

First Universalist Church Board of Trustees
September 18, 2019
Board Packet

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First Universalist Church of Minneapolis
Board of Trustees Meeting September 18, 2019

6:30-9:00 Cummins Room

Agenda

I. Call to Order and Agenda Approval (6:30)

Lighting of the Chalice:

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

Opening Reading and Reflection (see Senior Ministers Report)

II. Consent Agenda (6:45)

Approval of minutes from August meeting.

Monitoring: Acceptance of attendance and membership numbers

Monitoring: Acceptance of staff and significant volunteer changes

Monitoring: Acceptance of staff and volunteer treatment and grievances

III. Co-Location (6:50 – 7:35)

Process discussion with Steering Committee leadership

IV. Change Team Update (7:35 – 7:40)

BREAK (7:40 – 7:50)

V. Year End Financial Review (7:50 – 8:20)

Annual update by Rev. Jen Crow

VI. Staff Work Plan (8:20 – 8:40)

Tentative draft for upcoming work goals incorporating congregational feedback

VII. Healthy Congregation Task Force (8:40 – 8:50)

Identify board members to volunteer for drafting the charge and recruiting trusted congregants

V. Process Observing (8:50 – 9:00)

Process observer will share their observations of the meeting, our dynamics and interactions.

VI. Adjournment (9:00)

Next meeting: October 17, Richard on snacks and process observing

Group Agreements

Building on the Board Covenant, these group agreements help guide how we want to interact and be in relationship with one another, while taking into account our positionality and intersecting identities.

1. **Listen actively** -- respect others when they are talking.
2. **Speak from your own experience instead of generalizing** ("I" instead of "they," "we," and "you").
3. **Do not be afraid to respectfully challenge one another** by asking questions, but refrain from personal attacks -- focus on ideas.
4. **Participate to the fullest of your ability** -- community growth depends on the inclusion of every individual voice. For White participants and others with privilege, check in with yourself to make sure your silence is not perpetuating the status quo
5. **Share the air** - Notice if your voice is dominating the space, if so, step back, all other voices, particularly those from more marginalized communities to speak
6. **Instead of invalidating** somebody else's story with your own spin on her, their, and/or his experience, share your own story and experience.
7. We seek to **achieve resolution through deeper understanding** of each other's position, move forward and walk out of the room being able to speak in one voice.
8. **Be conscious of body language and nonverbal responses** -- they can be as disrespectful as words
9. **Confidentiality** – maintain appropriate confidentiality, respecting individual privacy and positions and comments on issues

Opening Reading:

We look with uncertainty
Beyond the old choices for clear-cut answers,
To a softer, more permeable aliveness
Which is every moment
At the brink of death;
For something new is being born in us
If we but let it.
We stand at a new doorway,
Awaiting that which comes...
Daring to be human creatures.
Vulnerable to the beauty of existence.
Learning to love.
-Anne Hillman

Possible Reflection Questions:

What new thing is seeking to be born in you? Are you fighting against or lovingly coaxing this new thing trying to be born in? What new thing is trying to be born at First Universalist, in our shared lives together? What new doorway do we rest at?

Monitoring Reports:

Staff and Volunteer Grievances policies and procedures are in place and no grievances have been reported.

Treatment of Staff: All staff have positions descriptions which now include a racial justice core competency.

MINUTES
First Universalist Church of Minneapolis
Board of Trustees Meeting
August 15, 2019

Trustees present: Richard Spratt, Bryana French, Jen Crow, Eric Cooperstein, Kristin Siegesmund, Keven Ambrus, Dan Moriarty, Ben Miles, Daryn Woodson

Ministers: Jen Crow, Justin Schroeder

Observers: Michael Dotson, Keith Washington

I. Call to Order

- a. Lighting of the Chalice
- b. Spiritual Reflection

II. Consent Agenda

- a. Approval of Minutes from July Meeting
- b. Monitoring: Acceptance of attendance and membership numbers
- c. Monitoring: Acceptance of staff and significant volunteer changes

APPROVED.

III. Group Processes

Bryana shared the Group Agreements from the Society of Counseling Psychology Executive Board. Board members liked the idea of the group agreements. We agreed to modify number seven so that we seek to achieve resolution through deeper understanding of each other's position, move forward and walk out of the room being able to speak in one voice. We also want to add confidentiality. We agreed to use these as a way to ground ourselves and then use them as appropriately to bring the group back to these concepts. We will put them in the Board packet and then the Process Observer can reflect on how we are adhering to the group norms, meta-level issues. Process Observers can help diffuse power. Process Observers are recommended by the UUA for healthy board functioning. We agreed that the Process Observer would also bring the snacks. Sign-up sheets were sent around. We also agreed that we would have some mid-year gathering/retreat at a Board member's house for more connection and bonding.

NOTE: We agreed to reschedule the September Board meeting. Bryana will send out a Doodle Poll.

IV. Financial Report

Fiscal year runs July 1 thru June 30. For the last two years, the Board has operated as a committee of the whole with no separate Finance Committee. Accurate numbers will be available in September – it takes about two months for reconciliation and review by internal and external experts. Brad Schmidt is our full-time accountant who is on staff and is supervised by Rev Crow. There is an external consultant, Kurt Hochfeld. Kurt comes in and meets with Brad every month. Kurt provides the church with monthly and annual reviews, as well as being available for questions and consultation on a variety of topics as needed throughout the year. Every quarter the staff does a review of their numbers – this is an opportunity for staff to check them. The first quarterly review will be in November, and the next one will be in February. These are important places to make course corrections. In January and February we start planning for the next year's budget and the Board will begin to set the financial assumptions for the operating budget for the whole year. The Board goes over the budgets in March, April and May. There will be congregational meetings around May and then approval by the congregation at the June Annual Meeting.

Keven will like to do a session where he does a Financial 101 type session for all of the Board members.

Capital campaign funds are tracked separately. Financial Reports are the way we track spending.

V. Membership Survey

Eric gave some context to the Membership Surveys. We got more survey responses than in past years. The vast majority of people are reporting in at the 4 or 5 level so are satisfied with what is going on in the church. The written comments should be balanced against the overall survey responses. The Board does the survey in large part to evaluate whether the ministers are achieving the visionary goals. Most of the issues raised are not things that the Board is charged with dealing with but rather that the ministers need to figure out what to do, whether to respond to it.

Staff will attempt to break out responses by demographics (age, race) and themes. The survey can help us understand how stressed and stretched the congregation feels. Some stress and tension is good but we need to make sure that we don't have too much.

Does the Board need to address that Justin and Jen are equal co-ministers? The comments seemed to be just addressed to Justin.

The ministers will work with staff on the Work Plan for the year. They will note which pieces respond to parts of the survey.

VI. Co-Location Update

There is a Co-Location Steering Committee that meets every Monday morning. The summer has been spent working with the Architects to see what possibilities exist. There are two different architectural plans: a \$12 million and a \$5.8 million plan. The latter does not have a third floor and has shared worship spaces. Neither plan fully addresses maintenance. The Steering Committee then met and there is a growing acceptance that this just might not be feasible. Anticipating that at our September meeting we will have more fully fleshed out plans from the architects and we will take a vote on it as Board. There has been consensus that we need to be really conservative about how much money we could put on the table and not overly promise. It is like real life: “List It or Love It.” We will need to coordinate communication with Shir Tikvah once we decide.

VII. POCI Caucus

We got their letter. There have been some significant changes that impact our responses and we will get back to you at the end of September. Agreed that Christa as the Secretary will draft something.

VIII. Healthy Congregation Task Force

We discussed how we should develop a Healthy Congregation Task Force. We will need to outline what our goals are. The Task Force would develop the proposal and then the Congregation would have to approve it. We would like to have the congregation “own” more of the behavior and move toward a culture shift where congregants can act and respond in a positive way where someone acts inappropriately. We noted the hostility and anger that is a kind of underbelly in our culture. There has been leadership shaming on cybercoffee hour. Other UU churches do not report this level of anger and hostility.

What is at the root cause of the unhealthy relationships? Why are people acting out of a place of hurt and anger? Staff will need to give voice to what has happened in the past.

Maybe we have to have in the charge that there should be some listening sessions. How can we have people be able to give voice to their experiences?

Board members should think about what role they want to play.

IX. Sacred Solidarity

We have participated for the past three years in the Sacred Solidarity Network. Now they are doing a Sacred Solidarity Network Lab and meeting monthly for the next four months.

Agreed to send it out to people who have participated in the past: Cindy Marsh, Lark, Ralph Wyman, Chef, Karin Wille, Ben Miles, Kristin Siegesmund, Christa Anders.

X. Adjournment

Bryana will send a Doodle Poll as well as an email to gather thoughts about things we should work on for the year. We will explore a Slack Channel and BaseCamp and other things.

The meeting was adjourned by the Chair at 9:25.

August Attendance								
			2019				2018	
Adults		10:00				10:00		
1st week		195				182		
2nd week		207				*		
3rd week		*				223		
4th week		249				235		
5th week								
Monthly Total		651				640		
Average for August		217				213		
RE								
1st week		41				35		
2nd week		41				*		
3rd week		*				23		
4th week		8				10		
5th week								
Monthly Total		90				68		
Average for August		30				23		
Combined Average		247				236		

*Lake Harriet Service, no attendance reported

4th week 2019: Backpack Blessing, multi-gen service

**2019 Statistical Report
August 2019
Board Meeting September 19, 2019**

MEMORIAL SERVICES: 1

Lucy Swift Memorial Service - Aug. 24 - Rev. Jen Crow, Arif Mamdani, Rev. Sara Smalley

MARRIAGES/SERVICES OF COMMITMENT: 0

MEMBERS FOR APPROVAL: 3

LuAnn Yerks, Minneapolis
Jillian Gross Fortgang, Minneapolis
Chris DuCharme, Minneapolis

MEMBERS REINSTATED: 0

MEMBERS FOR REMOVAL: 1

Rosemary Booth, deceased 8/24/19

CHILDREN DEDICATED: 0

	To Date	End of Year Totals			
MEMBERS	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
(Fiscal Year)	3	81	66	109	54
TOTAL MEMBERS:	1060	1058*	1049	1,011	934

Total members as of the last meeting: 1058 revised to match ACS system

To be added: 3

To be removed :1

TOTAL MEMBERS: 1060

FIRST UNIVERSALIST BOT CHANGE TEAM MEETING

August 22, 2019

6:30-8:30

Present: Richard Spratt (chair), Ben Miles, Karin Wille, Justin Schroeder. Absent: Sarah Hedge, Kayci Rush, Jen Crow (who had planned to attend)

Richard opened the meeting at 6:35 with a chalice lighting and a poem from James Baldwin, which everyone reflected on.

Justin reported that the Faithful Action Council is re-thinking how they choose and work with partners. Partner relations are evaluated every 2 years.

Regarding Holiday Giving, the team is co-chaired by Justin and Isabel Quast. The team was clear from the beginning that they wanted to do things differently this year, including looking at organizations of color and possible reparations/repair. After discussions with some outside presenters, the group landed on supporting BLUU. BLUU's executive director, Lena Gardner, is a congregant.

BLUU is working with other organizations of color to purchase 9 lots in North Minneapolis to build a black owned housing cooperative. The Holiday Giving team has discussed this being a longer term commitment than one fundraising effort. It's not clear if Village Financial is/could be a part of this effort, and there would be no immediate volunteer opportunities.

Justin also reported that the first edition of the FU racial justice newsletter will be coming out in the fall. It will include an interactive RJ timeline from 2012 until now.

Regarding CT membership and chairs, Richard is working on recruiting another Board member, and is willing to continue to chair. Karin will continue to take notes.

The next agenda item was reviewing goals from the fall of 2017 (when the CT started). The first 2 goals were "Build system of regular feedback with POCI Caucus" and "Create quarterly (at a minimum) opportunities to hear voices of POCI youth and adults."

While recognizing that that some of the specifics of these goals weren't achieved (e.g., Caucus didn't form immediately; listening session weren't held quarterly), the Team was unanimous that listening to, building relationships with, and centering the voices of, POCI in the congregation had been critical to CT successes in the first 2 years and was a goal the Team wanted to retain. The Team noted that listening to POCI voices is what led to the Teams's recommendation to hire a full time minister of color, which the ministers took into account in recent hiring decisions.

The third goal established in 2017 was “Review processes for developing and identifying leaders, including Nominating Committee (bylaws and process/procedure).” In 2018 the CT recommended that the Board recommend changing the Bylaws relating to the Nominating Committee to have the NomCom appointed by the Board instead of elected. Although those recommendations were not adopted by the Board, individual Team members worked to put more POC in leadership positions. Currently 4 of 9 Board members are POC, including the President of the congregation. There is also a POC on the Foundation Board.

The next 4 goals from 2 years ago dealt with systems. The Team felt the fourth goal, re assessing systems for evaluating outcomes from a RJ perspective, is more properly the responsibility of the Board, not the CT. The Team felt the fifth goal, relating to RE training and curriculum, has been and continues to be addressed by the staff.

The sixth and seventh goals related to the CT, including measuring progress and a succession and membership rotation plan. It was noted that the GPH contains no membership or term requirements for any Board committees, including the CT. The Team therefore decided to move its focus from systems and measurement to responding to POC leadership.

In addition to retaining the goals of centering the voices of POC in the congregation and continuing to build relationships with POC, two other themes emerged from the Team’s conversation.

The first one was that much of the congregational RJ education since 2012 has centered on whiteness and white privilege. There was agreement among team members that understanding the 400 year legacy of slavery and the many ways that the government has supported and enforced racist laws and policies is important to our RJ work, as is the corollary that black liberation is key to everyone’s liberation. The NY Times articles from its 1619 project could be helpful here; Justin will share some of them with the CT.

A second theme was the importance of developing a learning/action/reflection cycle in our RJ work. This idea was discussed and supported at the CT’s meeting in March, 2019, which Justin was unable to attend. For a variety of reasons, the minutes from that meeting were never shared with the Board. Because subsequent CT meetings were focused on co-location, the CT didn’t return to this issue until this meeting. Following are excerpts from the March minutes:

“The Team next discussed Karin’s idea for a congregation wide advocacy project that would start to dismantle structures of white supremacy. Briefly stated, the idea involves picking an advocacy idea (such as housing instability) and putting the power and resources of the congregation behind legislation or other structural changes.

The learning/action/reflection cycle Karin recommended would include getting the congregation invested in the idea through an “all reads” of a book (such as *Evicted*) and supplemental educational information (TPT’s Jim Crow of the North, for example), followed by discussion groups and appropriate RJ justice training for congregants. This phase would not only educate congregants about the specific issue but would help participants identify what about being UUs, and people of faith, calls us to dismantle white supremacy policies and practices.

The action cycle would include identifying POCI partners already involved in housing instability and partnering with them around agreed upon advocacy solutions. Once the partners and solutions have been identified, the congregation would be mobilized to engage in lobbying, letter writing, focused conversations, etc., much like we did with the marriage amendment.

Following a specific period of action (the legislative session, for example) there would be an opportunity for reflection on the learning/action phase in order to internalize how learning and action deepens our faith as UUs, and how our faith fortifies us for continued learning and action. This cycle would continue indefinitely until the advocacy goals were achieved or new ones identified.

The CT was very supportive of this idea, for a number of reasons. Everyone liked the idea of adding advocacy efforts that directly take on white supremacy to our RJ efforts. Karin noted that the housing ownership disparity between white and black people in the Twin Cities is one of the worst in the nation (over 70% vs. under 20%); Kayci commented that thousands of children in the Minneapolis school system are homeless.

The Team was supportive of choosing housing instability as the focus issue. They were moved by the comment of the author of *Evicted* that people cannot pursue their inalienable rights to liberty and the pursuit of happiness without stable, safe, affordable housing. Although supportive of the congregation’s partnerships with Habitat, Beacon, etc., the Team is cognizant that our work with those organizations is more about bandaging the wounds of housing insecurity than treating the cause of the wound.

The Team also liked the idea of a congregation wide RJ project, noting that the same people tend to show up for RJ events. As with our RJ work generally, ministerial leadership was seen as key, but the CT also noted that the Board, RJET, FAC and the CT would be key partners. It was also noted that historically our congregation sometimes feels the most engaged, invested and alive when we are united around a cause (House that Love Built, marriage amendment, capital campaign, etc.)

After discussion, the CT unanimously recommends that the Board and staff move forward with this project, **subject to review and input from POCI congregants**. The CT is cognizant that staff resources are fully utilized at this point but noted that perhaps Karen Hutt would be interested in working on this.The Team also noted this would be an excellent project for an MSW community practice intern”. (end of excerpt from minutes; emphasis added)

As noted above, the CT never presented this recommendation to the Board or reviewed it with POCI congregants because the CT's meetings between March and August were primarily focused on co-location. The Team would like to share this idea with POCI congregants to get their input before taking it any further.

Richard would like to use Kendi's How to Be an Antiracist book as part of educating the congregation, noting the book contains action strategies. Team members also noted the importance of having another meal with POCI to continue to build relationships, deepening our relationship with BLUU, and seeing if Karen Hutt could attend CT meetings.

There was no discussion of how to move forward with another meal, vetting the advocacy idea with POCI and/or deepening our relationship with BLUU, as the members present ran out of time and energy. There was general agreement that meeting monthly would be good, although no additional meeting times were set.

The meeting adjourned at 8:30 pm.

Notes submitted by Karin Wille

2018-19 Year-end Financial Summary
Prepared by Rev. Jen Crow
September 11, 2019

Summary

As expected, 2018-19 was a challenging year financially. We experienced a significant loss in our pledge base and because we were exploring co-location with Shir Tikvah, we did not draw the expected \$25,000 from capital campaign funds to offset salaries related to our building project. These two items significantly impacted our income. At the same time, we benefited from retiring our mortgage and line of credit and we had a very successful Close the Gap effort. We stretched ourselves this past fiscal year, expanding our ministerial team to include a ¼ time minister of color. We also experienced an unusually cold and snowy winter, resulting in increased snow removal, utilities and maintenance costs. When planning for the 2018-19 fiscal year, staff acknowledged and the board agreed that we had trimmed all areas that typically helped us account for unanticipated expenses that come up during the church year, which could result in a larger than expected deficit. This has come to pass, and expenses exceeded income by \$71,000 this year. Additionally, another \$17,400 was spent on principal payments on the mortgage and line of credit, bringing the overall deficit to \$88,600. The budgeted deficit for 2018-19, including principal payments to the mortgage and line of credit, was \$47,000. The actual deficit exceeded the budgeted deficit by \$41,000.

Income

There are a few significant income items to note:

- Pledge income came in 6% under budget (roughly \$70,000),
- Unrestricted donations came in 41% under budget (roughly \$27,000),
- Offering plate for the community up 34% over budget (\$10,000)
- Close the Gap - which replaced Miscellaneous Fundraisers budgeted for \$12,000, came in at \$52,500.

Overall, income exceeded expectations by 1%.

Expenses

There are a few significant expense items to note:

- Total salary and benefit expenses - the largest expenditure of our budget - came in on target, with only a 1% variance
- Temporary labor, including guest speakers, Sunday morning childcare, musicians, substitute sound techs, etc. came in 23% over budget (\$7000)
- Program expenses significantly exceeded expectations, with a variance of 84% (\$24,000). This is the area most impacted by the removal of all funding for unanticipated expenses from the budget.
- Total administrative expenses came in 11% over budget (\$9,000), again as a result of the removal of all funding for unanticipated expenses or overages
- Utilities came in 9% over budget (\$4800)
- Repairs and maintenance came in 20% over budget (\$4500)

Overall, expenses exceeded expectations by 5% (\$76,000).

Capital Campaign Budget Breakdown (As of 07/31/2019)

Division	Budget	\$	Remaining Budget
Revenue			
Donations	\$ 4,450,946.07	\$ 2,582,395.02	\$ (1,868,551.05)
Expense			
Consultants	\$ 230,000.00	\$ 229,030.00	\$ 970.00
Printing/Supplies	\$ 8,000.00	\$ 8,000.00	\$ -
Launch Event	\$ 30,000.00	\$ 52,689.09	\$ (22,689.09)
Architectural Pre-Work	\$ 27,000.00	\$ 2,000.00	\$ 25,000.00
Total Budget	\$ 295,000.00	\$ 291,719.09	

Remaining Budget \$ **3,280.91**

Projects

Architect Fee	\$ 125,227.57
Consultant	\$ 2,500.00
Debt Retirement	\$ 649,151.38
Donor Appreciation Event	\$ 545.08
Fire Alarm Control Panel	\$ 6,000.00
Full Compass Hearing Assist	\$ 3,664.34
Handicap Door for North Entrance	\$ 667.50
Masonry Repairs	\$ 7,390.00
Misc. Fees	\$ 3,518.62
Mixing Console	\$ 2,650.00
Owner Representative	\$ 1,950.00
Staff Salaries	\$ 64,783.53
Tuckpointing	\$ 122,000.00
	\$ 990,048.02

Loan from Legacy Fund \$ -

Net Income \$ **1,300,627.91**

First Universalist Church of Minneapolis
Balance Sheet
June 2019

Headings and Account

Current Balance (This Year)

Assets		
Current Assets		
Cash & Cash Equivalents		
Cash	\$	489,221.79
Total Cash & Cash Equivalents	\$	489,221.79
Investments		
Schwab - Church Operating	\$	735,948.60
Schwab - Church Reserve	\$	342,491.36
Schwab - Don Carter & Mary Carter	\$	81,847.26
Schwab - Legacy Fund	\$	861,955.35
Schwab - Temporarily Restricted	\$	126,985.42
Thrivent Mutual Funds	\$	22,299.85
Total Investments	\$	2,171,527.84
Cash & Cash Equiv - Foundation		
Sunrise Bank - Foundation	\$	11,275.50
Total Cash & Cash Equiv - Foundation	\$	11,275.50
Investments - Foundation		
Schwab - Foundation	\$	1,596,195.38
Total Investments - Foundation	\$	1,596,195.38
Total Current Assets		\$ 4,268,220.51
Other Current Assets		
Other Current Assets		
Accrued Rent	\$	17,336.00
Prepaid Expenses	\$	2,831.53
Prepaid Medical Insurance	\$	10,085.46
Total Other Current Assets	\$	30,252.99
Total Other Current Assets		\$ 30,252.99
Fixed Assets		
Fixed Assets		
Fixed Assets	\$	1,742,128.33
Total Fixed Assets	\$	1,742,128.33
Total Fixed Assets		\$ 1,742,128.33
Total Assets		\$ 6,040,601.83

Liabilities & Equity			
Current Liabilities			
Accounts Payable			
Accounts Payable	\$	52,794.32	
Total Accounts Payable	\$	52,794.32	
Total Current Liabilities			\$ 52,794.32
Other Current Liabilities			
Accrued Expenses			
Accrued Vacation	\$	14,432.95	
Miscellaneous Accrd Expenses	\$	11,451.15	
Total Accrued Expenses	\$	25,884.10	
Deferred Revenue			
Deferred Revenue	\$	19,398.12	
Winyan Awanyankapi	\$	4,912.25	
Total Deferred Revenue	\$	24,310.37	
Misc Other Liabilities			
Damage Deposits	\$	13,000.00	
Total Misc Other Liabilities	\$	13,000.00	
Total Other Current Liabilities			\$ 63,194.47
Total Liabilities & Equity			\$ 115,988.79
Fund Principal			
Undesignated Net Assets/Equity			
Church Equity	\$	1,760,628.97	
Total Undesignated Net Assets/Equity	\$	1,760,628.97	
Board Restricted Net Assets			
Contingency Reserve	\$	271,109.21	
Legacy Fund	\$	860,260.14	
Memorials	\$	6,781.88	
Operating Reserve	\$	30,584.19	
Total Board Restricted Net Assets	\$	1,168,735.42	
Temp Restricted Net Assets			
Capital Campaign Fund	\$	641,593.75	
Cummins Ministerial Fund	\$	229,116.55	
Foundation	\$	1,607,470.88	
Miscellaneous Funds	\$	30,102.10	
Total Temp Restricted Net Assets	\$	2,508,283.28	
Permanently Restricted			
Don Carter Endowment	\$	50,000.00	
M E Carter Endowment	\$	14,000.00	
Total Permanently Restricted	\$	64,000.00	
Total Fund Principal	\$	5,501,647.67	
Excess Cash Received			
Excess Cash Received	\$	422,965.37	
Total Excess Cash Received	\$	422,965.37	
Total Fund Principal and Excess Cash Received			\$ 5,924,613.04
Total Liabilities & Equity, Fund Principal, & Restricted Funds			\$ 6,040,601.83

First Universalist Church of Minneapolis
Analysis of Revenues & Expenses - Detail
July 2018 to June 2019

Headings and Account	2019-2020 Annual Budget	2018-2019 Annual Budget	2018-2019 Q3 Projection	2018-2019 Actual	% Variance 2018-2019 Actuals vs. Budget
Revenues					
Pledges					
Est Unpaid Pledge Donations	\$ (46,600.00)	\$ (58,725.00)	\$ -	\$ -	NA
Unrestricted Pledge Donations	\$ 1,165,000.00	\$ 1,174,500.00	\$ 1,080,000.00	\$ 1,047,468.47	-11%
Total Pledges	\$ 1,118,400.00	\$ 1,115,775.00	\$ 1,080,000.00	\$ 1,047,468.47	-6%
Contributions Unrestricted					
Close the Gap	\$ -	\$ -	\$ 37,500.00	\$ 52,459.24	NA
Don Carter Fund Contribution	\$ -	\$ -	\$ -	\$ 13,415.55	NA
Hospitality Donations	\$ 600.00	\$ 600.00	\$ 650.00	\$ 602.16	0%
Legacy Fund Contribution	\$ 55,500.00	\$ 47,000.00	\$ 50,594.77	\$ 50,594.77	8%
Memorials Designated	\$ -	\$ -	\$ 335.00	\$ 635.00	NA
Offering Plate for Church	\$ 48,000.00	\$ 48,000.00	\$ 47,000.00	\$ 48,748.79	2%
Unrestricted Donations	\$ 50,000.00	\$ 65,000.00	\$ 40,000.00	\$ 38,183.45	-41%
Unrestricted RE Donations	\$ 500.00	\$ 500.00	\$ 250.00	\$ 350.00	-30%
Total Contributions Unrestricted	\$ 154,600.00	\$ 161,100.00	\$ 176,329.77	\$ 204,988.96	27%
Contrib Released from Restr					
Augsburg Fairview Academy *	\$ -	\$ -	\$ 686.80	\$ 1,429.64	NA
Capital Campaign *	\$ 43,000.00	\$ 70,000.00	\$ 143,069.55	\$ 934.88	-99%
Families Moving Forward *	\$ 1,000.00	\$ 5,000.00	\$ 910.32	\$ 319.57	-94%
Habitat for Humanity *	\$ -	\$ -	\$ 351.55	\$ 351.55	NA
Holiday Giving *	\$ 36,000.00	\$ -	\$ -	\$ -	NA
Library *	\$ -	\$ -	\$ 171.00	\$ 171.00	NA
Ministers Discretionary Fund *	\$ -	\$ -	\$ 9,495.13	\$ 8,998.53	NA
Miscellaneous *	\$ -	\$ 8,000.00	\$ 10,482.91	\$ 13,423.30	68%
Offering Plate for the Community *	\$ 20,000.00	\$ 30,000.00	\$ 7,823.69	\$ 40,232.84	34%
Racial Justice *	\$ -	\$ -	\$ 3,600.00	\$ -	NA
RE Contributions *	\$ -	\$ -	\$ -	\$ -	NA
RJ Network Community Reparations *	\$ -	\$ -	\$ 13,133.00	\$ 13,133.00	NA
S & R Immigrant Fund *	\$ -	\$ -	\$ 2,963.62	\$ 6,979.62	NA
Simpson Housing Services *	\$ -	\$ -	\$ 1,819.48	\$ 2,195.43	NA
Winter Solstice *	\$ -	\$ -	\$ 1,105.71	\$ 850.00	NA
Total Contrib Released from Restr	\$ 100,000.00	\$ 113,000.00	\$ 195,612.76	\$ 89,019.36	-21%

Headings and Account	2019-2020 Annual Budget	2018-2019 Annual Budget	2018-2019 Q3 Projection	2018-2019 Actual	% Variance 2018-2019 Actuals vs. Budget
Fundraisers					
Boston Youth Trips	\$ 10,000.00	\$ 10,000.00	\$ 21,324.07	\$ 21,899.07	119%
Families Moving Forward 10%	\$ 100.00	\$ 500.00	\$ -	\$ -	-100%
Holiday Giving 10%	\$ 4,000.00	\$ -	\$ -	\$ -	NA
Miscellaneous Fundraisers	\$ 15,000.00	\$ 12,000.00	\$ 9.79	\$ 9.79	-100%
Senior High Youth Trips	\$ 500.00	\$ 500.00	\$ 714.21	\$ 714.21	43%
YCE	\$ 11,000.00	\$ 11,000.00	\$ 18,960.73	\$ 41,862.63	281%
Total Fundraisers	\$ 40,600.00	\$ 34,000.00	\$ 41,008.80	\$ 64,485.70	90%
Program Fees					
5th Grade (OWL)	\$ -	\$ -	\$ 10.00	\$ 10.00	NA
7th Grade (NF)	\$ -	\$ -	\$ -	\$ 20.00	NA
7th Grade Bike Trip	\$ -	\$ -	\$ -	\$ 2,249.95	NA
8th Grade (OWL)	\$ -	\$ -	\$ 4,729.60	\$ 4,729.60	NA
9th & 10th Grade (COA)	\$ -	\$ -	\$ -	\$ 370.00	NA
Adult Ed Fees	\$ -	\$ -	\$ -	\$ -	NA
Daytime Connections	\$ 1,000.00	\$ 1,000.00	\$ 1,700.00	\$ 1,827.00	83%
Senior High	\$ -	\$ -	\$ -	\$ -	NA
Total Program Fees	\$ 1,000.00	\$ 1,000.00	\$ 6,439.60	\$ 9,206.55	821%
Dividends & Interest					
Don Carter Fund Dividends & Interest	\$ 3,250.00	\$ 3,250.00	\$ 2,200.00	\$ 2,350.60	-28%
Unrestricted Dividends & Interest	\$ 15,000.00	\$ 15,000.00	\$ 13,700.00	\$ 14,201.21	-5%
Total Dividends & Interest	\$ 18,250.00	\$ 18,250.00	\$ 15,900.00	\$ 16,551.81	-9%
Rental Income					
Miscellaneous Room Rentals	\$ 15,000.00	\$ 13,500.00	\$ 8,500.00	\$ 9,035.00	-33%
Shir Tikvah	\$ -	\$ -	\$ -	\$ -	NA
Southside Child Development Center	\$ 110,000.00	\$ 103,992.00	\$ 105,600.00	\$ 105,507.67	1%
T-Mobile Antennae Lease	\$ 14,700.00	\$ 14,200.00	\$ 14,449.48	\$ 14,449.48	2%
Weddings & Commitments	\$ 1,000.00	\$ 1,000.00	\$ 400.00	\$ 400.00	-60%
Weight Watchers	\$ -	\$ 4,800.00	\$ 3,600.00	\$ 4,000.00	-17%
Total Rental Income	\$ 140,700.00	\$ 137,492.00	\$ 132,549.48	\$ 133,392.15	-3%
Realized Gains & Losses					
Realized Gains & Losses	\$ -	\$ -	\$ (4,225.37)	\$ (9,140.22)	NA
Total Realized Gains & Losses	\$ -	\$ -	\$ (4,225.37)	\$ (9,140.22)	NA
Unrealized Gains & Losses					
Unrealized Gain & Losses	\$ -	\$ -	\$ 6,814.62	\$ 14,064.32	NA
Total Unrealized Gains & Losses	\$ -	\$ -	\$ 6,814.62	\$ 14,064.32	NA
Other Income					

Headings and Account	2019-2020 Annual Budget	2018-2019 Annual Budget	2018-2019 Q3 Projection	2018-2019 Actual	% Variance 2018-2019 Actuals vs. Budget
Miscellaneous	\$ 3,333.33	\$ 3,333.00	\$ 33,400.00	\$ 23,555.54	607%
Total Other Income	\$ 3,333.33	\$ 3,333.00	\$ 33,400.00	\$ 23,555.54	607%
Total Revenues	\$ 1,576,883.33	\$ 1,583,950.00	\$ 1,683,829.66	\$ 1,593,592.64	1%

Headings and Account	2019-2020 Annual Budget	2018-2019 Annual Budget	2018-2019 Q3 Projection	2018-2019 Actual	% Variance 2018-2019 Actuals vs. Budget
Expenses					
Salaries & Wages					
Salaries	\$ 856,784.76	\$ 834,290.00	\$ 840,594.68	\$ 842,770.85	1%
Total Salaries & Wages	\$ 856,784.76	\$ 834,290.00	\$ 840,594.68	\$ 842,770.85	1%
Payroll Taxes					
FICA	\$ 64,943.59	\$ 65,732.00	\$ 63,378.09	\$ 62,956.92	-4%
Total Payroll Taxes	\$ 64,943.59	\$ 65,732.00	\$ 63,378.09	\$ 62,956.92	-4%
Employee Benefits					
Medical Insurance					
Medical Insurance	\$ 98,000.00	\$ 84,210.00	\$ 84,567.95	\$ 86,392.38	3%
Total Medical Insurance	\$ 98,000.00	\$ 84,210.00	\$ 84,567.95	\$ 86,392.38	3%
Long Term Disability Insurance					
LTD	\$ 1,000.00	\$ -	\$ -	\$ -	NA
Total Long Term Disability Insurance	\$ 1,000.00	\$ -	\$ -	\$ -	NA
Life Insurance					
Life Insurance	\$ 1,300.00	\$ 2,378.00	\$ 1,294.12	\$ 1,921.48	-19%
Total Life Insurance	\$ 1,300.00	\$ 2,378.00	\$ 1,294.12	\$ 1,921.48	-19%
403(b)					
403(b)	\$ 63,990.50	\$ 68,117.00	\$ 68,770.13	\$ 68,395.98	0%
Total 403(b)	\$ 63,990.50	\$ 68,117.00	\$ 68,770.13	\$ 68,395.98	0%
Total Employee Benefits	\$ 164,290.50	\$ 154,705.00	\$ 154,632.20	\$ 156,709.84	1%
Professional Expenses					
Professional Expenses	\$ 26,500.00	\$ 26,900.00	\$ 25,157.23	\$ 25,654.44	-5%
Total Professional Expenses	\$ 26,500.00	\$ 26,900.00	\$ 25,157.23	\$ 25,654.44	-5%
Temporary Labor					
Childcare	\$ 16,000.00	\$ 16,000.00	\$ 17,725.00	\$ 17,802.25	11%
Guest Speakers	\$ 1,000.00	\$ 500.00	\$ 1,450.00	\$ 2,800.00	460%
Musicians	\$ 13,000.00	\$ 14,800.00	\$ 15,000.00	\$ 15,470.00	5%
Substitute Sound Technicians	\$ 2,000.00	\$ 1,000.00	\$ 1,500.00	\$ 1,880.00	88%
Miscellaneous Temporary Labor	\$ 3,000.00	\$ -	\$ 2,000.00	\$ 1,702.50	NA
Total Temporary Labor	\$ 35,000.00	\$ 32,300.00	\$ 37,675.00	\$ 39,654.75	23%
Program Expenses					
5th Grade (OWL)	\$ -	\$ -	\$ 36.53	\$ 36.53	NA
7th Grade (NF)	\$ 1,000.00	\$ 1,000.00	\$ 1,066.75	\$ 1,066.75	7%
7th Grade Bike Trip	\$ -	\$ -	\$ -	\$ 2,249.95	NA
8th Grade (OWL)	\$ 1,000.00	\$ 1,000.00	\$ 9,181.99	\$ 9,198.47	820%
9th & 10th Grade (COA)	\$ 4,500.00	\$ 4,500.00	\$ 3,600.00	\$ 5,408.68	20%

Headings and Account	2019-2020 Annual Budget	2018-2019 Annual Budget	2018-2019 Q3 Projection	2018-2019 Actual	% Variance 2018-2019 Actuals vs. Budget
Adult Ed	\$ 500.00	\$ 1,000.00	\$ 500.00	\$ 175.00	-83%
Circles	\$ 1,500.00	\$ 1,000.00	\$ 1,500.00	\$ 1,231.50	23%
Classroom Supplies	\$ 9,000.00	\$ 9,000.00	\$ 11,500.00	\$ 15,113.69	68%
Daytime Connections	\$ -	\$ -	\$ 1,700.00	\$ 1,465.65	NA
Memorials Expense	\$ -	\$ -	\$ 250.00	\$ 199.22	NA
Music Purchases	\$ 2,500.00	\$ 3,150.00	\$ 3,000.00	\$ 2,194.24	-30%
Other	\$ 1,000.00	\$ 2,750.00	\$ 4,600.00	\$ 8,366.09	204%
Piano Tuning	\$ 2,500.00	\$ 2,000.00	\$ 2,000.00	\$ 880.00	-56%
Senior High	\$ 1,000.00	\$ 700.00	\$ 3,700.00	\$ 4,665.98	567%
Teacher Workshops	\$ 2,000.00	\$ 2,000.00	\$ 500.00	\$ 186.44	-91%
Worship Items Miscellaneous	\$ 500.00	\$ 500.00	\$ 750.00	\$ 826.35	65%
Youth Social Activities	\$ 500.00	\$ 500.00	\$ -	\$ 235.74	-53%
Total Program Expenses	\$ 27,500.00	\$ 29,100.00	\$ 43,885.27	\$ 53,500.28	84%
Miscellaneous Program Expenses					
Action Groups	\$ 500.00	\$ 500.00	\$ 1,055.18	\$ 1,055.18	111%
Boston Youth Trips	\$ 10,000.00	\$ 10,000.00	\$ 21,324.07	\$ 21,899.07	119%
Faithful Action Council	\$ 1,000.00	\$ 1,500.00	\$ -	\$ -	-100%
Friendship Caring Corner	\$ 100.00	\$ 100.00	\$ -	\$ -	-100%
Labyrinth	\$ -	\$ -	\$ -	\$ (16.46)	NA
Library	\$ 250.00	\$ 250.00	\$ 250.00	\$ 191.80	-23%
Library *	\$ -	\$ -	\$ 171.00	\$ 171.00	NA
Racial Justice	\$ 10,000.00	\$ 7,500.00	\$ 4,000.00	\$ 7,792.94	4%
Racial Justice *	\$ -	\$ -	\$ 3,600.00	\$ -	NA
Senior High Youth Trips	\$ -	\$ -	\$ 714.21	\$ 714.21	NA
Winter Soltice *	\$ -	\$ -	\$ 1,105.71	\$ 1,105.71	NA
YCE Supplies	\$ 11,000.00	\$ 11,000.00	\$ 8,263.37	\$ 9,568.37	-13%
YCE Travel	\$ -	\$ -	\$ 10,697.36	\$ 32,294.26	NA
Total Miscellaneous Program Expenses	\$ 32,850.00	\$ 30,850.00	\$ 51,180.90	\$ 74,776.08	142%
Membership Program Expenses					
Hospitality	\$ 6,500.00	\$ 8,400.00	\$ 6,975.00	\$ 6,978.10	-17%
New Member Programs	\$ 2,000.00	\$ 1,900.00	\$ 1,900.00	\$ 2,054.28	8%
Visitor Wecoming	\$ 1,000.00	\$ 1,000.00	\$ 250.00	\$ 57.58	-94%
Total Membership Program Expenses	\$ 9,500.00	\$ 11,300.00	\$ 9,125.00	\$ 9,089.96	-20%
Fundraising Expenses					
Miscellaneous Fundraisers	\$ -	\$ -	\$ -	\$ -	NA
Planned Giving	\$ 1,000.00	\$ 1,000.00	\$ -	\$ -	-100%
Pledge Drive	\$ 4,000.00	\$ 4,000.00	\$ 6,203.13	\$ 6,243.58	56%

Headings and Account	2019-2020 Annual Budget	2018-2019 Annual Budget	2018-2019 Q3 Projection	2018-2019 Actual	% Variance 2018-2019 Actuals vs. Budget
Total Fundraising Expenses	\$ 5,000.00	\$ 5,000.00	\$ 6,203.13	\$ 6,243.58	-44%
Administrative Expenses					
Bank Service Charges	\$ 750.00	\$ 750.00	\$ 750.00	\$ 553.12	-26%
Consultants	\$ 5,000.00	\$ 11,500.00	\$ 12,500.00	\$ 12,436.88	8%
Credit Card Discount Fees	\$ 15,500.00	\$ 13,000.00	\$ 15,800.00	\$ 15,529.14	19%
Employee Development/Training	\$ 1,500.00	\$ 1,000.00	\$ 2,750.00	\$ 2,807.45	181%
Miscellaneous Fees	\$ -	\$ -	\$ -	\$ 0.24	NA
Financial Review/Audit	\$ 400.00	\$ 400.00	\$ 260.00	\$ 260.00	-35%
Internet	\$ 1,300.00	\$ 1,500.00	\$ 1,308.00	\$ 1,308.00	-13%
Mileage	\$ 300.00	\$ 500.00	\$ 200.00	\$ 89.64	-82%
Office Supplies	\$ 5,500.00	\$ 5,000.00	\$ 5,650.00	\$ 5,536.13	11%
Paper	\$ 1,800.00	\$ 2,000.00	\$ 1,500.00	\$ 1,717.48	-14%
Payroll Fees	\$ 3,500.00	\$ 5,500.00	\$ 3,400.00	\$ 3,398.34	-38%
Postage & Shipping	\$ 6,000.00	\$ 5,500.00	\$ 6,400.00	\$ 7,763.68	41%
Printing & Copying	\$ 21,000.00	\$ 21,000.00	\$ 21,500.00	\$ 22,249.10	6%
Software	\$ 9,000.00	\$ 8,000.00	\$ 10,700.00	\$ 11,816.03	48%
Telephone	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,590.62	2%
Volunteer Appreciation	\$ 1,100.00	\$ 1,600.00	\$ 800.00	\$ 697.47	-56%
Website	\$ 1,500.00	\$ 1,500.00	\$ 1,700.00	\$ 1,799.51	20%
Total Administrative Expenses	\$ 79,650.00	\$ 84,250.00	\$ 90,718.00	\$ 93,552.83	11%
Miscellaneous Expenses					
Board Exp - Admin	\$ -	\$ -	\$ -	\$ -	
SPIFF	\$ 1,500.00	\$ 2,000.00	\$ 2,000.00	\$ 1,316.10	-34%
Visual Arts	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00	\$ 2,919.26	-30%
Total Miscellaneous Expenses	\$ 5,700.00	\$ 6,200.00	\$ 6,200.00	\$ 4,235.36	-32%
Insurance					
Liability	\$ 23,802.00	\$ 15,500.00	\$ 13,600.00	\$ 15,635.12	1%
Workers Compensation	\$ 1,000.00	\$ 7,000.00	\$ 8,300.00	\$ 8,478.12	21%
Total Insurance	\$ 24,802.00	\$ 22,500.00	\$ 21,900.00	\$ 24,113.24	7%
Dues & Memberships					
Mid America	\$ 10,901.52	\$ 10,584.00	\$ 10,584.00	\$ 10,584.00	0%
Other Membership Fees and Dues	\$ 500.00	\$ -	\$ 759.00	\$ 759.00	NA
UUA	\$ 35,656.54	\$ 34,618.50	\$ 34,618.50	\$ 34,618.50	0%
Total Dues & Memberships	\$ 47,058.06	\$ 45,202.50	\$ 45,961.50	\$ 45,961.50	2%
Utilities					
Electricity	\$ 33,000.00	\$ 30,500.00	\$ 35,000.00	\$ 32,780.41	7%
Gas	\$ 17,000.00	\$ 16,000.00	\$ 16,850.00	\$ 16,509.38	3%

Headings and Account	2019-2020 Annual Budget	2018-2019 Annual Budget	2018-2019 Q3 Projection	2018-2019 Actual	% Variance 2018-2019 Actuals vs. Budget
Water & Sewer	\$ 9,000.00	\$ 7,500.00	\$ 9,500.00	\$ 9,522.50	27%
Total Utilities	\$ 59,000.00	\$ 54,000.00	\$ 61,350.00	\$ 58,812.29	9%
Repairs & Maintenance					
Alarm System	\$ 500.00	\$ 500.00	\$ 1,600.00	\$ 2,008.58	302%
Elevator Maintenance	\$ 3,300.00	\$ 3,300.00	\$ 2,900.00	\$ 2,987.94	-9%
General Repairs & Maintenance	\$ 10,000.00	\$ 11,000.00	\$ 14,000.00	\$ 13,903.51	26%
HVAC	\$ 8,000.00	\$ 7,500.00	\$ 8,000.00	\$ 7,915.00	6%
Total Repairs & Maintenance	\$ 21,800.00	\$ 22,300.00	\$ 26,500.00	\$ 26,815.03	20%
Other Building Related Expense					
Capital Campaign Expenditures *	\$ 25,000.00	\$ 70,000.00	\$ 143,069.55	\$ 934.88	-99%
Equipment Leases	\$ -	\$ -	\$ -	\$ -	NA
Groundskeeping	\$ 16,500.00	\$ 15,000.00	\$ 18,693.29	\$ 18,693.29	25%
Interest Expense	\$ -	\$ 29,544.00	\$ 14,355.38	\$ 14,426.42	-51%
Janitorial Supplies	\$ 10,000.00	\$ 8,500.00	\$ 10,500.00	\$ 10,389.19	22%
Other Expense	\$ -	\$ -	\$ 650.00	\$ 4,153.93	NA
Other Expense *	\$ -	\$ -	\$ 770.00	\$ 770.00	NA
Pest Control	\$ 600.00	\$ 600.00	\$ 560.00	\$ 560.40	-7%
Sound System	\$ 500.00	\$ 500.00	\$ -	\$ -	-100%
Trash & Recycling	\$ 6,000.00	\$ 5,000.00	\$ 6,100.00	\$ 6,056.18	21%
Total Other Building Related Expense	\$ 58,600.00	\$ 129,144.00	\$ 194,698.22	\$ 55,984.29	-57%
Offering Plate for Community					
Augsburg Fairview Academy *	\$ -	\$ -	\$ 686.80	\$ 1,429.64	NA
Habitat for Humanity *	\$ -	\$ -	\$ 351.55	\$ 351.55	NA
Offering Plate for Community *	\$ 20,000.00	\$ 30,000.00	\$ 7,823.69	\$ 40,232.84	34%
Simpson Housing Services *	\$ -	\$ -	\$ 1,819.48	\$ 2,195.43	NA
Total Offering Plate for Community	\$ 20,000.00	\$ 30,000.00	\$ 10,681.52	\$ 44,209.46	47%
Other Charitable Contributions					
Families Moving Forward *	\$ 1,000.00	\$ 5,000.00	\$ 910.32	\$ 910.32	-82%
Holiday Giving *	\$ 36,000.00	\$ -	\$ -	\$ -	NA
Minister's Discretionary Fund *	\$ -	\$ -	\$ 9,495.13	\$ 8,998.53	NA
Miscellaneous *	\$ -	\$ -	\$ 9,712.91	\$ 9,712.91	NA
RJ Network Community Reparations *	\$ -	\$ -	\$ 13,133.00	\$ 13,133.00	NA
S & R Immigrant Fund *	\$ -	\$ -	\$ 2,963.62	\$ 6,979.62	NA
Total Other Charitable Contributions	\$ 37,000.00	\$ 5,000.00	\$ 36,214.98	\$ 39,734.38	695%
Total Expenses	\$ 1,575,978.91	\$ 1,588,773.50	\$ 1,726,055.72	\$ 1,664,775.08	5%
Net Total (Before Principal Payment)	\$ 904.42	\$ (4,823.50)	\$ (42,226.06)	\$ (71,182.44)	

Headings and Account	2019-2020 Annual Budget	2018-2019 Annual Budget	2018-2019 Q3 Projection	2018-2019 Actual	% Variance 2018-2019 Actuals vs. Budget
Loan Principal	\$ -	\$ (42,193.00)	\$ (17,419.18)	\$ (17,419.18)	
Net Total	\$ 904.42	\$ (47,016.50)	\$ (59,645.24)	\$ (88,601.62)	

2019-20 Staff Workplan - DRAFT
Prepared by Rev. Jen Crow
September 11, 2019

First Universalist's Visionary Goals, 2017-2022

1. First Universalist is a faith community committed to a transformational spiritual path guided by Unitarian Universalism's theology and Seven Principles. Our worship, spiritual practices, and rituals unify us, challenge our assumptions, provide comfort, and connect us to the holy.
2. First Universalist is a multi-generational congregation where we connect to ageless wisdom, our ever-evolving religious tradition, listen for the call of love, and build meaningful relationships and community.
3. First Universalist is a multi-racial, multi-cultural, and intergenerational faith community of mutual caring and support where people bring all of who they are and welcome each other with joy. Our sense of who we are as a community of faith is ever expanding.
4. First Universalist is a faith community that acts with humility, bravery, and compassion to create a racially just and sustainable world.

Grounded in our visionary goals, the staff of the church have worked together to outline the following major themes for the work of the 2019-20 church year:

Shoring up our systems/information/staffing

Communications - Improve communications among staff, among groups in the congregation, and with the congregation as a whole

- Improve internal communications among staff (especially across work areas and full-time/part-time staff),
- Improve communication among groups within the congregation (RJET/Change Team/Program Team/Faithful Action Groups),
- Active communication with the congregation (building project, sabbatical plans, who's on staff and what do they do)
- Ensure that groups and people meeting in the church have the information they need
- Improve communications between First U and our tenants (Southside and Sioux Chef)

Database - Assess our needs and our current system. Create a plan for maintaining accurate information, targeted communications, and training staff and lay leaders to use the database well.

Staffing - Assess staffing needs and current staffing pattern, make changes to meet current needs, improve efficiency, and maximize cost savings.

Adult Programming - Assess current adult programming, gaps, needs and community desires.

- Adult programming audit
- POCI Caucus and RJ budget line - ensure support and lines of communication are open between staff/church teams/POCI Caucus, ensure that POCI Caucus has direction of half the RJ budget line

Other

- Southside lease renewal, with rate increase and clarifying details
- Maintain and increase our pledge base - continue movement to sustaining gifts
 - Follow up with RE families and small group people
 - What are other plans, and who is responsible?
- Preparation and ready response for any public issues

Racial Justice Work - (Because this commitment is grounded in every area of church life, RJ elements are alive in other sections of the work plan. Nonetheless, we are naming some specific projects/efforts here.) We will continue and enhance the congregation's learning and action for racial justice.

- Agree on a rubric/common way to measure how we are doing and begin using it
- Facilitate cross-communication among groups at church (RJET, Change Team, POCI Caucus, Holiday Giving Team, Faithful Action teams)
- Holiday Giving Project; fundamentally reorienting how we do Holiday Giving; the driving focus is to support a black led organization over a long period of time, using a reparations framework, and to explore ways to support this organization beyond just financial contributions.
- The Faithful Action Council will assess the current portfolio of Faithful Action Partners, using a racial justice lens/frame; the Council will explore adding new partners that are led by black and POCI leaders, and serve black and POCI communities.
- Ongoing racial justice education opportunities and new member onboarding into racial justice mission
- Ministerial intern of color program - trying again, education of congregation around being a teaching congregation, being a teaching congregation with an intern of color

Creating a Multicultural, Multiracial, intergenerational community

Worship - Continue a tradition of excellence, emphasizing a communal experience that welcomes each person to bring all of who they are to church.

- Experiment with different options in our "Welcoming with Joy" time in worship.
- Intergenerational worship 2x/month
- Continue to include a variety of voices and musical genres
- Intentionally teach the congregation how to be intergenerational - how to share space with children, including children with disabilities and on the autism spectrum.

Facilitating Connections - Responding to congregational survey feedback telling us that it can be difficult to get connected and build friendships at First U, we will focus on facilitating

connections between congregants in a variety of ways to help build meaningful relationships and a sense of community.

- Program Team (Jen, Justin, Ruth, Arif, Karen, Lauren, Jenn Stromberg) - Investing time, energy, resources and attention in the relationships and effectiveness of Program Team, making us a microcosm of a healthy multicultural, multiracial community (fractal spiraling)
- Lead a visioning and goal setting process for our youth ministry
- Explore AIM (Accessibility and Inclusion Ministry) certification
- Explore renewing our Welcoming Congregation certification (GLBTQ inclusion), last done in the 1990's
- Build our intercultural competency
- Explore the "community of communities" paradigm suggested for multicultural, multiracial, intergenerational congregations by Paula Cole Jones
<https://www.uua.org/ga/off-site/2019/workshops/sophia-fahs-lecture>
- The Change Team will focus on relationships over policy this year; with BLUU, POCI Caucus
- Continue to deepen relationships and learning with Shir Tikvah - shared learning and justice opportunities
- Wednesday dinners - following the Marnita's Table model, these dinners are a multicultural, multiracial, intergenerational space that intentionally builds community
- Explore using zoom as a way to expand Children, Youth and Family and Adult Spiritual Development offerings
- Offer specific options and support for POCI
 - POCI Caucus, spiritual development, support in a sea of whiteness
 - Welcoming/retention ideas for POCI
 - Beloved Conversations Family - explore and perhaps offer this curriculum for BIPOC and multiracial families
 - BIPOC youth - how to connect and support them consistently

Building Project - Learning from our co-location discernment process, we will redirect our capital project planning to focus on accessibility, hospitality, and creating a building that facilitates our mission.

- Creating and communicating building project narrative
- Plan our project - prioritize initiatives, coordinate with tenants/staff/programming, prepare for disruption as needed
- Determine the need and feasibility of a second round of fundraising
- Get it done!