ 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 Donator	\$ -	\$ -	\$ -	\$ 1,000.00	1,600.00
4620 · Summer Camp Fees	\$ 6,600.00	\$ 2,000.00	\$ 2,000.00	\$ 6,600.00	2,000.00
Total Program Fees	\$ 6,600.00	\$ 2,000.00	\$ 2,000.00	\$ 12,100.00	42,310.00
Large Tenant					
	\$ 25,000.00	\$ 80,000.00	\$ 80,000.00	\$ 77,000.00	0.00
4711 · Misc Room Rentals	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	10,333.33
4712 · Weight Watchers	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	4,800.00
4713 · ShirTikvah	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	3,800.00
4714 · 12 Step Groups	\$ -	\$ -	\$ -	\$ 500.00	500.00
4770 · Antennae Lease	\$ 13,500.00	\$ 13,500.00	\$ 13,200.00	\$ 12,144.00	12,144.00
4781 · Weddings & Commitments	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	500.00
Total Rental Income	\$ 57,300.00	\$ 112,300.00	\$ 112,000.00	\$ 108,444.00	32,077.33
Dividends & Interest					
4801 · Div & Int Unrestricted	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 10,000.00	10,000.00
Total Dividends & Interest	\$ 15,000.00	\$ 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
Total Other Income	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	3,333.33
Total Income	\$ 1,548,983.33	\$ 1,654,580.83	\$ 1,549,083.33	\$ 1,543,426.53	1,393,171.81
Gross Profit	\$ 1,548,983.33	\$ 1,654,580.83	\$ 1,549,083.33	\$ 1,543,426.53	1,393,171.81

Expenses:

Salaries & Wages					
5001 · Salaries & Wages	\$ 843,597.97	\$ 819,027.16	\$ 774,122.00	\$ 609,232.00	635,237.00
5003 · Senior Ministers Salary	included above	included above	included above	\$ 109,200.00	109,803.00
Total Salaries & Wages	\$ 877,080.23	\$ 851,534.20	\$ 774,122.00	\$ 718,432.00	745,040.00
Raise pool of 3%		\$ 21,050.00			
		\$ 795,172.00			
Employee Benefits					
Payroll Taxes	\$ 66,948.97	\$ 64,999.00	\$ 59,090.00	\$ 54,830.00	34,244.50
5021 · Medical Insurance	\$ 108,146.17	\$ 98,314.70	\$ 89,377.00	\$ 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
5028 · 401K	\$ 71,586.34	\$ 69,501.30	\$ 63,183.00	\$ 56,925.00	62,531.00
Total Employee Benefits	\$ 250,109.48	\$ 236,243.00	\$ 215,078.00	\$ 200,090.00	184,147.50

this number in 14-15 budget includes FICA reimbursement, does not include it for 15-16

now includes FICA reimbursement for ministers, too, used to be included elsewhere

Professional Expenses

5031 · Professional Expenses	\$ 27,990.00	\$ 26,990.00	\$ 25,590.00	\$ 16,990.00	15,995.00
5035 · Senior Minister Prof Expenses	included above	included above	included above	\$ 8,000.00	6,000.00
Total Prof Exp	\$ 27,990.00	\$ 26,990.00	\$ 25,590.00	\$ 24,990.00	21,995.00

Temporary Labor

5041 · Temp Labor	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 4,500.00	4,500.00
5042 · Childcare	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 7,000.00	0.00
5043 · Guest Speakers	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 600.00	0.00
5045 · Musicians	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 11,000.00	10,500.00
5047 · Sound Technicians	\$ 3,300.00	\$ 3,300.00	\$ 3,300.00	\$ 3,300.00	3,300.00
Total Temp Labor	\$ 22,300.00	\$ 30,300.00	\$ 30,300.00	\$ 26,400.00	18,300.00
	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget

Program Expenses

5103 · Classroom Supplies	\$ 14,000.00	\$ 13,000.00	\$ 12,000.00	\$ 10,000.00	9,000.00
5121 · Teacher Workshops	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	1,300.00
5123 · Grade 7	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	800.00
5124 · Grade 8	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	1,800.00
5125 · Grade 9 COA	\$ 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	\$ 700.00	700.00
5127 · Summer Programs (Camps)	\$ 10,739.00	\$ 10,739.00	\$ 5,000.00	\$ 10,739.00	600.00
5128 · Youth Social Activities	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	400.00
5129 · Senior High Trips	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	10,000.00
5131 · Adult Ed	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	200.00
5132 · Circles (formerly Small Groups)	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	1,600.00
5799 · Racial Justice	\$ 10,000.00	\$ 10,000.00	\$ 7,500.00	\$ 7,500.00	7,500.00
5134 · Multigenerational Music	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	500.00
5135 · Music Purchases	\$ 3,500.00	\$ 3,500.00	\$ 3,000.00	\$ 3,000.00	3,000.00
5136 · Piano Tuning	\$ 1,420.00	\$ 1,420.00	\$ 1,750.00	\$ 1,420.00	1,420.00
5137 · Worship Items Misc	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	500.00
5140 · Memorials Expense	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00	400.00
5199 · Other Program Expense	\$ 9,000.00	\$ 9,000.00	\$ 9,500.00	\$ 8,300.00	9,248.00
Total Program Expenses	\$ 67,159.00	\$ 70,159.00	\$ 61,250.00	\$ 61,959.00	51,468.00

Other Expenses

5201 · Winter Solstice	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	0.00
5202 · Labyrinth	\$-	\$-	\$ -	\$ -	0.00
5203 · Library	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	0.00
5209 · Action Groups	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	500.00
5210 · Friendship Caring Corner	\$ 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
5232 · YCE Travel & Related	\$-	\$-	\$ -	\$ -	0.00
5233 · YCE Other	\$-	\$-	\$ -	\$ -	0.00
Families Moving Forward	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 9,000.00	
Total Other	\$ 21,500.00	\$ 17,500.00	\$ 17,500.00	\$ 21,500.00	11,900.00

Membership Expenses

5251 · Hospitality	\$ 8,000.00	\$ 8,000.00	\$ 8,500.00	\$ 7,500.00	8,500.00
5252 · Visitor Welcoming	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	600.00
5254 · New Member Programs	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	1,200.00
Total Membership Expenses	\$ 9,200.00	\$ 9,200.00	\$ 9,700.00	\$ 8,700.00	10,300.00

	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget

Fundraising Expenses

5301 · Pledge Drive	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	5,000.00
5302 · Planned Giving	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 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	\$ 10,800.00	8,000.00

Office Expenses

5401 · General Office Supplies	\$ 6,100.00	\$ 6,100.00	\$ 6,100.00	\$ 6,100.00	6,100.00
5402 · Paper	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	2,000.00
Total 5400 · Office Supplies	\$ 8,100.00	\$ 8,100.00	\$ 8,100.00	\$ 8,100.00	8,100.00

5410 · Small Furnishings Purchase	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	2,000.00
5412 · Visual Arts	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	4,200.00
5414 · Printing & Copying	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 18,000.00	15,000.00
5416 · Postage & Shipping	\$ 4,000.00	\$ 4,000.00	\$ 4,300.00	\$ 4,000.00	5,960.00
5418 · Telephone	\$ 3,500.00	\$ 3,500.00	\$ 3,800.00	\$ 3,500.00	2,900.00
5420 · Internet Expense	\$ 1,500.00	\$ 1,500.00	\$ 1,750.00	\$ 1,500.00	1,800.00
5422 · Website	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	1,500.00

5424 · Software Expense	\$ 7,000.00	\$ 7,000.00	\$ 7,200.00	\$ 5,500.00	6,650.00
5426 · Equipment Leases	\$ 175.00	\$ 175.00	\$ 175.00	\$ 175.00	175.00
5432 · Sound System	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	3,000.00
Total 5430	\$ 45,875.00	\$ 46,875.00	\$ 47,925.00	\$ 43,375.00	43,185.00

5440 · Insurance					
5441 · Workers Comp	\$ 7,050.00	\$ 7,050.00	\$ 7,050.00	\$ 7,008.00	5,800.00
5442 · Liability Insurance	\$ 16,700.00	\$ 16,700.00	\$ 16,700.00	\$ 14,250.00	17,000.00
Total Insurance	\$ 23,750.00	\$ 23,750.00	\$ 23,750.00	\$ 21,258.00	22,800.00

Denominational Expenses					
5451 · Dues & Memberships UUA	\$ 34,618.50	\$ 34,618.50	\$ 32,970.00	\$ 31,400.00	27,600.00
5452 · Dues & Memberships PSD	\$ 10,584.00	\$ 10,584.00	\$ 10,080.00	\$ 9,600.00	8,400.00
5453 · Dues & Memberships Other	\$ 1,460.00	\$ 1,460.00	\$ 1,460.00	\$ 1,460.00	1,460.00
Total 5450 · Dues & Memberships	\$ 46,662.50	\$ 46,662.50	\$ 44,510.00	\$ 42,460.00	37,460.00

	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget

5475 · Financial Review/Audit	\$-	\$-	\$ -	\$ 1,500.00	1,700.00
5480 · Consultants	\$ 21,500.00	\$ 21,500.00	\$ 21,500.00	\$ 32,500.00	6,500.00
5490 · Employee Appreciation	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,650.00	1,500.00
5510 · Volunteer Appreciation	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,620.00	1,620.00
5530 · Board Expenses	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	1,000.00
5540 · Leadership Development	\$-	\$-	\$ -	\$ -	0.00
5560 · Interest Expense	\$ -	\$ -	\$ 29,232.47	\$ 38,976.62	41908.81
5571 · Payroll Processing Fees	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 2,800.00	2,800.00
5572 · Bank Service Charges	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	1,500.00
5573 · Credit Card Discount Fees	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	13,000.00
Total 5570	\$ 82,576.62	\$ 43,602.00	\$ 72,832.47	\$ 94,546.62	71,528.81

2016-17 includes 4,000 for development, 5500 for IT, \$12,000 for accounting

5580 · Mileage	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	2,200.00
5590 · Utilities					
5591 · Utilities Electric	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	27,000.00
5592 · Utilities Gas	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	14,000.00
5593 · Utilities Water & Sewer	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	7,000.00
Total Utilities	\$ 56,000.00	\$ 56,000.00	\$ 56,000.00	\$ 56,000.00	48,000.00

Repairs & Maintenance					
5601 · Repairs & Maintenance Gen	\$ 30,000.00	\$ 25,000.00	\$ 20,000.00	\$ 17,200.00	17,200.00
5602 · HVAC Repairs & Maintenance	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	10,000.00
5603 · Elevator Maintenance	\$ 3,300.00	\$ 3,300.00	\$ 3,300.00	\$ 3,300.00	3,300.00
5604 · Alarm Maintenance	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	1,500.00
Total 5600 · Repairs & Maintenance	\$ 44,800.00	\$ 39,800.00	\$ 34,800.00	\$ 32,000.00	32,000.00

Miscellaneous Other Expenses					
5620 · Janitorial Supplies	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	6,000.00
5630 · Trash & Recycling	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	3,000.00
5640 · Groundskeeping	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 11,700.00	11,700.00
5650 · Pest Control	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	600.00
5660 · Other Expense	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	4,199.00
5701 · Offering Plate for Community	\$ 38,000.00	\$ 38,000.00	\$ 38,000.00	\$ 45,500.00	49,000.00
5704 · TRUST	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 4,000.00	4,000.00
Holiday Giving Gift	\$ -	\$ 63,000.00	\$ -	\$ 63,000.00	
Total 5700	\$ 79,600.00	\$ 134,600.00	\$ 71,600.00	\$ 140,800.00	78,499.00

	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget

Total Expenses	\$ 1,508,148.12	\$ 1,653,813.70	\$ 1,526,607.47	\$ 1,513,410.62	1,394,923.31
Net Income	\$ 42,035.21	\$ 767.13	\$ 22,475.86	\$ 30,015.91	(1,751.50)

Loan Principal	\$ -	\$ -	\$ 21,229.58	\$ 28,306.10	(25,374.11)
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Adjusted Net Income	\$ 13,729.11	\$ 767.13	\$ 1,246.29	\$ 1,709.81	(27,125.61)
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Proposal for Vendor Audit based on Unity Church Unitarian Policy
 Proposal for Intent and Implementation

The Finance Committee believes 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 Operations Team may not fail to:

1. Maintain an active conversation with its vendors by engaging them in a process of evaluation and education, applying a matrix of values with all vendors above a threshold of \$2,500.00 annually.

We propose:

- Developing and implementing a matrix of criteria that expresses the church's stated values and ends.
- Surveying current contractors and vendors to evaluate their compliance with our criteria
- Creating required goals for our current vendors and contractors who are not in compliance, thus challenging and educating them;
- Applying the criteria to all future processes for the selection of contracted services and vendors.
- Reporting results to the Board of Trustees and the congregation semi-annually in an effort to be accountable and transparent.

Matrix of Criteria for contracts and vendors (weighted):

1. Minority hiring practices - resulting in a 31%* employment of people of color and women. (25%)
2. Sustainability practices – demonstration of a commitment to healing the earth. (15%)
3. Local engagement – demonstration of a commitment to the community's overall health and well-being. (15%)
4. Worker's Equity in fair compensation, inclusive benefits and healthy work environment. (20%)
5. Competitive fees for goods and services (25%)

*Keyed to Ramsey County requirements.

Governance Committee
<p>Monday, March 7, 2016 — 6:30-8:00 p.m.</p> <p>Narthex Room, First Universalist Church</p> <p>Attendees: Lark Weller, Marion Dane Bauer, Richard Spratt, Jill Braithwaite</p>

Reading + reflection

Sankofa.....African word meaning,

We must return and claim our past in order to move toward our future. It is understanding who we were that will free us to embrace who we are now.

Reflection questions:

What of who you were do you need to more fully understand before you can fully embrace who are now?

March, April, May monitoring schedule items

- March: No GC-specific monitoring items
- April: Congregational survey
- May:
 - Staff-volunteer grievances. Richard will check with Justin, Jen, and Cindy to see if any of these have been submitted.
 - Membership and attendance trends. We noted that this was completed in February.
 - Ends outcomes review. In April, the Governance Committee will work out a plan to complete the elements, such as this one, that contribute to the senior minister performance evaluation process.
 - Congregant grievances. Richard will check with Justin, Jen, and Cindy to see if any of these have been submitted.
 - Lark will gather the activities and elements we need to do to prepare Justin's performance review and bring to our April meeting, at which we will assign tasks and a schedule.
- Assignments for completion/monitoring of May items? We will assign these at the April meeting.

Congregational survey

- We asked Dave how we can help with the survey next month. Dave will focus on promoting survey participation on CyberCoffeeHour and in the social hall. He would like Board volunteers to help stir up participation in the social hall as well. We will confirm with Dave when exactly the survey will start. Can it start in April, so that we have results in time to include in performance review materials?

Racial justice (RJ) lens and decision points

- The Board has asked the GC to identify potential Board actions/decisions that may take place next year to which the "Choice Points" process should be applied.
- See initial brainstormed list below; Board is invited to add its own items.

We discussed recent struggles with various aspects of racial justice work. We considered that there may be a need for more training and clearer language to help the Board and other parts of the church make progress in racial equity work.

We recommend that additional training on using the choice points process be undertaken by the Board, the Nominating Committee, and staff. We suggest that it is important for the full staff to have racial justice training, in the interest of their status as a community that can support one another and hold each

other accountable. Given the culture change that would result from making equity-explicit decisions, we recommend that this training be done by a consultant who specializes in organizational change.

GC goals for this year

- Racial justice lens and decision points.
- Guidelines to ensure all voices are heard in committee and Board meetings: Update on discussion with the Board in May.
- Congregational survey (evaluate what we are getting from this tool or what we might get from other tools).
- Visionary Goals, and mission evaluation.
- Strategic Plan's upcoming "expiration" (6 years after the VGs were adopted).

Next meeting: April 4, 6:30-8:00p.

Potential future choice points of the Board:

- State of Church, annual meetings (any meeting called and hosted by the Board): decision to hold this meeting in the first place, timing, communication/advertising. Choice points help you identify *why* you would do something in the first place (is this needed? What's the purpose?) AND (once you decide what you're trying to accomplish) *how* you do it (who's involved, timing, communications, etc.)
- Any time an outside consultant, contractor, assistance would be solicited (VGs refresh, capital/repair needs contractors)
- Pledge season: how's this approached, communicated, executed
- Membership: if changes are being considered around what constitutes membership, the considerations should be made using a choice points perspective/process
- Survey
- Strategic plan update
- Approving the budget
- Board agendas
- Board meeting details, arrangements: do these encourage inclusive participation?
- Board recruitment
- Board advice-seeking
- Board committee structures, decisions
- Finance Committee structure, practices, priorities (e.g., consideration of socially responsible investing)
- Governance Committee structure, practices, priorities (e.g., VG updates, monitoring schedule)

<p><i>Unitarian Universalist Association's Racial Justice Resolution, passed at General Assembly, 1996</i></p> <p>Whereas:</p> <ul style="list-style-type: none"> • We are witnesses to a crisis in our nation regarding systemic racism and oppression in education, employment, government and our justice system; • Systemic racism has been highlighted in the news media because of the pervasive mistreatment, including recurring killings, of African Americans and other people of color by law enforcement officers in communities throughout the nation; • We are guided by the following definitions: Racial Justice is the systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all; • a Racial Justice Lens focuses on ways in which race, racism, and whiteness shapes experiences with institutional and cultural power, access to opportunity, treatment and outcomes, both today and historically; <p>The impacts of systemic racism are fundamentally at odds with our Unitarian Universalist beliefs, and confronting racial inequity and oppression is essential for our humanity and spiritual life.</p>	<p><i>First Universalist's Mission and Visionary Goals</i></p> <p>The Mission of the Church:</p> <p>In the Universalist spirit of love and hope, we give, receive, and grow.</p> <p>The Visionary Goals are:</p> <ol style="list-style-type: none"> 1. 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. 2. 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. 3. First Universalist Church is an intergenerational community of mutual caring and support. We build this community by actively welcoming everyone and encouraging each person to discover, develop and share their gifts. 4. 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>First Universalist Church Racial Justice Resolution Approved by the Congregation at the May 31, 2015 Annual Meeting</p> <p>Whereas:</p> <ul style="list-style-type: none"> • We are witnesses to a crisis in our nation regarding systemic racism and oppression in education, employment, government and our justice system; • Systemic racism has been highlighted in the news media because of the pervasive mistreatment, including recurring killings, of African Americans and other people of color by law enforcement officers in communities throughout the nation; • We are guided by the following definitions: Racial Justice is the systematic fair
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	<p>treatment of people of all races, resulting in equitable opportunities and outcomes for all; a Racial Justice Lens focuses on ways in which race, racism, and whiteness shapes experiences with institutional and cultural power, access to opportunity, treatment and outcomes, both today and historically;</p> <ul style="list-style-type: none">• The impacts of systemic racism are fundamentally at odds with our Unitarian Universalist beliefs, and confronting racial inequity and oppression is essential for our humanity and spiritual life;• First Universalist Church has made a commitment to Racial Justice through intensive education and training of our congregation on the historical and current impacts of systemic racism and white privilege on society and the environment;• We have created a Racial Justice Leadership Team and a Faithful Action Leadership Team to provide guidance for our Racial Justice work;• First Universalist Church has undergone an extensive Racial Justice mapping process to define the most strategic areas for change, within our church structure, that will have the most impact on eliminating structural racism within our church;• We have made a commitment to looking at our worship services, religious education curricula, board meetings, committees, and all our programming with a Racial Justice Lens; and• Members of our congregation and clergy are standing next to our brothers and sisters in public protests, on social media, and in our communities to support efforts to address racial injustice; <p>Therefore, be it resolved that: First Universalist Church of Minneapolis publicly declares its commitment to: Continuing the fight for Racial Justice through ongoing changes to the processes of the church, education, advocacy, self-reflection, and relationship-building; and Addressing structural racism and whiteness in First Universalist Church through intentional efforts in every area of our ministry and work.</p>
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First Universalist Church
Racial Justice Resolution
Approved by the Congregation at the
May 31, 2015 Annual Meeting of the Members

Whereas:

- We are witnesses to a crisis in our nation regarding systemic racism and oppression in education, employment, government and our justice system;
- Systemic racism has been highlighted in the news media because of the pervasive mistreatment, including recurring killings, of African Americans and other people of color by law enforcement officers in communities throughout the nation;
- We are guided by the following definitions: Racial Justice is the systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all; a Racial Justice Lens focuses on ways in which race, racism, and whiteness shapes experiences with institutional and cultural power, access to opportunity, treatment and outcomes, both today and historically;
- The impacts of systemic racism are fundamentally at odds with our Unitarian Universalist beliefs, and confronting racial inequity and oppression is essential for our humanity and spiritual life;
- First Universalist Church has made a commitment to Racial Justice through intensive education and training of our congregation on the historical and current impacts of systemic racism and white privilege on society and the environment;
- We have created a Racial Justice Leadership Team and a Faithful Action Leadership Team to provide guidance for our Racial Justice work;
- First Universalist Church has undergone an extensive Racial Justice mapping process to define the most strategic areas for change, within our church structure, that will have the most impact on eliminating structural racism within our church;
- We have made a commitment to looking at our worship services, religious education curricula, board meetings, committees, and all our programming with a Racial Justice Lens; and
- Members of our congregation and clergy are standing next to our brothers and sisters in public protests, on social media, and in our communities to support efforts to address racial injustice;

Therefore, be it resolved that:

First Universalist Church of Minneapolis publicly declares its commitment to:

- Continuing the fight for Racial Justice through ongoing changes to the processes of the church, education, advocacy, self-reflection, and relationship-building; and
- Addressing structural racism and whiteness in First Universalist Church through intentional efforts in every area of our ministry and work.



Using Choice Points to Advance Equity

1. **Identify a Choice Point:** What is one of your points of opportunity to make or influence a decision that may affect equitable outcomes?

2. **Assess Impacts:** What are the impacts of current decisions and actions that may be unintentionally reinforcing bias, barriers or inequities?

3. **Generate Options:** What are some alternative action options that could produce different outcomes? (Try to generate several of them.)

4. **Decide Action:** Which option will generate the most leverage, momentum or gain towards advancing equity and inclusion?

5. **Change Habits:** What reminders or “equity primes” can be structured into you routine practices and protocols to make equity an ongoing priority and habit? What relationships, supports, incentives or accountability measures could help?

First Universalist Church of Minneapolis
Board and Board Committee Goals for 2015-16
Adopted 19 November 2015

Board of Trustees Goals:

- 1) Continue leading on racial justice, using the groundwork established through the passage of the Racial Justice resolution; specifically we will:
 - Continue educating ourselves about race, racism, and whiteness.
 - Consistently apply the *Race Forward* Choice Points model to achieve inclusion and equity as we identify opportunities and make decisions.
- 2) Create, review, and revise policies to ensure they reflect our racial justice work and commitment.
- 3) Review the current and future financial needs, strategic goals, and aspirations of First Universalist Church and develop a financial and strategic plan to address them, incorporating congregant input.
- 4) Work with Nominating Committee and through our own efforts to increase equity and inclusion among leaders in our senior leadership roles: Board of Trustees, Foundation Board, and Nominating Committee (e.g., increase diversity based on age, gender, tenure with church, race, point of view, and other demographics).
- 5) Continue Board linkage with the congregation through meaningful opportunities to listen closely to needs and aspirations.
- 6) Implement the shared leadership model and best practices developed by the Board and Senior Minister Team in order to build a trusting and effective partnership; periodically evaluate our progress in implementing these practices. Complete analysis on Board operations (use of committees, meeting times, selection of officers, and so on) and implement needed improvements.