

First Universalist Church Board of Trustees

May 19, 2016

Board Packet

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Date: May 16, 2016
To: First Universalist Board of Trustees
From: Cindy Marsh, President
Re: May 19, 2016 Meeting

We are in the midst of a busy spring season! Once again we have a full meeting agenda and our meeting schedule runs through 9:30 PM. I'll strive to manage our time efficiently and will count on your help to do so.

Please make sure the Annual Meeting on June 5 is on your calendar. Also, if possible, please attend one of the 90 minute listening sessions on how our racial justice work has impacted our four visionary goals; these are Tuesday, May 17 at 6:30 p.m. and Saturday, May 21 at 8:30 a.m.

We'll have an opportunity for a Q and A with Jim Klote, our comprehensive stewardship campaign consultant, to answer your questions about the process. I sent out a copy of the service proposal under separate copy.

Elaine Tenbrink and Ginny McAninch will present key themes and findings from the Membership Survey completed this year. This information should be helpful in understanding the hopes, dreams, and concerns of the congregation as we conduct the Visionary Goals update and integration, move into planning for our stewardship campaign, and perform other important work.

Other key items include the third quarter financial results, the staff survey, and a recommendation on a process for selecting Board of Trustee Officers. Updates will be provided on the following important initiatives:

- Racial justice and our Visionary Goals integration
- Board consultant on governance through racial justice lens
- Board self-evaluation
- Racial justice mapping recommendations analysis

Finally, we'll conclude with an Executive Session for the purpose of reviewing several inputs for the Senior Minister Performance Review, including the Board survey of executive competencies and how we work together. Relevant documents will be sent out under separate cover either from me or from the Governance Committee.

Our June meeting will begin a discussion of how we operate as a "committee of a whole"; results of our Board self-evaluation may help inform and shape how we proceed. We'll also focus on a review of the Senior Minister Performance Review.

I look forward to seeing you on the 19th.

First Universalist Church of Minneapolis
Board of Trustees Meeting
19 May, 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 April 21 meeting
 - Acceptance of attendance and membership numbers
- 6:55 Items from the Senior Minister
- Monitoring items (see SM Report)
 - Staff Survey
 - Staff-volunteer grievances; Congregant grievances
- 7:00 Conference Call with Jim Klote, Campaign Consultant
- 7:30 Items from Senior Minister and President, continued
- F/up on Jim Klote call
 - Board Officer Selection Process
 - Board consultant on RJ (update)
- 7:50 Update: Mapping Review special committee - Karin and Richard
- 7:55 BREAK
- 8:00 Membership Study: Key Themes -Rev. Elaine Tenbrink & Ginny McAninch
- 8:25 Visionary Goals/RJ Integration Update – Eric and Richard
- 8:45 Finance Committee Report
- 8:55 Governance Committee Report
- Board Evaluation
 - SM Evaluation process
- 9:00 Executive Session
- 9:30 Adjourn

First Universalist Church of Minneapolis

Board of Trustees Meeting

Minutes

April 21, 2016

I. Attendance.

Trustees Present: Dave Bach, Marion Bauer, Jill Braithwaite, Eric Cooperstein, Cindy Marsh, Christina Nicholson, Dick Niemiec, Richard Spratt, Karin Wille (by phone).

Trustee Absent: None.

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

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

The Trustees discussed, as reading and spiritual reflection, “Late Fragment” by Raymond Carver.

II. Consent Agenda – moved and approved.

- Approval of minutes from March 17 meeting
- Acceptance of attendance and membership numbers
- Approval of Delegates to Mid America Conference

III. Items from the Senior Minister

Rev. Schroeder reported that the Comprehensive Stewardship Campaign is moving forward. The initial contract has been signed with the consulting firm that will conduct the campaign; initial contacts will take place with possible architects and other vendors soon.

Reverend Schroeder also reported on several community / public ministry efforts that are being supported by the church community, including Mde/Bde Make Ska and Faith for \$15 (living wage).

IV. Items from the President

President Marsh reported on the work of the Faithful Action Leadership Council (FALC) and its progress on creating community partnerships for faith in action work. There is more information on the church website at www.firstuniversalistchurch.org/partnerships.

President Marsh passed on to the group that the Heritage Circle would like board members to include the church in their estate plans and join the Heritage Circle.

The Board discussed several initiatives that arose during a March 26, 2016 executive session. These include:

- Operating as a committee of the whole in 2016-17, without regular meetings of the Finance or Governance Committees;
- Focussing on governance issues as a whole board; and
- Seeking board development/training on choice points/governing with a racial justice lens.

President Marsh also discussed an informal meeting among several board members to revisit a proposal regarding reducing the size of the Board but applying a racial justice lens through the Choice Points model. The trustees involved concluded that the Choice Points analysis did not support making such a change at this time.

V. Finance Committee / Proposed Budget

The Board addressed several items:

- Bequest approval. The Church received a bequest of \$124,000 from a member who passed away recently. Pursuant to the Gift Acceptance Policy, unrestricted gifts of over \$10,000 are designated for the Legacy Fund but 10% of the gift may be allocated to the Church's operating budget for the current year. On a **MOTION** from the Finance Committee, the Board approved the designation of 10% of the bequest for operating funds.
- Revised Capital Budget (parking lot). Although the Church was successful in obtaining a \$50,000 grant for environmentally-friendly improvements in the resurfacing of the parking lot, the Church's share of the project will likely increase to \$130,000 from \$100,000. Rev. Crow has discussed the situation with staff and volunteers who have been monitoring this project for quite some time and all agreed that taking advantage of the grant is consistent with the Church's environmental values and should go forward. This requires a reallocation of the existing capital budget and the funds that the Church obtained last year through a line of credit. A bidding process can be initiated next week (with application of the draft vendor policy) and the work could be done this summer. On a **MOTION** from the Finance Committee, the Board approved the reallocation of the capital budget.
- Vendor Policy: Rev. Crow reported on the staff's progress in developing a policy to apply to the selection of vendors to incorporate a racial justice lens to large purchasing decisions. Rev. Crow hopes to implement a policy starting July 1, 2016, for purchasing decisions over \$5,000, although the staff may begin using the policy sooner depending on approval of the final policy.
- 2016-17 Operating Budget. Rev. Crow reported on the key highlights of the proposed budget:
 - eliminates all RE fees and suggested donations

- pays all adult employees a minimum of \$15/hr
- provides an adjustment to two positions that are currently below their salary range
- includes a 5% increase to UUA and Mid-America dues
- reduces facilities staff, utilities, janitorial supplies, trash and recycling to pre-tenant levels as of July 1
- reduces the fundraising income line to \$5,000 to reflect that we will not be having a major fundraising event
- includes estimated costs of launching a comprehensive stewardship campaign
- includes a loan from the Legacy Fund to finance stewardship campaign costs
- does not include payment of the mortgage principal in the operating budget
- maintains our \$7500 Racial Justice programming line item
- assumes that the Board racial justice consultant (likely \$2500) will be paid for out of the Racial Justice line item
- includes an increase in our guest speaker line to cover the cost of inviting a person of color into the pulpit each month
- does not include a significant increase in the repairs and maintenance line item
- includes an additional \$10,000 of miscellaneous rental income
- increases our expected unrestricted donations to \$67,500

Income changes

- An increase of \$72,000 in our pledge base, from \$1,128,000 in FY16 to an anticipated \$1,200,000 for FY17, about a 6% increase.
- Rent from our existing large tenant continues through August.
- Increase our miscellaneous room rentals by \$10,000.
- \$15,000 increase in Unrestricted Donations

Expense Adjustments

- Reduced facilities staff hours to the bare minimum (1 FTE and .8 FTE) (partly a function of not having a tenant).
- Elimination of summer camp income and expenses.
- Change health insurance plans as of July 1, 2016, producing a savings of \$22,000.

Currently unfunded:

- Development consulting in the operating budget (\$4000)
- Pool for raises (3% of salaries) (savings of \$21,050)
- Salary increases for Senior Minister and Executive Minister
- Increase in Repairs and Maintenance line item

Members of the Finance Committee reported that during its review of the budget, the Committee recognized that if we go forward with a capital campaign next year, we would not likely have a Great Gathering fundraiser, which was designated as \$35,000 of income. There was some discussion of whether this amount could be designated as part of a loan from the Legacy Fund or would be reimbursed by the proceeds of the capital campaign but these alternatives seemed unworkable. The Committee believed that rather than slashing the budget or proposing a deficit budget we should remove the payment of the principal on the mortgage from the operating budget (\$28,000) and increase the unrestricted gifts line item by \$2,500 (for R.E. contributions at the end of FY17), leaving only \$5,000 in the Fundraising line item.

The Trustees also considered a draft of the potential Comprehensive Stewardship Campaign expenses that would be supported by a loan from the Legacy Fund. As an initial matter, the Trustees discussed whether a portion of the funding for keeping our communications manager at 40 hours per week could come from the intended Legacy Fund loan. The Trustees concluded that the communications position needed to be at 40 hours per week regardless of the Comprehensive Stewardship Campaign, hence those funds needed to be included in the operating budget.

Rev. Crow detailed changes that could be made to the budget to maintain 40 hrs / week communications person, including eliminating the increase to UUA and mid-America dues; combining and reducing a line item for childcare and salaries, and other changes. After a **MOTION** made and duly seconded, the Board approved the draft budget for 2016-17 for presentation to the congregation with the changes described above.

Capital Campaign. The Trustees discussed the remainder of the draft expenses for the Comprehensive Stewardship Campaign that would require a loan from the Legacy Fund of \$395,000. The Trustees discussed that some of the expenses could not be reduced, such as the fee for the campaign consultant but that other expenses could be reduced to make the campaign budget more reasonable.

After a **MOTION** made and duly seconded, the Board approved putting an item on the annual meeting agenda to ask the congregation to approve that the Church may borrow from Legacy Fund up to \$295,000 to fund capital campaign expenses as they are incurred, with the understanding that funds received from the campaign will be applied first to ongoing campaign expenses and then to repayment of any borrowed Legacy funds. Staff will report to the Board monthly on campaign expenses and legacy loan balances..

The meeting adjourned at 9:40 p.m.

April Attendance

	2016				2015		
Adults	9:30 AM	11:15			9:30 AM	11:15	
1st week	219	238	457		357	377	734
2nd week	410	451	861		258	207	465
3rd week	194	202	396		265	245	510
4th week	278	267	545		283	310	593
5th week							
Monthly Total	1101	1158	2259		1163	1139	2302
Average for April	275	290	565		291	285	576
RE							
1st week	79	48	127	*	20	10	30
2nd week	197	155	352		168	144	312
3rd week	170	141	311		172	127	299
4th week	75	55	130	*	68	48	116
5th week							
Monthly Total	521	399	920		428	329	757
Average for April	130	100	230		107	82	189
Combined Average	405	390	795		398	367	765

Notes	1st Week: Spring Break, no 6th-12th RE 4th Week: Youth Sunday, no 4th-12th RE	1st Week: Multigen Easter, childcare only 4th Week: Youth Sunday, no 4th-12th RE
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**First Universalist Church
APRIL 2016 Statistical Report
May 19, 2016**

MEMORIAL SERVICES:

**Ruth Weaver – April 6 – Rev. Elaine Aron Tenbrink
Arlene Jacobson – April 8 – Rev. Justin Schroeder**

MARRIAGES/SERVICES OF COMMITMENT: 0

MEMBERS FOR APPROVAL: 18

Stephanie McCullough-Cain, Minnetonka
Beth Brown, St. Paul
Katharine McArron, Edina
Kris Nagy, Falcon Heights
Martha Scott Johnson, Minneapolis
Deirdre Lotter, Minneapolis
Virginia Zawistowski, Minneapolis
Meredith Kramer, Edina
Carlos Saldaña, Minneapolis
Kyle Burrows and Kathleen O'Donnell, Minneapolis
Stephen Rueff, Minneapolis
Kate Cowley, Minneapolis
Elisabeth Groebel, Minneapolis
Beth Davies, Minneapolis
Laura Sherar, St. Paul
Janise Holter, Robbinsdale
Meg Reid, Minneapolis

MEMBERS REINSTATED: 1

Teresa Leonard (not deceased as reported in Mar. report)

MEMBERS FOR REMOVAL:

CHILDREN DEDICATED: 0

	To Date	End of Year Totals			
MEMBERS	2015-2016	2014-2015	2013-2014	2012-2013	2011-2012
(Fiscal Year)	53	58	46	110	76
TOTAL MEMBERS:	949	920	921	1030	953

TOTAL MEMBERS AS OF THE LAST MEETING: 930

To be added: 19

To be removed : 0

TOTAL MEMBERS: 949

Sr. Minister Report, May 2016

Opening Reading: Prayer for Living in Tension

If we have any hope of transforming the world and changing ourselves,
we must be bold enough to step into our discomfort,
brave enough to be clumsy there,
loving enough to forgive ourselves and others.

May we, as a people of faith, be granted the strength to be
so bold, so brave, and so loving.

-- Joseph M. Cherry

Reflection questions:

Over the course of this church year, what has helped you stay bold, brave, and loving (as a church leader)? As a church leader, what dreams are you holding onto as we finish this year church and look to the future?

Background Information for Conference Call with Jim Klote:

Timeline Leading up to Comprehensive Stewardship Campaign: May 2014-May 2016

As we prepare to embark on a comprehensive stewardship campaign, to truly take care of our religious “home,” so that our facilities can best facilitate our mission, it’s helpful to remember how we arrived at this point.

- In the Spring of 2014, when the balloon payment on our mortgage was due, we refinanced our mortgage with Sunrise bank at a lower interest rate and took out an additional loan of approximately \$182,000. With this loan, we immediately began to address urgent and unfunded capital improvement and safety needs of the church. This list of immediate needs was created by the Building and Grounds Committee, working in partnership with the staff.) With Board approval, a portion of the loan, \$10,000, was used to conduct a Building Audit in the fall of 2014. This audit revealed at least several hundred thousand dollars worth of deferred maintenance and mapped out expected capital expenses and improvements in the years to come.

- In the spring of 2015, the Board, after conversation with the Executive Ministry Team, considered the possibility of launching a comprehensive stewardship campaign in the fall of 2015, but felt this was too soon.
- In the fall of 2015, the “Resource Development Committee,” a group of congregants and Board members, was charged by the Board with finding and securing a campaign consultant. The Board, using the Racial Justice Choice Points model retroactively, re-imagined the composition of the “Resource Development Committee,” and Rev. Justin Schroeder invited additional congregants - with diverse life experience, unconnected to fundraising - to serve on this committee. The resource development planning committee immediately focused on conducting a campaign that was inclusive so that all congregants could feel part of the future of First Universalist Church. Additionally, in the fall of 2015, member of the Committee called the UUA and other organizations to seek recommendations of Firms of Color, that the church might work with. After several meetings, the Committee expressed that the case and vision for a campaign was unclear, and they did not feel ready to interview consultants.
- In January of 2016, the Executive Ministry Team, responding to the directive from the Resource Development Committee, met with the Board of Trustees at a half day working session to present a draft case and vision for the Comprehensive Stewardship Campaign. (*Vision document attached below.*) At the January Board meeting, the Board of Trustees affirmed their desire to move forward a campaign, and a small Campaign Consultant Task force was formed to interview campaign firms.
- In the Spring of 2016, the Campaign Consultant Task Force met with Andrew Currie, a highly successful fund-raising consultant and principal in national firm specializing in capital campaigns and pre-campaign studies. This meeting helped us understand the basic workings of a campaign.
- As the Task Force interviewed firms, we held in mind the Choice Points model, considering “what we do, how we do it, and who we do it with.” The Task Force focused on the “what – in terms of the how case for a campaign aligned with our RJ mission, the “how” in terms of an inclusive process, and “with whom” searched for a firm/consultant of color. Rev. Justin Schroeder (primarily) and Dave Bach conducted extensive research with UUA, UU large church colleagues, and Minneapolis Downtown churches group – and we did not find a consultant of color. We subsequently sought other recommended individuals and firms with campaign expertise and focused on finding one with the most inclusive model.

- February and March of 2016, Consultants interviewed and referenced checked

Consultants/firms evaluated were:

James Klote and Associates (referred by UU colleagues)
 Blair Anderson, Kairos Associates (referred by Cindy)
 Mark Ewert, Stewardship for Us (referred by Harlan Limpert)
 Erika Roland, Executive Fundraiser, WellSpring Group (recommended through Downtown Clergy Group)

Klote had the most inclusive model; the others were more traditional approaches. Justin conducted extensive reference checking on Klote and Kairos; the approach/model used by Ewert and Roland was more of a traditional campaign and we did not pursue further.

- At the March 2016 Board meeting, the Task Force recommended that the church use Klote and Associates for our Campaign. Klote and Associates had strong references and a track record of success (raising at least 5 times annual pledge amount) with other UU churches and other denominations; congregants and staff liked working with Klote and they did what was promised. Klote and Associates also had the most inclusive process, as every congregant will have the opportunity to weigh in to the case (feasibility study), and every congregant/family unit has a personal visit during the campaign. Klote and Associates also had good value for fee; the embedded staff member provides full time assistance to the campaign, and they understand our commitment Racial Justice. Finally, we believe that Klote and Associates will be strong collaborators with us. *(Klote's proposal of service is attached as a separate PDF document).*
- At the May congregational budget hearing meetings, the campaign is announced, as well as how it will be funded.
- In May, the "Pre-design" team, comprised of various church members and staff, begins to meet, to assess needs, possible designs, and potential costs.

Pledge Assumptions for 2016-2017 Budget Presented at the May, 2016 Board Meeting

We are budgeting \$1,174,500 in pledges for the 2016-2017 budget. Here's a brief review of how we arrived at that number, and the assumptions we made.

As we reviewed numbers from the past two years (below), we are ahead of where we were at this same point in the year, 2014 and 2015, respectively. Additionally, we are well ahead, dollar wise, of where we were on June 13, 2014, and on May 29, 2015. I believe this is a result of the ongoing communication and outreach we've done since we made "thank you" call

last fall. We have received verbal commitments and email communication of intention to pledge from members and friends (who haven't yet pledged), and we know there are a number of pledges that will come in by the end of May and continue through June. We believe we are on track to hit a total of 640 pledge units.

Year	Pledge Units	Total Pledged	Avg Pledge
June 13, '14	577	\$1,070,698	\$1,856
May 29, '15	581	\$1,105,833	\$1,903
May 13, '16	575	\$1,125,101	\$1,957

We currently have 575 pledges, which leaves 65 units left to achieve our goal.

The current pledge units have pledged \$1,125,101.

There are still a few large pledges we anticipate receiving (the delay is related to pastoral issues.) These pledges total \$7,000.

The staff and I are making a very concerted effort to reach committed First Universalist participants who haven't made a pledge, but are clearly involved and engaged; in addition, we are doing a very thorough follow through with members and friends who pledged in 2015, but who we haven't heard from yet.

Out of this pool of people, we believe we will get 45 pledges, with the average pledge being \$650 a year (approximately \$50 a month). $45 \times \$650 = \$29,250$. This would bring us to 620 pledge units.

We anticipate approximately 20 new pledges (from 40 new members) coming in over the course of the 2016-2017 year. We anticipate these pledges averaging \$650 (this is on the low end of average new pledges). $20 \times \$650 = \$13,000$. This would bring us to 640 units.

Current pledges:	\$1,125,101
Anticipated large pledges:	\$7,000
Additional pledges:	\$29,250
New pledges in '16-'17:	\$13,000

Total pledges for '16-'17: $\$1,174,351 / 640 \text{ pledges} = \text{average pledge of } \1835 .

Sr. Minister Report on Staff and Congregant Grievances: There are no grievances to report.

Sr. Minister Report on Visionary Goals for the Year, 2015-2016:

Mission Statement: In the Universal Spirit of love and hope, we give, receive, and grow.

Visionary Goals:

The people of First Universalist Church grow in their UU faith: we are equipped to live out our values and experience worship, spiritual practices, and rituals that challenge, comfort, celebrate, and heal.

We began our 2015-2016 church year with a Blessing of the Backpacks service in August. This multigenerational service offered children, youth, and adults the opportunity to reflect upon how we might carry the love of our church community and tools of our faith with us wherever we go. Children and youth were encouraged to wear their school backpacks to church so that we could include them in the Backpack Blessing ritual.

This ritual was followed by a powerful re-covenanting Water Communion service, as we welcomed back the Rev. Kate Tucker. Kate was joined by Rev. John Cummins, as well as the current ministers of First Universalist, and together, we made sacred promises with one another, as Kate reminded the congregation of her new role, and we affirmed the strength and power of First Universalist's ministry .

Over the course of the year, we explored such worship themes as Roots, Humility, Border Crossing, Making Room, Wholeness, Sacrament, and Doorways. Children attended monthly for the first part of the service, and we had numerous "All Ages Sunday," when everyone worshipped together, including our "Holiday Giving Sunday," when we reminded the congregation that "Christmas is not our birthday," but the birthday of hope and possibilities. Throughout all of these worship themes, we continued to weave in elements of our Racial Justice commitment, unpacking how our faith calls us look for the dynamics of race, racism, and whiteness, in all that we do. (The sermon, "Whole Life Living," is a great example of this: <http://firstuniv.podbean.com/e/march-6-2016-sermon-by-rev-justin-schroeder-whole-life-living/>.)

On November 8, 2015, under the "Border Crossing" theme, the People of Color group led the service, lifting up voices and stories that we don't often hear in this congregation.

Our two Christmas Pageants brought families, friends, visitors and long time members together to recall the ancient story of the birth of the a child. Rev. Ruth MacKenzie and Lauren Wyeth took exquisite care of the children and youth who

participated in the pageant – facilitating a well executed rehearsal, explaining the story and what it means to us as Unitarian Universalists.

In January, 2016, we introduced a new ritual, our “Service of Remembrance,” explaining, the first of the calendar year is a natural time for looking back and looking forward. Sunday, Jan. 3, we will gather in worship and remembrance of those that have died and now stand on the other side of the veil, while contemplating what hopes sustain us on this side. During this service, we invited congregants to speak the names of the deceased and we lit three candles, for impermanence, for remembering the dead, and for turning toward the future. This is a service we’ll repeat on an annual basis.

This year we also held a Pastoral Care Commissioning, a powerful ritual in our Sunday worship service, acknowledging the work of the Care team, a group of congregants who confidential pastoral care to friends and members of our congregation in need of support.

The Youth Sunday service in April introduced bread communion to the congregation in way that worked, both ritually, and theologically (the bread *wasn’t* the body of Christ).

At our Coming of Age Ceremony, May 14, our youth stood on the chancel and share their personal credo with family, friends, and community members.

Three times this past year, we offered Contemplative Evening Worship:

- On Oct. 25, *Turn - A Meditation in Sound and Silence*: Join us for a special worship service that focuses on personal reflection accompanied by poetry, music, and silence)
- On Jan. 31, *Stone - A Meditation in Sound and Silence*: When the temperature falls and the roads ice over, we don't venture out thoughtlessly; we stay put and look inwards. We become stone-like: still, silent, strong. What secrets live in the heart of a stone?),
- On April 17: *Grow - A Meditation in Sound and Silence: Become the being that you are*: Within each of us is a seed, a kernel, a pattern. In the soul's soil, it seethes and churns, waiting for spring to come so that it can slowly reach into the light. What waits within us? And how will it take shape?

These services were attend by 50-75 people each, and were attended by church members, as well as non-church members and friends. The quiet, contemplative nature of these these services, blended with soul touching music, was deeply appreciated by those who attended.

Singing is a powerful part of one's spiritual and worship life; making music in community is transformative. This past year, the worship team began to move the children's music at First Universalist from a Children's Choir Model to a Worship Model. This means that music will be deeply woven into Children's Chapel, Sharing Sundays and multigenerational worship, instead of being offered as an extracurricular activity. The worship model will be supported by the development of a new worship team for children comprised of parents and musicians along with Lauren Wyeth (Director of Children, Youth & Family Ministries) and Rev. Ruth MacKenzie (Minister of Worship and Coming of Age). While Children's Choir will not be offered next year as an extracurricular activity, we will be offering music deeply embedded in all our children's church experience. Starting in Sept. 2016, the Children's Worship Team will live into a new paradigm: "Religious Education is children's church," as Lauren states, "and music is a central part of church."

The lay-led annual Winter Solstice was attended by nearly 600 people, who found comfort and meaning in this service that celebrates the dark and offers lights during the longest night of the year.

In short, our worship team – ministers, worship associates, guest preachers, our choir and orchestra, and pianist – worked together to create meaningful Sunday morning experiences, healing, comforting, and challenging all of us in the process.

Guided by the Strategic Plan, our Adult Ministries, including Wellspring, Circles, Racial Justice workshops/videos/discussion, Daytime Connections, and more, engaged hundreds of church members, friends and guests.

We offered dozens of **Community Circles**, **Spiritual Deepening Circles**, **Newcomer Circles**, and **Care Circles**. Included in this mix are a number of Circles related to Racial Justice learning and deepening. Each of these Circles invited people into the spiritual practice of deep listening, and the practice of listening to where love is calling you next.

The People of Color Circle met regularly to reflect on the spiritual content and messages from the Sunday morning sermon. This Circle followed the same format as the other Circles in the church and is comprised of church congregants. We also offered learning sessions for People of Color on self care and coping strategies for racial oppression. These learning sessions were facilitated by Marie Michael (a colleague of Heather Hackman's), and the group met several times this past year.

Our annual program calendars helped church members and friends alike stay informed about worship and faith formation events:

<http://firstuniversalistchurch.org/wp-content/uploads/2016/03/AnnualCalendar201516-updatedMarch31.pdf>

Our sanctuary continues to be updated and beautified, and we're moving toward a new pulpit. The Chancel Group has been meeting with builder Richard Helgeson to create and craft a new pulpit for our chancel. Our current pulpit has served this congregation well. It was built for the chancel at our church on 50th & Girard, and traveled with us to 3400 Dupont in 1993. Although it is graceful and open, it is showing signs of wear and tear. Also, with an expanding vision of shared ministry, the worship team has longed for a pulpit that can easily work for two people.



Members of the church lived out their UU values through our seven Faithful Action Partners, and by continuing to partner with and participate in marches and rallies lead by a coalition of organizations working for racial justice in our city and state (Black Lives Matter Minneapolis, and others.)

Pledge Day was a fun ritual that helped us connect to our values and our faith. We built on the excitement of Pledge day from 2015.

Throughout the year, the ministry team led a number of memorial services, including services for Lynn Elling, Tom Atchison, Shirley Olson, Fran Addington, Betsy Horton, and many others.

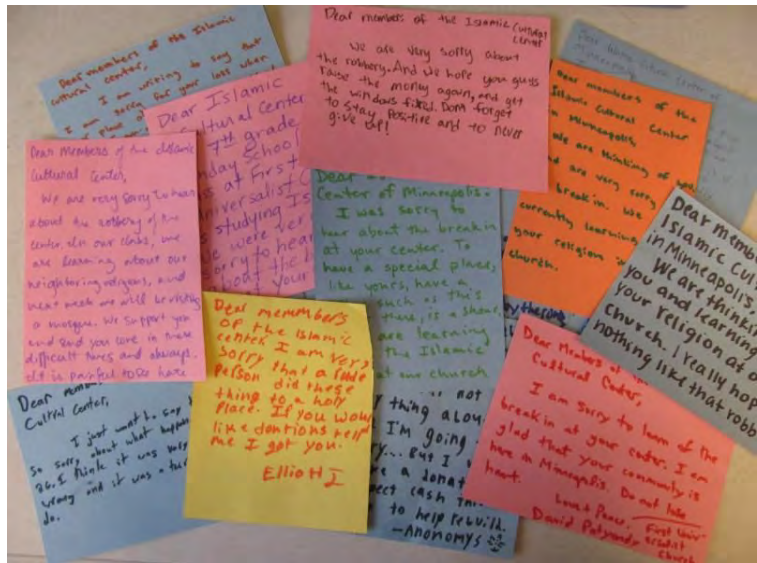
First Universalist Church is a home for ageless wisdom. People of all ages find opportunities to engage in an intellectual and spiritual search for deeper meaning and understanding in the UU tradition, both as individuals and in community. We know our roots, find our wings, and apply our knowledge and wisdom to all our endeavors.

First Universalist has one of the largest Religious Education Programs in the country. From September through May, First Universalist Church offers Religious Education classes for children and youth in preschool through high school. We are home to nearly 300 families and close to 500 children and youth! Under the leadership of Lauren Wyeth, Emma Stout, Rev. Ruth MacKenzie, Emma Paskewitz, and many other dedicated church leaders, our children and youth program is meeting the needs of our families, helping them navigate the issues and challenges of their lives in profoundly meaningful ways, as they build a strong Unitarian Universalist identity.

In 2015-2016, our Religious Education Curriculum continued to be reviewed and rewritten with a racial justice lens. Racial Justice lessons were added to the 2nd, 5th, and 8th grade curriculum, and we offered a racial justice jam camp in July of 2015. For the third year in a row now, we are offering 5th graders the eight weeks of Our Whole Lives curriculum that have been developed for their age group. Adults at home do weekly reading homework to keep them, literally and figuratively, on the same page with their 5th grade kids.

RE Program Highlights:

- On Sunday March 13, 7th graders in the Neighboring Faiths class explored Islamophobia and learned how they can respond to anti-Muslim hate and bigotry. In class, youth wrote and collected letters of support for the Umatul Islam Center in Minneapolis, which was vandalized and robbed in early march. Youth also worked in teams to create posters against Islamophobia, which were on display in the upstairs RE hallway.



- RE Classes Create Art Inspired by "Families All Matter" Unit. Please enjoy

the artwork of our Kindergarten, 1st and 4th grade Religious Education classes, now hanging in the church atrium. The messages and images were inspired by their Families All Matter book project unit.

Each class read age-appropriate picture books to develop understanding and empathy for all kinds of families, including families of different races and ethnicities, families formed through adoption, families who immigrate from other countries, and families with members with varying abilities and of diverse sexual orientations.

As Unitarian Universalists, regardless of our age, our faith inspires us to honor the dignity and value of each person, affirm all families formed in love, and work to ensure all are welcomed in our church and in the larger world.

- Rev. Ruth MacKenzie helped our 9th grade Coming of Age class deepen their roots and spread their wings, as once again, she grounded them in UU history, theology, and identity. In the past few years, the Coming of Age class has grown from a dozen to more than twenty young participants, each paired with a fabulous mentor.

In addition to our regular and ongoing religious education and children's chapels, we created other ways for children, youth, and families to connect, grow, and build community together:

- On Oct 11, we offered families many opportunities to slow down and connect with one another on Sabbath Sunday. There were spaces for open play and hanging out for all ages throughout the day in addition to organized activities. It was a wonderful opportunity to spend quality time with family and friends and make new connections within the First Universalist community.
- We offered our children and youth Halloween Party again this year and people came together for games, music, autumn crafts, and a Halloween costume parade.
- This spring, 16 youth and four adults ventured out on a pilgrimage to Boston and Concord as part of the Coming of Age experience. As Unitarian Universalist pilgrims, they wanted to walk in silence where Henry David Thoreau once took his long hikes around Walden Pond. They wanted to stand in the pulpit of Arlington Church proclaiming our radical faith as William Ellery Channing once did. They wanted to sit in the Boston Common knowing this land was once farmed and hunted by the Pawtucket, the Massachusett,

and the Wampanoag until they were starved out, or swindled out of what is now the oldest "city park" in the United States. They wanted to gather in the square where Theodore Park rallied a throng of protestors against the Fugitive Slave Act. The youth and adults did all of these things and much more, and at their final reflection in Arlington Street Church, youth came away saying things like: "Our faith comes from some place. We grow out of Christianity, but we are not limited by it. What we do in this world matters."

- In March, 2016, we had a Spring Spaghetti Dinner, talent show, and Overnight for RE Families (for those with kids in 2nd-5th grade).
- We also held the Young Families Easter Party, on March 26, as families with toddlers and young ones came together for eggs dying, crafts, food, and fun.
- First Universalist hosted UU YouthCON 2016, an event for 9th-12th grade UU youth of the greater Twin Cities that was held on Saturday, Feb. 13 through Sunday, Feb. 14.



The theme for the weekend was "CONmitment: CONtinuing the CONversation." This year's YouthCON was all about continuing to deepen the relationships and connections between the different youth groups in the Twin Cities. The youth planners decided that they wanted the theme of this con to be



"CONmitment": commitment to social justice, commitment to creating more opportunities for UU youth to build relationships and do projects together, and commitment to our own spiritual development.

A highlight of this year's CON was an afternoon workshop led by YoUUth SOALS, the

youth program of MUUSJA (the Minnesota UU Social Justice Alliance). The workshop will be facilitated by three phenomenal youth leaders and

two adults who are fiercely dedicated to guiding youth in their commitment to our UU values of social justice.

There was also a panel of folks from UU congregations across the Twin Cities (I was on this panel) who will talk to the youth about their experiences doing social justice organizing as Unitarian Universalists.

The **Daytime Connections Leadership Team** has been offering outstanding monthly programming. Fifty to seventy five people regularly show up for programming and lunch. Programming, lead by church members, included such topics as “Lessons from Internment of Japanese Americans,” “Peacemaking in the Aftermath of Hiroshima,” “Sweet Fields of Autumn” (with Rev. Kate Tucker), “Solstice, Transitions & the Journey of Aging,” Winter Hiking with First U Seniors, “Creativity: Bringing Joy to the Spiritual Journey of Aging,” “Genealogy Workshop,” “Intentional Aging,” “Exploring Life Completion,” “Armchair Travel,” “Our Journey Into Eldering: Savoring and Serving,” and “Defining Home.”

First Universalist Church is an intergenerational community of mutual caring and support. We build this community by actively welcoming all and encouraging each other to discover, develop and share their gifts.

Under the leadership of Rev. Jen Crow and the pastoral care team, we have expanded our Pastoral Care programming, offering both a Marital First Responders Workshop and hosting a Heart to Heart Retreat this past year:

- Marital First Responders are people who others open up to about relationship problems. But they are sometimes unsure about how to be helpful, how to avoid taking sides, and how to steer friends and family members to the right resources. If friends confide in you about their relationship challenges and you want to feel more confident in how to be supportive and helpful, consider joining us for **Marital First Responders training on Saturday, Feb. 20 from 9 a.m. to 4 p.m.**
- In March, we are excited to offer our first Heart to Heart Couples Enrichment Weekend for members of First Universalist. Heart to Heart is a face-to-face opportunity for couples in a committed relationship to enrich the relationship through listening, writing, and personal reflection. During the workshop, you will have opportunities to explore and reflect on couple strengths and challenges, hurts, desires, joys, and dreams in a private, safe, and guided encounter. All couples - regardless of marital status or gender identity - are welcome.

The Pastoral Care Team also helped church members remember loved ones, as dozens of poinsettias were delivered to church members and friends who had lost a loved one. As the Care team said, “Caring for each other, offering support and comfort in times of illness and loss, and remembering those times the year moves on are essential to what we do a religious community.” Thanks to sustained work over the past few years, we now have dozens of congregants trained to serve as pastoral caregivers in various ways and capacities.



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This year, like every year, there were a number of teams, groups, and task forces that worked in partnership with staff to move ministry initiatives forward as they shared and developed their gifts and passions (i.e., our Racial Justice Leadership Team, our Worship Associates, our Welcome Team Leaders, our Circle Leadership Team (and dozens of facilitators), the Great Gathering/Auction Team, The Winter Warm Up Planning Team (and Rock Band), our Religious Education Teaching Teams, the Pledge Team, the Planned Giving Team, the Resource Development Committee, various Committees on Ministry (that support Affiliate Ministers, as well as current Ministers), the Host Planning Team for the Mde Maka Ska conversations, and many other teams.

Throughout the year, our Young Adult group gathered for fun, fellowship, and food, as we ensured a safe and welcoming space for Young Adults in the church. .

We now have formal signage around many of the church bathrooms, indicating that they are “all Gender Restrooms.” This ensures that our church is a safe and welcoming space for everyone who comes through our doors.

We continue to offer congregants a variety of ways to share their musical gifts and talents as a part of their ministry, through the Folk Band, the Universalist Rock Band, the Choir, and the Orchestra.

We eliminated our Religious Education Fees for the 2015-2016 church year to make RE accessible for all families and show the value we place on our children.

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.

In 2014-2015, The Faithful Action Council was conceived by a working group guided by Rev. Jen Crow. The Council would be the formal structure to hold Faithful Action work for First Universalist with the goals of being transparent, accountable, and accessible to all congregants.

The Faithful Action Council was formed and began it's work in 2015-2016. The Faithful Action Leadership Council (FALC) is the newly formed body that will set the direction of faithful action ministries at First Universalist going forward. FALC will work through a racial justice lens, prioritize working through partnerships with community and internal groups, and balance advocacy and systemic change while attending to immediate needs. Lastly, FALC seeks to ensure a spiritual component in our social justice work.

The Council was launched in August 2015 by co-chairs Rev. Justin Schneider and Joan Naymark and Secretary Taylor Putz. Representatives from key groups within the church were recruited to participate in the Council's first exploratory year -- Board, Foundation, Daytime Connections/Elders, Youth, MUUSJA, and several of the church's community partner congregant leaders. A communications group was formed to create ways to share information about the Council, the partners, and volunteer events. This work will be ongoing; working with Church staff has created a coordinated and efficient process.

Community Partners. The Council began work on several fronts, applying the Racial Justice lens and guidelines established by the Board and congregation in all we do. Initial efforts were focused on developing an open, transparent criteria and process to select community partners. The partnership application process was created by a working group and approved by the entire Council, ensuring that we went deep as well as wide in creating a visible, accountable process. All church members were invited to submit applications in partnership with a community organization, including both former and new partners. The application focused on racial equity and set clear expectations for measurable results. Eight partners for the 2016-2017 church year were announced in March: Twin Cities Habitat for Humanity, Emerge, Augsburg Fairview Academy, Simpson Housing Services, Emerge, Minnesota Interfaith Power and Light, Beacon, and Project for Pride in Living. The Council and Team Leads (congregants leading the partner volunteer efforts) met several times, and the beginnings of a robust relationship among the team leads and the Council members has begun.

The Council launched **Advocacy work** in January at the start of the MN State Legislative session. Several activities began, in partnership with Beacon and Twin Cities Habitat, but also with the 15 Now ballot campaign to raise the minimum wage in Minneapolis to \$15/hour. The advocacy working group included people not on the Council, from the environmental justice team, the Executive Director of MUUSJA, and a Master's degree intern from the University of Minnesota Humphrey School.

Spiritual Reflection and Faithful Action. This was an emerging interest among Council members, Community Partner Team Leads, and other participants. The goal is to develop a closer tie between faithful action work (both direct service and advocacy) with spiritual growth. That will be a top priority for the year to come.

The Council will hold it's final meeting in June 2017, to evaluate the year in review, and prepare for the year ahead.

In the fall of 2015, we hosted Families Moving Forward, for a week, and we're preparing to welcome four families to First Universalist from May 22 through June 5. (Hundred of volunteers are involved in these efforts, and for the upcoming dates, we offered a special racial justice focus training for our FMF volunteers) During our Holiday Giving efforts, we raised \$70,000 for Beacon Interfaith Housing Collaborative.

Throughout the year, we continued our racial justice learning and journey, offering a variety of classes, programs and workshops.

- Racial Justice Video and Discussion: "Cracking the Codes," Tuesday, Sept. 22, 7 p.m.
- Racial Justice Video Discussion: "The Abolitionists," Sunday, Oct. 4, 1 p.m.
- Racial Justice and Our UU Faith Workshop, Oct 24, 9 a.m. - 1 p.m., Tuesdays, Dec. 1 & 8, 6:30-8:30 p.m.
- Conversation with Debby Irving, author of "Waking Up White," Nov 3.
- Reading and presentation by Debby Irving, author of "Waking Up White," Nov. 6.
- Racial Justice Video and Discussion, Sunday, Nov. 15 at 1 p.m. , or Tuesday, Nov. 17 at 7 p.m.
- We also offered two 24 hour trainings with Dr. Heather Hackman (Groups 4 and Groups 5 that have gone through this training.)
- Here is the full list of Racial Justice learning opportunities:
<http://firstuniversalistchurch.org/wp-content/uploads/2016/01/RJ-Learning-Winter-Spring2016.pdf>.

During the course of the year, we hosted four community conversations with First Nations people. Each conversation built upon the previous conversation. From the October meeting: Please join us in the Social Hall for an energizing and participatory community conversation about Bde/Mde Maka Ska (currently called Lake Calhoun). Help us collectively reflect on the gifts this significant body of water has contributed to generation upon generation of people and the meaning-filled relationships which continue to be cultivated from its presence. Explore with us the hopes and dreams of restoring the name Bde/Mde Maka Ska to its original stature. Envision big and bold hopes and dreams, and a more valuable and vital future, through positive and generative dialogue.



Our High School Youth Participated in MUUSJA's "YoUUTH Soals" Program: How do you engage with the world around you as a "practicing" Unitarian Universalist? How does our faith call us to work for justice within and beyond our congregations? What does it mean to be a UU activist? If these questions interest you, join MUUSJA for **YoUUTH Soals: The Spiritual Organizer/Activist Leadership Seminar for UU Youth**, a 6-month leadership program for 9th-12th graders that meets once monthly around issues of activism, community and grassroots organizing, and congregational social justice engagement.

Over the course of the year, the church and its ministry was represented in the public square in a variety of ways:

- Rev. Justin Schroeder was interviewed on WCCO radio last September. Rev. Justin Schroeder, along with Pastor Stephen Cornils from Mount Olivet, chatted with WCCO radio host Jearlyn Steele about what churches are doing to stay relevant and how they're welcoming more people into their communities.



- Rev. Schroeder was also quoted in a *MinnPost* article, [Twin Cities Religious Leaders Embrace Black Lives Matter](#)
- First Universalist was [recently profiled on the Minnesota Interfaith Power & Light website](#): "At the center of their work, the Faithful Action Environmental Justice Group at First Universalist upholds a commitment to illuminate the ways climate and racial justice are interconnected, rather than separate problems. Education, discussion, advocacy, and an active membership in the Minnesota Unitarian Universalist Social Justice Alliance (MUUSJA) support their efforts. Taking part in MNIPL's Climate Conversations program also helped members who felt battered by the struggle to address these issues reignite their passion for the work."
- First Universalist's Rev. Justin Schroeder was among about 40 leaders of Minneapolis churches and synagogues who gathered on the steps of City Hall last Thursday to call on council members to pass a law that would give all workers the right to earn paid sick leave.

Faith Leaders in Minneapolis Rally for Workers' Paid Sick Leave



- **First Universalist was featured in the *Star Tribune*: [Hiroshima Children's Drawings Tell a Story of Hope](#).**
- "On October 7th, Nancy Bordeaux [who is Sicangu Lakota from Rosebud South Dakota] joined about 30 other people - whites and Natives - at the **First Universalist Church**, just blocks off the shores of Mde Maka Ska. They came together to talk about the lake." MNNativeNews produced a wonderful [radio story](#) inspired by the community conversation about Bde/Mde Maka Ska (currently

called Lake Calhoun) that took place at First Universalist on October 7. The story is available to listen to on [our website](#).

- In December, First Universalist was recognized on a Twin Cities television program for the racial justice work being done by our community. Rev. Justin Schroeder, and Ben Miles, member of the [Racial Justice Leadership Team](#), appeared on a segment of "Our Issues Twin Cities" that aired on The CW-23 in December. The segment covers police brutality, the recent emergence of the Black Lives Matter movement - "one of the most powerful civil rights movements since the 1960s" - and highlights First Universalist as one of several predominantly white communities in the Twin Cities that is putting racial justice at the center of its mission and responding to the call from Black Lives Matter to stand in solidarity. The CW-23 program is available to [watch online via YouTube](#). Look for Rev. Justin Schroeder and Ben Miles starting around the 15:30 mark.
- On Monday, April 11, members of our community participated in a Faithful Action with Catholic Workers and Black Lives Matter Mpls, along with people from a variety of religious communities including Mennonite, Jewish, Quaker, Unitarian Universalist, Buddhist, Lutheran, and Catholic. The action called attention to Jamar Clark's death and demanded the call of "Justice for Jamar."



Our Environmental Ministry Team helped launch a solar garden, connected environmental justice issues to racial justice issues, and has held a number of engaging programs:



**BIRDS TELL US IT'S TIME TO ACT:
CLIMATE-ENDANGERED
BIRDS OF MN**

Presented by:
Monica Bryand
Latina Birder/ Photographer
Sponsored by the Environmental Justice Team
1 – 3 p.m. Sunday, Feb. 28 in the Cummins Room

 First Universalist Church of Minneapolis

- Our team of four Twin Cities UU churches has researched this emerging energy program and is proud to bring you an option they've deemed the best fit with our values. We will present information about climate change, renewable energy, our UU Solar Garden project, and how to sign up. Presenters include J. Drake Hamilton, Science Policy Director of Fresh Energy, and Cliff Kaehler, CEO of Novel Energy/Minnesota Community Solar. The event is sponsored by the Environmental Justice Team
- First Universalist Church award grant for Sustainable Parking Lot Improvements (many people deserve a shout out here, but a particular shout out goes too our Operations team who identified this grant opportunity.)
- Environmental Justice Team to Showcase Recent Projects (1) Reduce Greenhouse Gas Emissions and (2) Protect Our Water) at April 24 Earth Day Celebration. Our climate mitigation plan involves action in four areas - community solar, carbon sequestration, organics recycling, and energy audits in partnership with various community organizations, such as the Lake Street Energy Challenge and MN Interfaith Power & Light. Our efforts to return our once pristine waterways back to health are emerging out of a powerful and inspiring collaboration with Native American leaders, including those involved with Bde/Mde Maka Ska. Interested in learning more?

There are a variety of other ways that we live out our faith and work for justice in the world:

- On Sunday April 10, congregants signed nearly 300 postcards that Twin Cities Habitat shared with 20 state legislators in St. Paul this week! The postcards urged legislative support for the Homes For All \$130 million bonding bill in support of housing
- Our Ministry of Generosity continues to have an impact in our community. We regularly give away \$600-\$1000 per Sunday to a non-profit organization in our community.



The Meaning of Membership at First Universalist

Discoveries and Next Steps

Submitted by Rev. Elaine Aron Tenbrink, Minister of Membership and Adult Ministries

Background

In January 2015, the Board of Trustees held a working session to discuss these questions:

- How do we conceive of church membership at First Universalist Church?
- What do people expect? What does the church expect of them?
- How are these expectations changing?
- What things should the church be doing, over the long term, in order to be well positioned for the changing membership/affiliation models of the future?

Out of this working session came a request for First Universalist to explore these questions in greater depth. The Exploring Membership Team, consisting of the Rev. Elaine Aron Tenbrink (co-chair), Ginny McAninch (co-chair), Jeff Sylvestre, Jerry Sattinger, and Lucas Hollenkamp, convened to respond to this request.

Process

To ensure that our responses to these questions were grounded in the current life of the congregation, we devoted our time together to deep, thoughtful research. We wanted to look beyond the components of official membership as specified in our bylaws (e.g. making a pledge of record) and identify the components of a deep and meaningful membership experience at First Universalist. Through gaining an understanding of the “ingredients” of meaningful, transformative membership experiences -- as well as barriers to that experience -- we would be able to name the heart of membership more accurately and create systems to invite people in.

From January through April 2015, we gathered this information using two tools: an online survey and in-depth one-on-one interviews. Through an online survey, we gathered detailed information from 278 church members. Dr. Bryana French, a social scientist and member of the Racial Justice Leadership Team, helped us to craft the survey and analyze the results. Following the survey, we worked with Matt Keller, Chief Marketing Officer at Capstone Press and friend of the church, to conduct 14 in-depth “empathic interviews” and analyze the results.

Major themes:

People are coming to church for **spiritual deepening and social connection**. Many of our findings aligned with current church trends. [According to this article by John Wimberly](#), given people’s busy lives and all the opportunities available in the secular

world, the relevant church must focus on “deepening our members’ spiritual lives, creating small, intimate communities, and offering hands-on mission opportunities.”

Of the 278 respondents to the survey, 122 were people who started coming to the church in the last five years. Our team was particularly interested in their experience. After putting a great deal of effort into understanding the unique perspective of these newer members of our community, we discovered this: Their experiences were not notably different from the greater population. This includes their perspectives on our racial justice work.

Ingredients of a Meaningful First Universalist Experience:

What we learned about the ingredients to a rich church experience at First Universalist:

1. Being Seen and Being Known in Community

In sharing about their sense of community here, people mentioned that it mattered greatly that they felt seen, that they knew someone to greet in the social hall, that church was a place where they were “with their people” and where people “really know me.” People were particularly moved by feeling a part of heterogeneous, multi generational community. As one interviewee said, church helps him to “step out of the little social framework that [his] life sits in” and reflect deeply on living a life of meaning and purpose.

The survey indicated that the greatest barrier to getting involved was the perception of social cliques and the feeling that everyone already had their people (41.6% of respondents).

2. Spiritual Growth in Community

Spiritual grounding is a core reason why people seek us out (79.1%) and why they stay (83.4%). This is a place that helps people become who they wish to be in the world. Whether they described church as an anchor, a place that resets their compass, or a place that gives them their mantra for the week, many people notes that church offers grounding, re-orientation, and wisdom to take out into their lives.

- **Large-scale Spiritual Deepening at Sunday services:** People love worship: The preaching, the music, the cycle of life and silence. It brings them in and sustains them over the years.
- **Small-scale Spiritual Deepening in Circles:** Most people had their first experience of belonging in a Community Circle, Newcomer Circle, or a Pathway to Membership Class. These were spaces where people could share honest, deep feelings and stories and build and strengthen personal relationships.

3. Living Out Our Values in Community

- **Pastoral Care:** We hold each other through life's passages and into our later years. There's a sense of respect for elders here. The maxim "Sometimes we are held by the ocean, sometimes we are the ocean" came up multiple times.
- **Social Justice:** At First Universalist, we are walking our walk, not just "sitting around and talking." As one interviewee put it, he was drawn to "being a part of a group that's amplifying [social justice work] beyond what any one individual could do." Our work is local and relevant. Many people reported that they were drawn to being in community where the values with aligned with their own.

The Culture of First Universalist

The following words came up often and caught our attention: Joyful, nonjudgemental, welcoming, vital, real, honesty, openness, depth, and challenge (in a positive sense).

Membership: Benefits and Barriers

When asked what membership means at First Universalist, many people mentioned a commitment to be involved and financially supportive. Many people were not clear about what membership meant, particularly those who were not members of the church.

When asked about the meaningful benefits of official church membership, the greatest number of respondents cited "a sense of deeper commitment to this community and our values" (85.7%) and "making a formal connection to a community that offers support during times of crisis and loss" (63.6%).

When asked about the barriers to official church membership, the greatest number of respondents cited "pledging and financial commitment" (36.4%) and "being able to fit the Pathway to Membership class into my schedule" (20.7%). In our interviews, many people mentioned that simply having the time to participate was a challenge.

Next Steps

The Exploring Membership team is meeting again in July to revisit the themes of our research and identify areas for innovation. This has been a year of deep research for us. The coming 2016-17 year will be a time of innovation, experimenting, and piloting new possibilities. Rolling out any new programming will likely take place in the 2017-18 church year.

We have a great deal of information about the ingredients for a robust, meaningful experience First Universalist experience. Beyond the membership requirements of our bylaws (e.g. pledge of record), how might we talk about membership as a set of core practices that reflect these ingredients of a rich church experience?

The work that lies ahead includes:

- Connecting the meaning of membership to the life that we are inviting people into at First Universalist
- Articulating a clear path of ever-deepening engagement
- Clearly communicating how to join, what will be expected of you, and what you can expect of the church.
- The possibility of explicitly connecting the meaning of membership to practices that help us live into our visionary goals and mission.

First Universalist Church – Finance Committee Minutes
Thursday, May 12, 2016
Cummins Room

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

Absent – Christina Nicholson

Dick Niemiec convened the meeting at 6:00 pm.

The committee approved the April 14, 2016 minutes.

Dick mentioned the board would operate as a committee of the whole in 2016-7 as a one-year pilot. The governance and finance committees will be suspended during that period. However, Jen would like to form an advisory committee that will help her to work through policy, accounting and procedural issues. The committee noted that special consideration would be needed for the development of the 2017-8 budget next spring.

Jen presented her third quarter financial review and projected a \$16,000 deficit at year-end June 30.

- Pledge income is projected to be \$53,000 under budget and miscellaneous fundraisers (Great Gathering, etc.) \$11,000 under. Other categories of income (unrestricted contributions, 10% of bequests, etc.) are higher than budget so the total projected income shortfall is \$20,000.
- Total employee benefits are \$20,000 under budget while Sunday RE childcare is \$10,000 over due to more complete classroom staffing. Fewer consulting services were used resulting in \$22,000 of budget savings. Other expense categories vary so the projected expense savings are \$4000.

The committee discussed the off-budget fundraising for the new pulpit that was authorized the November 2015 board meeting and the confusion around the “fund-the-need” fundraising at the April Great Gathering for both the pulpit and racial justice. Several church members raised the issue at the May 9 church-wide budget meeting. The committee felt the use of off-budget fundraising needs to be clarified and, in addition, the income and expenses should be run through the operating statement.

Jen presented the operating budget that needs to be approved at the May 19 board meeting. Jen and other board members recapped the two church-wide budget meetings (May 1 and May 9). Dick asked to have the pledge spreadsheet updated for the board

meeting so the income projection is as accurate as possible. The committee recommended the operating budget for approval by the board.

Jen also presented the three-year budget projection. The committee thanked Jen for developing a multi-year budget for the first time in recent years. Jen felt it would be helpful with the church's strategic planning and aid in the comprehensive stewardship campaign. The committee agreed.

The board has recommended a loan of up to \$295,000 from the Legacy Fund to fund the comprehensive stewardship campaign. Loan draws are to be overseen by the board. The loan would be repaid from the early proceeds of the campaign. Jen presented a draft of a loan agreement. The committee suggested an interest rate of 4% to offset lost earnings and asked Jen to consider the timing of the repayment relative to the campaign's timeline. Jen will make changes so the board can consider the agreement at the May 19 board meeting.

Dick asked the committee for comments on the draft treasurer's report he will submit to the annual meeting.

The vendor policy has been sent to the Racial Justice Leadership Team for comment, and will be reviewed by the Finance Committee at its next meeting. Staff will adopt the vendor policy for application beginning on July 1, 2016.

No further action has taken place with divestment so the board will take up the work in the next church year.

The meeting adjourned at 7:25 pm.

Submitted by Dick Niemiec, committee chair.

Quarterly Financial Review
May 11, 2016
Executive Summary
from Rev. Jen Crow to the Finance Committee

Summary

This summary provides an overview of actual 3rd quarter finances, as well as an analysis of year-end projections, compared to our budget for the 2015-16 church year. The “actual” numbers provided represent the income received and the expenses paid by the end of March, which marks the close of our third fiscal quarter. The “year-end projection” numbers represent an analysis of our actual third quarter numbers, as well as input from conversations with all directors about anticipated income, expenses, and any changes to programming or plans that have a budgetary impact. The final column represents the 2015-16 budget approved by the Board and passed by the congregation.

Overall, income and expenses are tracking as expected, with a few significant variances. Projected income is roughly \$20,000 under budget and projected expenses are roughly \$4000 under budget, resulting in a projected \$15,000 deficit. This projection is based on a conservative estimate of pledge dollars that we expect to receive by June 30th.

Income

Projected Total Income: 1,522, 977

Budgeted Total Income: 1,543,426

- We anticipate that our actual income from pledges will fall below our budget expectations. We arrived at our projection number by including the average pledge income per month (excluding unusual months like July, December, and February) for April, May and June and adding in the pledges that historically come in, in full, in June. This yielded the projected pledge income of 1,044, 765, which is roughly \$53,000 below budget.
- Contributions Unrestricted is tracking higher than anticipated, and we project that this line will come in \$18,000 higher than originally budgeted. This line is largely made up of contributions from individuals who do not have a pledge on record, or who choose to donate through other organizations or donor-advised funds.
- The “memorials designated” line includes the 10% of bequests allocated to the operating budget.
- We have adjusted our projected income – both to the church and to the community - from the offering plate to reflect the actual income received thus far. We have also adjusted expenses (offering plate for community, TRUST) to reflect this projected change in income.
- Our fundraising for Families Moving Forward and for Holiday Giving was slightly below expectations.
- Our Miscellaneous Fundraisers line came in significantly below expectations.

- YCE income and expenses, and Youth Trips income and expenses were all higher than anticipated, but these numbers are a one-to-one match and have no overall impact on the budget.
- Room rentals - projected income for our large tenant is higher than budgeted because the fee for our real estate agent was accounted for in our "Consultants" expense line and was not represented as a decrease in income. We expect that Miscellaneous Room Rentals will come in significantly under budget, and that our Antennae Lease will come in slightly over budget. The total Rental Income is projected to meet the budgeted amount.
- We are projecting a slightly higher income in Dividends and Interest, reflecting actual income thus far.

Expenses

Projected Total Expenses: 1,509, 421

Budgeted Total Expenses: 1,513,411

- The largest projected variances to note come in the salaries & wages, payroll taxes, medical insurance, child care, program expense, software expense, consultant, and board expenses lines.
- Salaries & Wages - projected at \$726,000, budgeted at \$718,000. This projection includes adjustments to increase custodial hours to meet needs resulting from our tenant, as well as a move from 30 hr/wk to 40 hr/wk for our Communications Manager for the remainder of the year.
- Payroll taxes - in the first quarter, the 7.65% paid to ministers in lieu of FICA was being tracked in the salaries and wages line. This has been corrected in Q2, but results in a slightly higher salary & wages line and a slightly lower overall payroll taxes amount in our year end projections.
- Medical insurance – we are projecting that this expense will come in roughly \$12,000 under budget.
- Our projected childcare expenses (\$17,000) are significantly higher than the budgeted \$7000 amount. This reflects a shift to staffing each Sunday morning RE classroom, most often with youth employees. This Sunday morning classroom staffing is currently included in the "Childcare" line.
- Temporary Labor – projected at \$750, budgeted at \$4500. We do not anticipate using much of these expenses, but this line exists as back-up should any staff leave unexpectedly or should additional staffing or skills be needed to complete a project.
- Guest Speakers – projected at \$1700, budgeted at \$600. This anticipated increase reflects our commitment to have one minister of color per month in the pulpit.
- Musicians – projected at \$8000, budgeted at \$11,000.
- Program expenses - the largest increase here comes in youth trips, as described above in the income summary. We've also noted greater than budgeted expenses for classroom supplies and our 7th grade experience.
- Hospitality – projected at \$8500, budgeted at \$7500.

- Pledge drive and Planned Giving expenses came in under budget, fundraising expenses came in higher than budgeted, and together resulted in \$1000 savings.
- Postage and Shipping – projected at \$5500, budgeted at \$4000. These costs reflect actual expenses.
- Telephone - projected at \$4325, budgeted at \$3500. We've switched from Comcast to US Internet for improved service, and the monthly bill is greater than before.
- Financial Review/Audit – projected at \$0, budgeted at \$1500. This projection reflects the Board's decision not to have a financial review this year, but to rely on our MAP consulting services for appropriate checks and balances.
- Consultants - projected at \$10,500, budgeted at \$32,500. This projection includes continued use of MAP for financial consultation, and Geek Appeal for tech consultation.
- Board Expenses – projected at \$7,000, budgeted at \$1,000. This includes the \$6,000 payment to Rainbow Research for their work in helping us to refresh the visionary goals.
- Utilities – Electric, projected at \$25,000, budgeted at \$27,000. Gas, projected at \$16,000, budgeted at \$20,000.
- Racial Justice - projected at \$7,500, budgeted at \$7500. We have spent significantly more on Racial Justice initiatives this year, and the expenses exceeding the \$7500 of operating budget expenses have been paid for out of the temporarily restricted RJ fund made up of plate offerings and donations at RJ trainings.

	2015-16	2015-16	2015-16	2015-16	2015-16	
	Q3 Actuals	Q2 Actuals	Q1 Actuals	YE projections	Budget	
<u>Income</u>						
Pledges						
4015 · Pledges	804765.16	574957.69	277637.74	1044765	1155000	
4025 · Est Unpaid Pledges Releases	0	0	0	0	-57750	
Total Pledges	804765.16	574957.69	277637.74	1044765	1097250	currently have 903,000 in hand as of May 11, and 230,000 outstanding
Contributions Unrestricted						
4110 · Contributions Unrestricted	59834.32	48066.25	4192.66	68000	50000	
RE Donations	315	315	65	315	0	
4113 · Contributions Hospitality	522.2	279.99	137.12	525	500	
Memorials Designated	900	485	315	12,900	0	
4140 · Offering Plate for Church	21644.03	13780.32	6094.58	28000	36000	
Total Unrestricted	83215.55	62926.56	10804.36	109740	86500	
Contributions Temp Restricted						
4291 · Cummins Contr Temp Restr	0	0	0	0	0	
Total contributions Temp Rest	0	0	0	0	0	
Contributions Released from Rest						
4310 · Misc Contr Releases	0	0	0	9500	9500	
4320 · Offering Plate for Comm Release	29872.58	7758.55	0	39500	54000	
Grant from Foundation	5000	5000	5000	5000	5000	
4380 · Legacy Fund Releases	0	0	0	21299.2	21299.2	we may see an increase here
Total Contrib Released from Restricted	34872.58	12758.55	5000	75299.2	89799.2	
Fundraisers						

						we brought in \$6640.70, have only spent 2845.83 thus far, therefore there is still \$3800 to be released when needed for corresponding expenses
Families Moving Forward	2845.83	6640.7	5976.73	5400	9000	
Families Moving Forward, 10% retained	664.07	664.07	664	664.07	1000	
Holiday Giving, 10% goes to church for admin. exp.	4761.67	7200	0	4761.67	7000	
Holiday Giving	64884.38	67725.12	0	64884.38	63000	
4540 · Misc Fundraisers	3312.38	0	0	23700	35000	an additional 5,000 was raised through fund a need that was allocated to the pulpit, 4950 went to Racial Justice
4550 · YCE	29050.92	21756.54	17605.05	30000	11000	
4560 · Youth Trips	24324.38	23414.68	8381.95	24350	10000	
Total Fundraisers	129843.63	127401.11	32627.73	153760.12	136000	
Program Fees/Donations						
4601 · RE Basic	0	0	0	0	0	
4602 · RE 7th Grade Donation	1202	980	0	2700	500	
4603 · RE 8th Grade Donation	100	0	0	400	1000	
4604 · RE COA Donation	3300	3300	2900	3450	2500	
Senior High Donation	430	430	0	430	500	
4609 · RE Summer	0	0	0	0	0	
4610 · Re 5th Grade OWL Donation	561	0	0	760	1000	
4620 · Summer Camp Fees	5040	5040	5040	5040	6600	
Total Program Fees	10633	9750	7940	12780	12100	
	2015-16	2015-16	2015-16	2015-16	2015-16	
	Q3 Actuals	Q2 Actuals	Q1 Actuals	YE projections	Budget	
Large Tenant	58333.6	36458.5	14583.4	80208.7	77000	
4711 · Misc Room Rentals	3347.5	1935	1715	5000	9000	
4712 · Weight Watchers	3800	2500	1300	5000	4800	

4713 · ShirTikvah	3900	0	0	3900	4000	
4714 · 12 Step Groups	0	0	0	0	500	
4770 · Antennae Lease	9902.73	6582.06	3261.39	13224	12144	
4781 · Weddings & Commitments	200	200	200	800	1000	
Total Rental Income	79483.83	47675.56	21059.79	108132.7	108444	
Dividends & Interest						
4801 · Div & Int Unrestricted	12178.69	11286.13	1289.81	13000	10000	
Total Dividends & Interest	12178.69	11286.13	1289.81	13000	10000	
Other Income						
4951 · Misc Income	5186.88	3198.38	2077.38	5500	3333.33	
Total Other Income	5186.88	3198.38	2077.38	5500	3333.33	
Total Income	1160179.32	849953.98	358436.81	1522977.02	1543426.5	
Gross Profit	1160179.32	849953.98	358436.81	1522977.02	1543426.5	
Expenses:						
Salaries & Wages						
5001 & 5003· Salaries & Wages	547306.96	363266.4	173756.53	726000	718432	
Total Salaries & Wages	547306.96	363266.4	173756.53	726000	718432	
Employee Benefits						
Payroll Taxes	35673.46	20184.1	7724.07	48000	54830	
5021 · Medical Insurance	52036.82	34518.08	17468.57	72000	84017	
5022 · LTD	306.25	262.5	131.25	525	1940	
5026 · Life Insurance	1493	1014.32	307.8	2100	2378	
5028 · 401K	42831.14	28277.3	13681.28	57000	56925	
Total Employee Benefits	132340.67	84256.3	39312.97	179625	200090	
Professional Expenses						
5031 · Professional Expenses	11222.24	10005.43	5114.02	15990	16990	
5035 · Senior Minister Prof Expenses	3353.42	3310.52	2110.53	8000	8000	
Total Prof Exp	14575.66	13315.95	7224.55	23990	24990	

Temporary Labor						
5041 · Temp Labor	295.6	0	0	750	4500	
5042 · Childcare	12970.77	7365.52	2318.28	17000	7000	
5043 · Guest Speakers	500	500	500	1700	600	
5045 · Musicians	5160	3535	1210	8500	11000	
5047 · Sound Technicians	1927	8960	8960	2300	3300	
Total Temp Labor	20853.37	20360.52	12988.28	30250	26400	
	2015-16	2015-16	2015-16	2015-16	2015-16	
	Q3 Actuals	Q2 Actuals	Q1 Actuals	YE projections	Budget	
Program Expenses						
5103 · Classroom Supplies	12418.52	10510.83	5518.65	13500	10000	
5121 · Teacher Workshops	258.06	0	0	550	1300	
5123 · Grade 7	2817.76	2527.55	1329.15	2820	800	offset by 7th grade donations
5124 · Grade 8	991.6	542.26	108.26	1500	1500	
5125 · Grade 9 COA	3953.1	2743.5	171.96	4500	2500	
5126 · Grade 10 11 12	176.7	83.65	0	250	700	
5127 · Summer Programs (Camps)	6238.5	6238.5	6066.54	10100	10739	
5128 · Youth Social Activities	0	0	0	400	400	
5129 · Senior High Trips	24324.38	23414.68	8381.95	24350	10000	
5129 · Grade 5 OWL	2287.08	1954.61	0	2300	0	
5131 · Adult Ed	575.98	425.98	0	2175	1200	
5132 · Circles (formerly Small Groups)	1504.76	1112.3	226	1510	1200	
5134 · Multigenerational Music	27.83	27.83	0	28	500	
5135 · Music Purchases	1954.68	1203.23	1039.33	2750	3000	
5136 · Piano Tuning	1135	575	320	1420	1420	
5137 · Worship Items Misc	551.71	478.74	89.91	700	500	
5140 · Memorials Expense	447.68	447.68	358.87	500	400	
5199 · Other Program Expense	8595.56	5365.85	1435.57	8800	8300	
Total Program Expenses	68258.9	57652.19	25046.19	78153	54459	

[illegible]

Total fundraising Expenses	1358.5	80.53	12.2	9600	10800	
Office Expenses						
5401 · General Office Supplies	3429.1	2459.73	1454.44	5000	6100	
5402 · Paper	1443.95	723.19	349.2	2100	2000	
Total 5400 · Office Supplies	4873.05	3182.92	1803.64	7100	8100	
5410 · Small Furnishings Purchases (SPIFF)	244.8	262.78	200	2000	2000	
5412 · Visual Arts	1655.74	1175.12	-83.11	4200	4200	
5414 · Printing & Copying	13799.7	8865	4044.94	18500	18000	
5416 · Postage & Shipping	4909.05	3050.69	898.4	5500	4000	
5418 · Telephone	3378.68	2092.75	876.69	4800	3500	4000 admin, 800 Facilities (Elevator Phone)
5420 · Internet Expense	1022.58	913.58	412.68	1500	1500	
5422 · Website	1274.55	915.65	390.85	1800	1500	
5424 · Software Expense	5685.51	3937.83	1398.66	6000	5500	3450 admin projection/2480 membership
5426 · Equipment Leases	0	0	0	50	175	
5432 · Sound System	2373.81	2260.03	0	3000	3000	
Total 5430	34344.42	23473.43	8139.11	47350	43375	
5440 · Insurance						
5441 · Workers Comp	5054.23	3052.54	1994.61	7008	7008	
5442 · Liability Insurance	9932.66	6745.14	4021.67	14250	14250	
Total Insurance	14986.89	9797.68	6016.28	21258	21258	
Denominational Expenses						
5451 · Dues & Memberships UUA	15700	7850	7850	31400	31400	
5452 · Dues & Memberships PSD	4800	0	0	9600	9600	
5453 · Dues & Memberships Other	550	550	0	800	1460	
Total 5450 · Dues & Memberships	21050	8400	7850	41800	42460	

	2015-16	2015-16	2015-16	2015-16	2015-16	
	Q3 Actuals	Q2 Actuals	Q1 Actuals	YE projections	Budget	
5475 · Financial Review/Audit	0	0	0	0	1500	
5480 · Consultants	8388.66	7438.66	6773.66	10500	32500	
5490 · Employee Appreciation	1307.52	575.23	557.62	1350	1650	
5510 · Volunteer Appreciation	279.63	77.45	0	1620	1620	
5530 · Board Expenses	3000	0	0	7000	1000	
5540 · Leadership Development	0	0	0	0	0	
5560 · Interest Expense	28967.4	19606.93	9916.48	39000	38976.62	
5571 · Payroll Processing Fees	2402.29	1151.62	425.29	3100	2800	
5572 · Bank Service Charges	709.02	587.85	370.35	900	1500	
5573 · Credit Card Discount Fees	9572.85	6126.44	2592.46	13000	13000	
Total 5570	54627.37	35564.18	20635.86	76470	94546.62	
5580 · Mileage	788.85	744.46	744.46	1050	2000	
5590 · Utilities						
5591 · Utilities Electric	18369.14	13298.57	8014.41	25000	27000	
5592 · Utilities Gas	9566.42	2607.29	225.91	16000	20000	
5593 · Utilities Water & Sewer	5524.4	3545.69	1616.23	8000	9000	
Total Utilities	33459.96	19451.55	9856.55	49000	56000	
Repairs & Maintenance						
5601 · Repairs & Maintenance General	13318.87	8268.91	4967.86	17500	17200	
5602 · HVAC Repairs & Maintenance	7371	3373.5	1600	10000	10000	
5603 · Elevator Maintenance	2192.19	1461.46	730.73	3300	3300	
5604 · Alarm Maintenance	705.89	163.36	81.68	800	1500	
Total 5600 · Repairs & Maintenance	23587.95	13267.23	7380.27	31600	32000	
Miscellaneous Other Expenses						
5620 · Janitorial Supplies	7398.62	4740.86	3015.7	8500	8000	
5630 · Trash & Recycling	2542.31	1754.93	975.03	3500	5000	

5640 · Groundskeeping	9204.65	2009.65	0	11700	11700	
5650 · Pest Control	308.42	176.24	44.06	600	600	
5660 · Other Expense	442.49	441.99	876.99	3000	3000	
5701 · Offering Plate for Community	29872.58	7758.55	0	38000	45500	
5704 · TRUST	0	0	0	1500	4000	
5799 Racial Justice	7500	10547.3	3525	7500	7500	more expenses have been incurred, these have been offset by temp. restricted funds
Holiday Giving Gift	64884.38	67725.12	0	64884.38	63000	
Total 5700	122153.45	95154.64	8436.78	139184.38	148300	

	2015-16	2015-16	2015-16	2015-16	2015-16	
	Q3 Actuals	Q2 Actuals	Q1 Actuals	YE projections	Budget	
Total Expenses	1134805.91	781101.12	351632.93	1509421.08	1513410.6	
Net Income	25373.41	68852.86	6803.88	13555.94	30015.91	
Loan Principal	-29296.26			-29296.26	-28306.1	
Adjusted Net Income	-3922.85			-15740.32	1709.81	

First Universalist Church of Minneapolis
Balance Sheet
March 2016

Headings and Account

Assets		
Current Assets		
Cash & Cash Equivalents		
Sunrise Bank - Checking	\$	5,858.14
U S Bank - Checking	\$	(929.72)
U S Bank - Savings	\$	416.68
Total Cash & Cash Equivalents	\$	5,345.10
Investments		
Schwab- Church Operating	\$	9,243.38
Schwab - Church Reserve	\$	277,254.05
Schwab - Don Carter & Mary Carter	\$	64,041.21
Schwab- Legacy Fund	\$	719,387.40
Schwab - Temporarily Restricted	\$	101,171.95
Sunrise - Church Reserve	\$	179,369.30
Total Investments	\$	1,350,467.29
Cash & Cash Equiv - Foundation		
University Bank - Foundation	\$	11,138.34
Total Cash & Cash Equiv - Foundation	\$	11,138.34
Investments - Foundation		
Schwab - Foundation	\$	1,535,852.16
Total Investments - Foundation	\$	1,535,852.16
Total Current Assets		\$ 2,902,802.89
Other Current Assets		
Other Current Assets		
Prepaid Loan Expenses	\$	8,285.83
Total Other Current Assets	\$	8,285.83
Total Other Current Assets		\$ 8,285.83
Fixed Assets		
Fixed Assets		
Fixed Assets	\$	1,723,012.75
Total Fixed Assets	\$	1,723,012.75
Total Fixed Assets		\$ 1,723,012.75
Total Assets		\$ 4,634,101.47

Liabilities & Equity

Current Liabilities		
Accounts Payable		
Accounts Payable	\$	39,952.26
Total Current Liabilities	\$	39,952.26
Other Current/Long-Term Liabilities		
Benefits Payable	\$	4,287.29
Accrued Expenses	\$	8,003.24
Deferred Revenue	\$	26,115.94
Misc Other Liabilities	\$	14,746.52
Mortgage Payable - Long Term	\$	602,894.17
Mortgage LOC Advance Payble	\$	155,641.45
Total Other Current Liabilities	\$	811,688.61
Total Liabilities & Equity		\$ 851,640.87
Fund Principal and Excess Cash Received		
Fund Principal		
Undesignated Net Assets/Equity		
Church Equity	\$	1,860,213.83
Total Undesignated Net Assets/Equity	\$	1,860,213.83
Designated Net Assets		
Board Designated Net Assets	\$	854,103.01
Total Designated Net Assets	\$	854,103.01
Unrestricted Net Assets		
Unrestricted Net Assets	\$	662,660.73
Total Unrestricted Net Assets	\$	662,660.73
Temp Restricted Net Assets		
Temporarily Restricted Funds	\$	111,078.78
Total Temp Restricted Net Assets	\$	111,078.78
Other Temp Restr Net Assets		
Temp Restr - Legacy Fund	\$	92,269.64
Temp Restr Cummins Ministerial Fund	\$	182,126.42
Total Other Temp Restr Net Assets	\$	274,396.06
Permanently Restricted		
Don Carter Endowment	\$	49,899.69
M E Carter Endowment	\$	13,613.28
Total Permanently Restricted	\$	63,512.97
Total Fund Principal	\$	3,825,965.38
Excess Cash Received		
Excess Cash Received	\$	(43,504.78)
Total Excess Cash Received	\$	(43,504.78)
Total Fund Principal and Excess Cash Received		\$ 3,782,460.60
Total Liabilities, Fund Principal, & Restricted Funds		\$ 4,634,101.47

Proposed 2016-17 Operating Budget

Overview

With this proposed budget, we continue to align our actions and our resources with our values. This budget continues the elimination of all Religious Education fees and now includes the elimination of expected donations for youth programming. All adult employees will earn a minimum of \$15/hr. and we continue to provide an exceptional level of benefits for our full-time employees. We continue to fund a \$7500 line item for Racial Justice programming, and we have committed to increasing the frequency of guest speakers who are people of color in our pulpit. We continue our commitment to incrementally increase our dues to the UUA and the MidAmerica Region. All of these actions reflect our values.

It is also true that the upcoming fiscal year is atypical. The Board is recommending that the congregation approve a loan from the Legacy Fund to provide funding for the anticipated cost of a Comprehensive Stewardship Campaign. All funds withdrawn from the Legacy Fund will be repaid, and the Comprehensive Stewardship Campaign budget will be reviewed regularly by the Board as the project proceeds. The Board is also recommending that the cost of the principal payment for the mortgage be paid out of reserves rather than out of the operating budget. This will result in a deficit budget for 2016-17. In this in-between year, when we do not anticipate having a major tenant and with the intention of retiring the mortgage before the next fiscal year, this change will allow us to continue the positive momentum of our programming and staffing.

Income

- Pledge Income – anticipated pledge income has increased by 19,500.
- Projected unrestricted donations are increased by \$17,500, mirroring trends seen in 2015-16
- Fundraising – no major fundraiser is planned for the operating budget
- There will not be a holiday giving recipient in 2016-17
- Rental Income – no major tenant is included after Temple Israel departs on August 31st, miscellaneous rentals are increased by \$10,000
- RE fees and expected donations have been eliminated.
- Loan from Legacy Fund – a loan of up to \$295,000 from the Legacy Fund is being proposed to pay for the costs of a comprehensive stewardship campaign

Expenses

- Minimum pay rate of \$15/hr for all adult employees
- Reduces expenses for health insurance as we move to a new plan
- Reduces facilities staff, utilities, and associated expenses to pre-tenant levels
- Expenses related to the anticipated Comprehensive Stewardship Campaign
- Includes a 5% increase to UUA & Mid America dues

	2016-17	2015-16	
	Budget	Budget	
<u>Income</u>			
Pledges			
4015 · Pledges	\$ 1,174,500.00	\$ 1,155,000.00	
4025 · Est Unpaid Pledges Releases	-\$ 58,725.00	-\$ 57,750.00	
Total Pleges	\$ 1,115,775.00	\$ 1,097,250.00	
Contributions Unrestricted			
4110 · Contributions Unrestricted	\$ 67,500.00	\$ 50,000.00	reflects upward trend of 2015-16
4113 · Contributions Hospitality	\$ 500.00	\$ 500.00	
Contributions Daytime Connections			
4140 · Offering Plate for Church	\$ 30,000.00	\$ 36,000.00	reflects actuals of 2015-16
Total Unrestricted	\$ 98,000.00	\$ 86,500.00	
Contributions Temp Restricted			
4291 · Cummins Contr Temp Restr	\$ -	\$ -	
Total contributions Temp Rest	\$ -	\$ -	
Contributions Released from Rest			
4310 · Misc Contr Releases	\$ 9,500.00	\$ 9,500.00	
4320 · Offering Plate for Comm Release	\$ 40,000.00	\$ 54,000.00	reflects actuals of 2015-16
Grant from Foundation	\$ -	\$ 5,000.00	
4380 · Legacy Fund Releases	\$ 22,000.00	\$ 21,299.20	
Loan from Legacy Fund	\$ 295,000.00		loan for comprehensive stewardship campaign costs
Total Contrib Released from Restricted	\$ 366,500.00	\$ 89,799.20	
Fundraisers			
Families Moving Forward Fundraising	\$ 5,000.00	\$ 9,000.00	
Families Moving Forward, 10% retained	\$ 500.00	\$ 1,000.00	
Holiday Giving, 10% goes to church for admin. exp.	0	\$ 7,000.00	
Holiday Giving	\$ -	\$ 63,000.00	no holiday giving project this year
4540 · Misc Fundraisers	\$ 5,000.00	\$ 35,000.00	reduced by 30,000
4550 · YCE	\$ 11,000.00	\$ 11,000.00	
4560 · Youth Trips	\$ 10,000.00	\$ 10,000.00	
Total Fundraisers	\$ 31,500.00	\$ 136,000.00	
Program Fees/Donations			

4601 · RE Basic	\$ -	\$ -
4602 · RE 7th Grade Bike Trip	\$ -	\$ 500.00
4603 · RE 8th Grade Donation	\$ -	\$ 1,000.00
4604 · RE COA Donation	\$ -	\$ 2,500.00
Senior High Donation	\$ -	\$ 500.00
4609 · RE Summer	\$ -	\$ -
4610 · Re 5th Grade OWL Donation	\$ -	\$ 1,000.00
4620 · Summer Camp Fees	\$ 6,600.00	\$ 6,600.00
Total Program Fees	\$ 6,600.00	\$ 12,100.00

Large Tenant	\$ 14,600.00	\$ 77,000.00	no large tenant after August increased by 10,000
4711 · Misc Room Rentals	\$ 19,000.00	\$ 9,000.00	
4712 · Weight Watchers	\$ 4,800.00	\$ 4,800.00	
4713 · ShirTikvah	\$ 4,800.00	\$ 4,000.00	
4714 · 12 Step Groups	\$ -	\$ 500.00	
4770 · Antennae Lease	\$ 13,200.00	\$ 12,144.00	
4781 · Weddings & Commitments	\$ 1,000.00	\$ 1,000.00	
Total Rental Income	\$ 57,400.00	\$ 108,444.00	

Dividends & Interest		
4801 · Div & Int Unrestricted	\$ 15,000.00	\$ 10,000.00
Total Dividends & Interest	\$ 15,000.00	\$ 10,000.00

Other Income		
4951 · Misc Income	\$ 3,333.33	\$ 3,333.33
Total Other Income	\$ 3,333.33	\$ 3,333.33
Total Income	\$ 1,694,108.33	\$ 1,543,426.53
Gross Profit	\$ 1,694,108.33	\$ 1,543,426.53

Expenses:

Salaries & Wages		
5001 · Salaries & Wages	\$ 724,462.00	\$ 609,232.00
5003 · Senior Ministers Salary	included above	\$ 109,200.00
Total Salaries & Wages	\$ 724,462.00	\$ 718,432.00

Employee Benefits		
Payroll Taxes	\$ 55,289.00	\$ 54,830.00
5021 · Medical Insurance	\$ 63,212.00	\$ 84,017.00
5022 · LTD	\$ 1,050.00	\$ 1,940.00

5026 · Life Insurance	\$ 2,378.00	\$ 2,378.00
5028 · 401K	\$ 62,221.00	\$ 56,925.00
Total Employee Benefits	\$ 184,150.00	\$ 200,090.00

Professional Expenses		
5031 · Professional Expenses	\$ 24,240.00	\$ 16,990.00
5035 · Senior Minister Prof Expenses	included above	\$ 8,000.00
Total Prof Exp	\$ 24,240.00	\$ 24,990.00

Temporary Labor		
5041 · Temp Labor	\$ 1,600.00	\$ 4,500.00
5042 · Childcare	\$ 16,000.00	\$ 7,000.00

5043 · Guest Speakers	\$ 1,800.00	\$ 600.00
5045 · Musicians	\$ 12,600.00	\$ 11,000.00
5047 · Sound Technicians	\$ 3,300.00	\$ 3,300.00
Total Temp Labor	\$ 35,300.00	\$ 26,400.00

increased to reflect cost of bringing people of color into the pulpit more often

Program Expenses		
5103 · Classroom Supplies	\$ 11,000.00	\$ 10,000.00
5121 · Teacher Workshops	\$ 1,800.00	\$ 1,300.00
5123 · Grade 7	\$ 1,000.00	\$ 800.00
5124 · Grade 8	\$ 1,000.00	\$ 1,500.00
5125 · Grade 9 COA	\$ 4,000.00	\$ 2,500.00
5126 · Grade 10 11 12	\$ 500.00	\$ 700.00
5127 · Summer Programs (Camps)	\$ 6,600.00	\$ 10,739.00
5128 · Youth Social Activities	\$ -	\$ 400.00
5129 · Senior High Trips	\$ 10,000.00	\$ 10,000.00
5131 · Adult Ed	\$ 800.00	\$ 1,200.00
Daytime Connections	\$ 400.00	
5132 · Circles (formerly Small Groups)	\$ 1,200.00	\$ 1,200.00
5799 · Racial Justice	\$ 7,500.00	\$ 7,500.00
5134 · Multigenerational Music	\$ 150.00	\$ 500.00
5135 · Music Purchases	\$ 3,000.00	\$ 3,000.00
5136 · Piano Tuning	\$ 1,750.00	\$ 1,420.00
5137 · Worship Items Misc	\$ 500.00	\$ 500.00
5140 · Memorials Expense	\$ 400.00	\$ 400.00
5199 · Other Program Expense	\$ 8,300.00	\$ 8,300.00
Total Program Expenses	\$ 59,900.00	\$ 61,959.00

Other Expenses			
5201 · Winter Solstice	\$	-	\$ 250.00
5202 · Labyrinth	\$	-	\$ -
5203 · Library	\$	500.00	\$ 500.00
5209 · Action Groups	\$	500.00	\$ 500.00
5210 · Friendship Caring Corner	\$	250.00	\$ 250.00
5231 · YCE Supplies	\$	11,000.00	\$ 11,000.00
5232 · YCE Travel & Related	\$	-	\$ -
5233 · YCE Other	\$	-	\$ -
Families Moving Forward	\$	5,000.00	\$ 9,000.00
Total Other	\$	17,250.00	\$ 21,500.00

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

Fundraising Expenses			
5301 · Pledge Drive	\$	4,000.00	\$ 5,000.00
5302 · Planned Giving	\$	1,500.00	\$ 2,000.00
5303 · Misc Fundraisers	\$	-	\$ 3,500.00
5390 · Racial Justice	\$	-	
5808 · The Greater Good	\$	-	\$ 300.00
Total fundraising Expenses	\$	5,500.00	\$ 10,800.00

Office Expenses			
5401 · General Office Supplies	\$	5,500.00	\$ 6,100.00
5402 · Paper	\$	2,000.00	\$ 2,000.00
Total 5400 · Office Supplies	\$	7,500.00	\$ 8,100.00

5410 · Small Furnishings Purchases (SPIFF)	\$	2,000.00	\$ 2,000.00
5412 · Visual Arts	\$	4,200.00	\$ 4,200.00
5414 · Printing & Copying	\$	18,500.00	\$ 18,000.00
5416 · Postage & Shipping	\$	5,300.00	\$ 4,000.00
5418 · Telephone	\$	4,800.00	\$ 3,500.00
5420 · Internet Expense	\$	1,500.00	\$ 1,500.00
5422 · Website	\$	1,500.00	\$ 1,500.00

5424 · Software Expense	\$ 6,000.00	\$ 5,500.00	
5426 · Equipment Leases	\$ 175.00	\$ 175.00	
5432 · Sound System	\$ 3,000.00	\$ 3,000.00	
Total 5430	\$ 46,975.00	\$ 43,375.00	
5440 · Insurance			
5441 · Workers Comp	\$ 7,050.00	\$ 7,008.00	
5442 · Liability Insurance	\$ 16,700.00	\$ 14,250.00	
Total Insurance	\$ 23,750.00	\$ 21,258.00	
Denominational Expenses			
5451 · Dues & Memberships UUA	\$ 32,970.00	\$ 31,400.00	
5452 · Dues & Memberships PSD	\$ 10,080.00	\$ 9,600.00	
5453 · Dues & Memberships Other	\$ 800.00	\$ 1,460.00	
Total 5450 · Dues & Memberships	\$ 43,850.00	\$ 42,460.00	
5475 · Financial Review/Audit	\$ 1,500.00	\$ 1,500.00	
5480 · Consultants	\$ 10,500.00	\$ 32,500.00	
5490 · Employee Appreciation	\$ 1,500.00	\$ 1,650.00	
5510 · Volunteer Appreciation	\$ 1,650.00	\$ 1,620.00	
5530 · Board Expenses	\$ 1,000.00	\$ 1,000.00	
5540 · Leadership Development	\$ -	\$ -	
5560 · Interest Expense	\$ 39,000.00	\$ 38,976.62	
5571 · Payroll Processing Fees	\$ 3,100.00	\$ 2,800.00	
5572 · Bank Service Charges	\$ 1,000.00	\$ 1,500.00	
5573 · Credit Card Discount Fees	\$ 13,000.00	\$ 13,000.00	
Total 5570	\$ 72,250.00	\$ 94,546.62	
5580 · Mileage	\$ 1,000.00	\$ 2,000.00	
5590 · Utilities			
5591 · Utilities Electric	\$ 27,000.00	\$ 27,000.00	
5592 · Utilities Gas	\$ 14,000.00	\$ 20,000.00	return to pre-renter levels
5593 · Utilities Water & Sewer	\$ 8,000.00	\$ 9,000.00	return to pre-renter levels
Total Utilities	\$ 49,000.00	\$ 56,000.00	
Repairs & Maintenance			
5601 · Repairs & Maintenance General	\$ 17,200.00	\$ 17,200.00	

5602 · HVAC Repairs & Maintenance	\$	10,000.00	\$	10,000.00	
5603 · Elevator Maintenance	\$	3,300.00	\$	3,300.00	
5604 · Alarm Maintenance	\$	1,500.00	\$	1,500.00	
Total 5600 · Repairs & Maintenance	\$	32,000.00	\$	32,000.00	
Miscellaneous Other Expenses					
5620 · Janitorial Supplies	\$	5,500.00	\$	8,000.00	return to pre-renter levels
5630 · Trash & Recycling	\$	3,500.00	\$	5,000.00	return to pre-renter levels
5640 · Groundskeeping	\$	11,700.00	\$	11,700.00	
5650 · Pest Control	\$	600.00	\$	600.00	
5660 · Other Expense	\$	1,500.00	\$	3,000.00	
5701 · Offering Plate for Community	\$	38,000.00	\$	45,500.00	
5704 · TRUST	\$	2,000.00	\$	4,000.00	
Holiday Giving Gift	\$	-	\$	63,000.00	
Total 5700	\$	62,800.00	\$	140,800.00	
Comprehensive Stewardship Campaign					
Consultants	\$	230,000.00			
Printing	\$	8,000.00			
Launch Event	\$	30,000.00			
Architectural Pre-Work	\$	27,000.00			
Total	\$	295,000.00			
Total Expenses	\$	1,694,127.00	\$	1,513,410.62	
Net Income	-\$	18.67	\$	30,015.91	
Loan Principal	-\$	28,306.10	-\$	28,306.10	
Adjusted Net Income	-\$	28,324.77	\$	1,709.81	

This budget:

- eliminates all RE fees and suggested donations
- pays all adult employees a minimum of \$15/hr
- provides an adjustment to two positions that are currently below their salary range
- reduces facilities staff, utilities, janitorial supplies, trash and recycling to pre-tenant levels as of July 1
- includes 5% increase to UUA & MidAmerica dues
- reduces the fundraising income line to \$5,000 to reflect that we will not be having a major fundraising event
- includes estimated costs of launching a comprehensive stewardship campaign

includes a \$295,000 loan from the Legacy Fund
does not include payment of the mortgage principal in the operating budget
maintains our \$7500 Racial Justice programming line item
assumes that the Board racial justice consultant (likely \$2500) will be paid for out of the Racial Justice line item
includes an increase in our guest speaker line to increase the frequency of people of color in the pulpit
includes an additional \$10,000 of miscellaneous rental income
increases our expected unrestricted donations to \$67,500
decreases our health insurance costs significantly
decreases our consultant line significantly
decreases our temporary labor line significantly

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

Income

Pledges

4015 · Pledges	\$ 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:	-\$ 60,486.75	-\$ 58,725.00	-\$ 58,725.00	-\$ 57,750.00	(55,470.00)
Total Pleges	\$ 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	\$ 68,000.00	\$ 67,500.00	\$ 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	\$ 100,500.00	\$ 98,500.00	\$ 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	\$ 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	
4380 · Legacy Fund Releases	\$ 25,000.00	\$ 23,000.00	\$ 22,000.00	\$ 21,299.20	13,061.88
Loan from Legacy Fund			\$ 295,000.00		
Total Contrib Released from Restricti	\$ 74,500.00	\$ 72,500.00	\$ 366,500.00	\$ 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% reta	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,000.00	
Holiday Giving, 10% goes to church	\$ -	\$ 7,000.00	\$ -	\$ 7,000.00	
Holiday Giving	\$ -	\$ 63,000.00	\$ -	\$ 63,000.00	
4540 · Misc Fundraisers	\$ 35,000.00	\$ 35,000.00	\$ 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

4560 · Youth Trips	\$	10,000.00	\$	10,000.00	\$	10,000.00	\$	10,000.00	10,000.00
Total Fundraisers	\$	61,500.00	\$	131,500.00	\$	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	2,000.00
Total Program Fees	\$	6,600.00	\$	6,600.00	\$	6,600.00	\$	12,100.00	42,310.00

	2018-19		2017-18		2016-17		2015-16		2014-15	
	Budget		Budget		Budget		Budget		Budget	
Large Tenant	\$	20,000.00	\$	20,000.00	\$	14,600.00	\$	77,000.00		0.00
4711 · Misc Room Rentals	\$	9,000.00	\$	9,000.00	\$	19,000.00	\$	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	\$	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	\$	13,200.00	\$	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	\$	53,300.00	\$	53,300.00	\$	57,400.00	\$	108,444.00		32,077.33

Dividends & Interest

4801 · Div & Int Unrestricted	\$	20,000.00	\$	15,000.00	\$	15,000.00	\$	10,000.00	10,000.00
Total Dividends & Interest	\$	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
Total Other Income	\$	3,333.33	\$	3,333.33	\$	3,333.33	\$	3,333.33	3,333.33
Total Income	\$	1,468,981.58	\$	1,496,508.33	\$	1,694,108.33	\$	1,543,426.53	1,393,171.81

Gross Profit	\$ 1,468,981.58	\$ 1,496,508.33	\$ 1,694,108.33	\$ 1,543,426.53	1,393,171.81
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Expenses:

Salaries & Wages

5001 · Salaries & Wages	\$ 768,581.74	\$ 746,195.86	\$ 724,462.00	\$ 609,232.00	635,237.00
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5003 · Senior Ministers Salary	included above	included above	included above	\$ 109,200.00	109,803.00
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Total Salaries & Wages	\$ 768,581.74	\$ 746,195.86	\$ 724,462.00	\$ 718,432.00	745,040.00
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Employee Benefits

Payroll Taxes	\$ 58,656.10	\$ 56,947.67	\$ 55,289.00	\$ 54,830.00	34,244.50
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5021 · Medical Insurance	\$ 83,597.87	\$ 72,693.80	\$ 63,212.00	\$ 84,017.00	83,054.00
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5022 · LTD	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00	\$ 1,940.00	1,940.00
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5026 · Life Insurance	\$ 2,378.00	\$ 2,378.00	\$ 2,378.00	\$ 2,378.00	2,378.00
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5028 · 401K	\$ 66,010.26	\$ 64,087.63	\$ 62,221.00	\$ 56,925.00	62,531.00
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Total Employee Benefits	\$ 211,692.23	\$ 197,157.10	\$ 184,150.00	\$ 200,090.00	184,147.50
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Professional Expenses

5031 · Professional Expenses	\$ 27,990.00	\$ 26,990.00	\$ 24,240.00	\$ 16,990.00	15,995.00
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5035 · Senior Minister Prof Expenses	included above	included above	included above	\$ 8,000.00	6,000.00
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Total Prof Exp	\$ 27,990.00	\$ 26,990.00	\$ 24,240.00	\$ 24,990.00	21,995.00
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Temporary Labor

5041 · Temp Labor	\$ 2,000.00	\$ 2,000.00	\$ 1,600.00	\$ 4,500.00	4,500.00
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5042 · Childcare	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 7,000.00	0.00
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5043 · Guest Speakers	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 600.00	0.00
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5045 · Musicians	\$ 12,600.00	\$ 12,600.00	\$ 12,600.00	\$ 11,000.00	10,500.00
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5047 · Sound Technicians	\$ 3,300.00	\$ 3,300.00	\$ 3,300.00	\$ 3,300.00	3,300.00
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Total Temp Labor	\$ 35,700.00	\$ 35,700.00	\$ 35,300.00	\$ 26,400.00	18,300.00
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2018-19	2017-18	2016-17	2015-16	2014-15
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Budget	Budget	Budget	Budget	Budget
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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

Program Expenses

5103 · Classroom Supplies	\$	13,000.00	\$	12,000.00	\$	11,000.00	\$	10,000.00	9,000.00
5121 · Teacher Workshops	\$	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	\$	800.00	800.00
5124 · Grade 8	\$	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	\$	2,500.00	2,500.00
5126 · Grade 10 11 12	\$	700.00	\$	700.00	\$	500.00	\$	700.00	700.00
5127 · Summer Programs (Camps)	\$	10,739.00	\$	10,739.00	\$	6,600.00	\$	10,739.00	600.00
5128 · Youth Social Activities	\$	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 Grou	\$	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
5134 · Multigenerational Music	\$	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
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	\$	8,300.00	\$	8,300.00	9,248.00
Total Program Expenses	\$	67,209.00	\$	66,209.00	\$	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	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	\$	17,250.00	\$	17,250.00	\$	17,250.00	\$	21,500.00	11,900.00

Membership Expenses

5251 · Hospitality	\$	8,500.00	\$	8,500.00	\$	8,000.00	\$	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	\$	9,700.00	\$	9,700.00	\$	9,200.00	\$	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	\$	4,000.00	\$	5,000.00	5,000.00
5302 · Planned Giving	\$	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	0.00
5390 · Racial Justice					\$	-			0.00
5808 · The Greater Good	\$-	\$-	\$	-	\$	300.00			0.00
Total fundraising Expenses	\$	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	\$	5,500.00	\$	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	\$	7,500.00	\$	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	\$	18,500.00	\$	18,000.00	15,000.00
5416 · Postage & Shipping	\$	5,300.00	\$	5,300.00	\$	5,300.00	\$	4,000.00	5,960.00
5418 · Telephone	\$	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	1,800.00

5422 · Website	\$	1,500.00	\$	1,500.00	\$	1,500.00	\$	1,500.00	1,500.00
5424 · Software Expense	\$	6,000.00	\$	6,000.00	\$	6,000.00	\$	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	\$	48,475.00	\$	48,475.00	\$	46,975.00	\$	43,375.00	43,185.00

5440 · Insurance

5441 · Workers Comp	\$	7,191.71		7120.5	\$	7,050.00	\$	7,008.00	5,800.00
5442 · Liability Insurance	\$	17,035.67	\$	16,867.00	\$	16,700.00	\$	14,250.00	17,000.00
Total Insurance	\$	24,227.38	\$	23,987.50	\$	23,750.00	\$	21,258.00	22,800.00

Denominational Expenses

5451 · Dues & Memberships UUA	\$	36,349.43	\$	34,618.50	\$	32,970.00	\$	31,400.00	27,600.00
5452 · Dues & Memberships PSD	\$	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	\$	1,460.00	1,460.00
Total 5450 · Dues & Memberships	\$	48,262.63	\$	46,002.50	\$	43,850.00	\$	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	\$	1,500.00	\$	1,500.00	1,700.00
5480 · Consultants	\$	12,000.00	\$	12,000.00	\$	32,500.00	6,500.00
5490 · Employee Appreciation	\$	1,500.00	\$	1,500.00	\$	1,650.00	1,500.00
5510 · Volunteer Appreciation	\$	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
5540 · Leadership Development	\$-		\$-		\$	-	0.00

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

5560 · Interest Expense	\$	-	\$	-	\$	39,000.00	\$	38,976.62	41908.81
5571 · Payroll Processing Fees	\$	3,100.00	\$	3,100.00	\$	3,100.00	\$	2,800.00	2,800.00
5572 · Bank Service Charges	\$	1,000.00	\$	1,000.00	\$	1,000.00	\$	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	\$	34,900.00	\$	34,900.00	\$	72,250.00	\$	94,546.62	71,528.81

5580 · Mileage	\$	2,000.00	\$	2,000.00	\$	1,000.00	\$	2,000.00	2,200.00
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5590 · Utilities

5591 · Utilities Electric	\$	27,000.00	\$	27,000.00	\$	27,000.00	\$	27,000.00	27,000.00
5592 · Utilities Gas	\$	15,000.00	\$	15,000.00	\$	14,000.00	\$	20,000.00	14,000.00
5593 · Utilities Water & Sewer	\$	9,000.00	\$	9,000.00	\$	8,000.00	\$	9,000.00	7,000.00
Total Utilities	\$	51,000.00	\$	51,000.00	\$	49,000.00	\$	56,000.00	48,000.00

Repairs & Maintenance

5601 · Repairs & Maintenance General	\$	20,000.00	\$	17,200.00	\$	17,200.00	\$	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	\$	34,800.00	\$	32,000.00	\$	32,000.00	\$	32,000.00	32,000.00

Miscellaneous Other Expenses

5620 · Janitorial Supplies	\$	6,000.00	\$	6,000.00	\$	5,500.00	\$	8,000.00	6,000.00
5630 · Trash & Recycling	\$	4,000.00	\$	4,000.00	\$	3,500.00	\$	5,000.00	3,000.00
5640 · Groundskeeping	\$	15,000.00	\$	15,000.00	\$	11,700.00	\$	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	\$	1,500.00	\$	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	\$	68,600.00	\$	131,600.00	\$	62,800.00	\$	140,800.00	78,499.00

Comprehensive Stewardship Campaign

Consultants	\$	230,000.00
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Printing	\$ 8,000.00
Launch Event	\$ 30,000.00
Architectural pre-work	\$ 27,000.00
Total	\$ 295,000.00

	2018-19	2017-18	2016-17	2015-16	2014-15
	Budget	Budget	Budget	Budget	Budget
Total Expenses	\$ 1,468,987.96	\$ 1,487,766.96	\$ 1,694,127.00	\$ 1,513,410.62	1,394,923.31
Net Income	\$ 1,468,981.58	\$ 1,496,508.33	\$ 1,694,108.33	\$ 1,543,426.53	1,393,171.81
Loan Principal	\$ -	\$ -	-\$ 28,306.10	-\$ 28,306.10	\$ (28,306.10)
Adjusted Net Income	-\$ 6.38	\$ 8,741.37	-\$ 28,324.77	\$ 1,709.81	(30,057.60)

Amended 2015-16 Capital Budget

Total Funding Available **\$175,000**

Completed Projects

Building Audit/Reserve Study	\$5000
Balcony Railing	\$2495
Carpeting for stage stairs (social hall)	\$325
New Lighting sanctuary	\$1790
New Lighting Chandeliers	\$2000
Freezer - reach-in	\$3200
Total Completed	\$14,810

Projects in progress

Estimated Cost

Computers & AV needs	\$28,300
Parking lot	\$131,890

Total in progress **\$160,190**

Total Estimated Costs of Proposed Projects \$175,000

Projects not happening

Carpet (library, balcony, chancel stairs)	\$4000
AC Split System (serves sanctuary) 1976	\$25,000-30,000
Front Landing Replacement	\$5000
Repair Main Entrance Stairwell	\$8000

Projects paid through operating budget

Pipe repairs	\$3000
Vinyl Asbestos Tile (Arches) seal and carpet	\$100

Proposed Legacy Fund Loan

The Board of Trustees is recommending to the congregation that a loan up to \$295,000 be authorized from the Legacy Fund to cover the costs of a proposed comprehensive stewardship campaign. The Legacy Fund is made up of gifts from Members and friends of the Church with the purpose of supporting and enhancing the mission of the church.

Time Frame

Costs of roughly \$20,000 for the Comprehensive Stewardship Campaign will begin to be incurred in the fall of 2016. More extensive costs of up to \$275,000 will be incurred after the completion of the fall 2016 Ready-ness Assessment, and between the months of November 2016-June 2017.

Our financial advisor, Accredited, recommends having the cash on hand within the Legacy Fund account now to cover any anticipated withdrawals over the next 18-24 months. Depending on the anticipated total need, we may want to consider selling investments now to raise the cash necessary for anticipated withdrawals.

Repayment Provisions

This loan will be repaid as soon as possible. Early gifts to the campaign will first go to offset further costs, and then toward repayment of the Legacy Fund Loan. No funds will become available for capital needs until the costs of the campaign, and repayment of the loan with interest, have been covered. The Board of Trustees will closely monitor the progress of the campaign and will instruct staff to begin repayment of the loan at the earliest opportunity. It is anticipated that the Loan will be repaid within one year of the first draw of funds on the loan.

Interest

Future investment returns are very difficult to anticipate. We recommend an interest rate of 4% to be assessed on the loan.

Governance Committee

Monday, May 9, 2016 — 6:30-8:00 p.m.

Narthex Room, First Universalist Church

Attendees: Marion Dane Bauer, David Leppik, Richard Spratt, Lark Weller

May, June monitoring schedule items

- May:
 - Membership and attendance trends. Completed in February.
 - Staff-volunteer grievances. Staff report no grievances.
 - Congregant grievances. Staff report no grievances.
 - Ends outcomes review. Justin will provide this in the May 19 Board packet.
 - Staff survey. Completed (see below for discussion).
- June:
 - Staff performance reviews completed; format and process (Report on completion; direct inspection of format and process). **Jill** reminded Justin of this upcoming deadline.
 - Board self-evaluation (we agreed to use the “long version” this year).
 - This year’s evaluation to the Board for its May 19 meeting. Though there are currently no questions explicitly on the Visionary Goals, we encourage Board members to use the open ended response options to weigh in on how the Board has been achieving the VGs.
 - **Lark** will send the full survey to the Board ahead of its May 19 meeting. Board members will be asked to complete the survey by Wednesday, May 25 so **Lark** can pull together analysis by the end of May.
 - Senior minister evaluation. We discussed the various elements and assigned them for completion. We agreed to complete these items **by May 30**. What follows are the elements of the review, who is responsible for creating it, and its deadline. Each element will be circulated among the other GC members for review.
 - Board/Senior Minister survey of how we work together and of Senior Minister executive competencies.
 - According to the submitted results, the Board has seen overall improvement in Justin’s management and executive skills, and Jen’s new responsibilities appear to be working well. Responses will be provided to Board members at the May 19 meeting.
 - Ends outcomes review. This is adding our own evaluation to what Justin provides. (We expect to see Justin’s evaluation in the May 19 Board packet.)
 - **Richard** will complete analysis on behalf of the GC and provide that to the Board for its May 19 meeting.
 - Findings/themes from congregational survey analysis.
 - **Dave** to complete during first week of June.
 - Analysis complete by June 6 GC meeting and given to Cindy ASAP after that.
 - Findings/themes from staff survey analysis.
 - There’s an overall upward trend on the issues explored in this survey. Results will be sent to Board members for use at the May 19 meeting.
 - GC assessment of Senior Minister’s adherence to Senior Minister Limitations policy.

- The GC assessment will be provided to Cindy/Board for use as a part of Senior Minister's annual review.
- Evaluation of progress on strategic plan.
 - **Jill** will use workplan to evaluate; she will circulate to GC by mid-May and complete by May 30.

Racial justice (RJ) mapping process

- It has been clarified that the Board intended to “own” the process of reviewing the RJ mapping process and reviewing it using a RJ lens, and monitoring its findings on an ongoing basis.

GC future

- There is discussion of the GC (and FC?) being dissolved next year. The GC discussed a number of questions around this proposal. What is trying to be achieved with this proposed new structure? How would the new structure resolve what hadn't been achieved previously? How will the monitoring and evaluation work be done by the Board inside monthly Board meetings? Would this restructuring result in less information overall coming to the Board?
- If the GC (and FC) is dissolved, the Board would be advised to make sure to create ad hoc committees to help perform this type of work that would be difficult to accomplish within a full Board context. The conversations and content covered by the GC would be hard to perform equally in the full Board setting—a smaller committee structure allows for more people's voices to be heard. How does the “culture” of a full, larger Board differ from the “culture” of smaller working committees? Is this difference important to maintain?
- The GC is described in Section 6.2 of the GPH, and the ability to structure standing committees in general is explained in Section 5 on page 12 of the GPH (“The Board may establish standing or temporary committees to help carry out its responsibilities”). If the GC is dissolved, it does not appear any formal process around policy change need to be engaged.

Next meeting: June 6, 6:30-8:00p.

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).

***Unitarian Universalist Association's Racial Justice Resolution,
passed at General Assembly, 1996***

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's Mission and Visionary Goals

The Mission of the Church:

In the Universalist spirit of love and hope, we give, receive, and grow.

The Visionary Goals are:

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.

First Universalist Church Racial Justice Resolution

Approved by the Congregation at the May 31, 2015 Annual Meeting

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;

	<ul style="list-style-type: none"> • 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; <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.