

First Universalist Church Board of Trustees  
December 17, 2020  
Board Packet

Table of Contents

December Board Meeting Agenda.....	1
Co-Senior Minister's Report .....	2-6
November Board Meeting Minutes .....	7-9
November Attendance .....	10
November Statistical Report .....	11
Operating Budget with Pie Charts .....	12
Analysis of Revenues and Expenses Summary .....	13
Balance Sheet .....	14-15
Capital Campaign Summary .....	16
Choice Points .....	17

First Universalist Church of Minneapolis  
**Board of Trustees Meeting**  
**Thursday, December 17, 2020 6:30pm ~ 8:30pm**  
Zoom<sup>1</sup>: <https://stthomas.zoom.us/j/830886549>  
Facilitator: Bryana; Process Observer: Julica

**I. Welcome! (6:30)**

- a. Call to Order and Agenda Approval
- b. Lighting the Chalice(s) (All)  
*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.*

**II. Executive Session: Anti-Oppression/Board Relationship Building (6:35 ~<sup>2</sup> 6:55)**

- a. Pre-reading on White Supremacy Culture from Julica and Yahanna
- b. Affinity group discussions

**III. Consent Agenda (6:55 ~ 7:00)**

- a. *Approval* of November meeting minutes
- b. *Monitoring*: Acceptance of attendance and membership numbers
- c. *Monitoring*: Acceptance of staff and significant volunteer changes
- d. *Monitoring*: Approval of Minister Housing Allowances

**IV. Governance: Change Team Future and Purpose (7:00 ~ 7:40)**

- a. Brief Statements and Perspectives from Ben and Sarah, Justin and Julica
- b. Discussion and Discernment

**5 MINUTE BREAK**

**V. Governance: Proxy Participation By Laws Change (7:45 ~ 8:15)**

- a. Yahanna and Christa Overview
- b. Discussion and Discernment

**VI. Fiduciary Responsibilities (8:15 ~ 8:25)**

- a. Prior year condition/audit
- b. Capital Campaign

**VII. Process Observation (8:25 ~ 8:30)**

**VIII. Adjourn – No later than 8:30**

<sup>1</sup> JOIN Zoom MEETING: <https://stthomas.zoom.us/j/830886549> , JOIN AUDIO BY TELEPHONE: +1 646 876 9923 US or 877 853 5247 US Toll-free, JOIN BY ENTERING THIS MEETING ID: 830 886 549

<sup>2</sup> Agenda item lengths are approximate

**November 2020 Co-Senior Minister's Report**  
**Prepared December 11, 2020**  
**By Rev. Justin Schroeder**

**General Reflections:** This is a challenging time to do ministry, in a normally challenging and complicated season. As a staff, and as leaders of the congregation, I think it's helpful to remember and embrace this reality, to normalize what we and others are experiencing, and to leave extra margin (for grace, forgiveness, and compassion) as we are able. Lauren Wyeth, our Director of Children, Family and Youth Ministry recently shared this post with staff; it resonated deeply with us, and I think it's applicable to church lay leaders (really, everyone) during this time.

*December Relational Health Advisory for All UU Religious Professionals (I would say, all of us!) - December 2020 and Beyond - by Rev. Sunshine Wolfe*

A confluence of events has come together to create a season of potential miscommunication, reactivity, and disconnection. The normal seasonal currents of grief during the holidays, colds, seasonal affective disorder, and family trauma have met with jets of quarantine, Covid, political foolishness, working too many hours, failing to take reasonable amounts of time off, and grief over recent deaths. This is creating unsuitable conditions for communication. Expect higher chances of overwhelm, assumptions, heightened emotional response, and conflict for the next 3-6 weeks.

Seriously friends, we are in the heart of an overwhelming storm. None of us are operating at full capacity. Most all of us are exhausted. I am seeing lay religious leaders burned out and despairing because it is especially hard to serve right now. Religious professionals- especially BIPOC folks- are struggling with a new reality of what care looks like without Hope Johnson. She did more than any of us really knew and it will take time to adjust relationships and connections in our professional communities.

All religious professionals are dealing with what was already a stressful time- the holidays- while amid a pandemic and all that means.

Online communication in all the various forms can lead to miscommunication. I want us to remember back to the patience we had with one another when the pandemic started. The grace, patience, and care that we used then are the same

tools we need now. So, a few things to keep in mind this during this winter advisory:

-If you are feeling a strong reaction- take a beat. Remember that any emotions we are feeling right now are heightened. There is no hurry. Take 24 hours. Speak with a trusted colleague. Check-in with the people you need to check-in with before you decide how to respond to any thing that has you concerned and/or upset.

-If someone is proving challenging or you have a concern, assume that it was a miscommunication first. This is especially true with people who normally concern us or push our buttons. If we are not our optimal selves, you can be sure they are not. If it is someone you normally get along with, then REALLY assume it is miscommunication. Talk to them and get some clarification.

-If you do not HAVE to deal with it this month- don't. Urgency is a normal response to anxiety and overwhelm. It is also dangerous and can cause more harm than good. Unless someone's life is at risk, there is a legal restriction, or a structural reason that something needs to be handled right now, change the timeline. Urgency can damage you, your leadership, and the people you serve.

-We all need care right now. If there was ever a time to put on your own oxygen mask- it is right now. Hold tight to your days or hours off. Take a real break from the work that gives you that necessary balcony view. You and your community are worth that space- you all deserve it.

-This month will end. Until then, breath, take your time, and do not give a lot of power to first emotions and first impressions. Emotions and reactions are a sign that something matters, but they can mislead you on how or why it matters. So, go bravely and carefully forward.

-You are loved, and you are not alone.

**Staff and Volunteer Changes:**

Liz Farmer's portfolio has shifted. She is now focusing a portion of her time on Membership Coordination, working closely with Rev. Arif Mamdani, and helping to support and oversee the membership process at First Universalist. Because oversight of our Pastoral Care Program is now in Arif's portfolio, he needed additional support with members and adult ministries. We're delighted that Liz has moved into this position!

**Approval of Minister's Housing Allowance:**

For tax purposes, Board documented approval of ministerial housing allowances is required. Housing allowances are a portion of the minister's salary set aside for housing related expenses (rent, mortgage, utilities, furnishing, renovation projects, etc.) Ministers who receive a housing allowance may exclude the allowance (or actual amount spent on housing) from gross income.

Here are the minister's housing allowances for 2021:

Rev. Jen Crow: \$38,000

Rev. Justin Schroeder: \$35,000

Rev. Karen Hutt: \$0

Rev. Arif Mamdani: \$30,000.

**Financial Summary****Year-End Financials**

Update from Kurt Hochfeld: I had an extended conversation with Brad today about conducting an annual review of your financial statements for the fiscal year ended June 30, 2020. We agreed to complete and deliver to you the review no later than January 31, 2021 with the following additional steps:

- Review of bank reconciliations from October 2019 thru November 2020;
- Schedule a time in the first couple of weeks in January 2021 to complete a comprehensive review of your balance sheet;
- Complete the loan forgiveness calculation for the PPP loan;
- Review the opening balances as of January 1, 2021, in your new accounting software (Financial Edge) to the closing balances in your existing accounting system assuming that January 2021 is the first month that you are operating both systems in parallel; and

- Draft an engagement letter for the period when Brad is on a leave of absence.

We feel this timeline is prudent and reasonable given Brad's efforts in completing the conversion of your accounting and donor software systems.

Kurt

## **October 2020**

At the end of October, expenses are slightly exceeding revenues by \$9,075.88. This is very encouraging because in comparison to our projected year to date budget we are showing a positive \$84,233.53 variance. Thus far, annual giving is over \$55,000 ahead of our projected year to date budget. We expect this trend to continue throughout the remainder of the fiscal year as long as our total annual commitments continue to exceed our annual giving budget (currently, our total annual giving commitments exceed our annual giving budget by \$45,000). Expenses continue to be under budget across all categories with the exception of other expense but that is a result of increased temporarily restricted fund activity (Minister's Emergency Fund, Sanctuary and Resistance, Black Lives Matter Lawn Sign Fundraiser) which has equal and offsetting revenues (released from restriction) resulting in no net impact.

## **Capital Campaign/Building Project Update**

Phase 1 of our building renovation project is nearly complete. Even though she is on sabbatical, Rev. Jen Crow continues to work with our building representative, Chelsea Waters, to prepare for Phase 2. Here's a brief update that Bryana and I shared with the congregation in last week's Liberal:

In [last week's Liberal](#), we shared a [video tour](#) of the completed Phase 1 of our building renovations and announced that our Board of Trustees has approved moving ahead with Phase 2.

We know that many of you have already had a chance to watch the video tour of Phase 1 construction, which has transformed our education and admin wing. In addition to her ministerial abilities, Rev. Jen Crow is a darn good tour guide! If you missed it, [you can watch the video here](#).

While the Board has approved Phase 2 construction and funding, **it's important to note that we are first entering into a second planning process and that the actual construction won't start until April 2021.** There are some components of this work that are "starting immediately," including hiring an architect (using our vendor policy), identifying funding, securing our contractor, and going back into design development for Phase 2, but the actual renovation and construction won't start for some time.

Rev. Jen Crow, along with the architect and Building Committee, will meet with the congregation once Rev. Jen is back from sabbatical (she returns on Jan. 15, 2021). During these meetings, the team will share ideas and solicit more feedback before going forward. We've heard loud and clear from the congregation about the desire to contain noise in the Social Hall and will incorporate that into the new design.

This is an exciting time in the life of our faith community. We've adjusted and responded to the realities of a global pandemic, have completed Phase 1 of this project, and are moving with strength and clarity into Phase 2.

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I'm also pleased to share with the Board that we have already received a significant capital gift to help with Phase 2!

**MINUTES**  
**First Universalist Church**  
**Board Meeting**  
**November 19, 2020 at 6:30 via Zoom**

Participating: Bryana French, Christa Anders, Daryn Woodsen, Benjamin Miles, Dan Moriarty, Justin Schroeder, Sarah Hedge, Julia Hermann de la Fuente, Keven Ambrus

**I. Welcome, Call to Order and Agenda Approval**

**II. Executive Session: Racial Justice Relationship Building**

Board members continued their discussion from previous meetings.

**III. Consent Agenda**

- a. *Approval* of October meeting minutes
- b. *Monitoring*: Acceptance of attendance and membership numbers
- c. *Monitoring*: Acceptance of staff and significant volunteer changes
- d. *Monitoring*: Staff and Volunteer Grievances
- e. *Monitoring*: Exit interviews

ANNOUNCEMENT: Revised date for State of the Church: February 28<sup>th</sup> at 4 pm.

**APPROVED.**

**IV. Governance**

- a. Healthy Congregations Task Force and RJ Resolution

Daryn and Bryana have been talking about how the two efforts can inform each other e.g. how can the way that people relate to each other be informed by work to address racism, sexism, ageism etc? How can we integrate these two and make sure that the Healthy Congregations work is inclusive of anti-racism and anti-oppression?

People need to be able to honor, recognize and value all populations -even when those populations are not present.

The Healthy Congregations Task Force is working on a survey. It asks questions of the congregation about how they view their relationship with the church, conflict resolution, etc. There are about 10 questions in the survey. There was an attempt to capture an equity lens throughout. It will come out in an upcoming Liberal.

These are inter-related but separate.



We talked about how to communicate with the congregation about the Healthy Congregation work. We want to make sure that this is congregation driven and to get their feedback, buy-in and investment. There is some level of distrust amongst the congregation. We discussed the pros and cons of putting a page up on the web page – this is not something that is already baked – and we don't want to give the impression that it is anywhere near finalized. We want to give opportunities for lots of input. Daryn suggested a more inquiry focus to sharing information and make it clear that it is not already formed. Ben said that giving more background would be helpful and then we can explain why we are putting the survey out there.

Both will end up in a vote and it will be helpful for people to have small group conversations. It might be good to have them combined and linked together – while also making it clear that there are two different resolutions and that they each go to a vote.

How can we make sure we re-center the humanity of all people – that is beyond racial identity? How do we be in right relations with everyone? Do we need some group to strategize around this?

RJET is going to help develop a small group process that could potentially be rolled out to smaller groups. Julica suggested that we bring together a few people from Healthy Congregations together with Julica and some RJET people. It could be an elegant experience where people could feel included. We want to make sure that people don't feel like these things are competing – there is so much intersection between racial justice and everything else we care about. How do we help people make those connections? How do we help them hold the whole of our visionary goals and be accountable to each other? This could be an amazing opportunity to keep weaving things together. For historically and predominately White congregations on the edge of understanding of White Supremacy it is a great opportunity.

Centering of dark skin bodies does not mean only! It just means that we acknowledge that if we center dark skin bodies then *everyone* benefits.

Julica will work with Dan Moriarty and Eric Cooperstein, who are leading the Healthy Congregation work, and the folks working on the Racial Justice Resolution and strategize on how to move this work forward together.

#### b. Proxy Participation

There was a Google doc going around with some suggested changes to the Bylaws. We want to wait to finalize this discussion until Yahanna can be with us but the point of changing the bylaws is to facilitate youth involvement and make it more welcoming and less intimidating for the youth to participate. The youth have requested that they be more “collective” in their representation.

How do we allow our brains to expand to not just label people but also make this Board more accessible for all?

#### c. Nominating Committee Update

The Board and the Nominating Committee are working to build relationships. We are working on finding a time to meet with Julica.

d. Change team letter.

The Change Team members met last week and talked about taking a pause on being a committee. People are dealing with so much – a racial reckoning, the state of our democracy and the pandemic. It feels like a little breathing room would be helpful for folks. In the spring, maybe there will be more clarity from the Board about what they want the Change Team to be and do. There are four applicants who have applied to be part of the Change Team so we need to respond to them. The Change Team is figuring out how we evolve and what the church needs and siloes and where this work best lies. Board members want the voice of the Change Team – it is an important voice that the Board values.

Julica said that having a Change Team is an important way to make institutional change. We may need to separate the personal needs of the Change Team versus the Change Team in general. Are we doing racial justice work or anti-racism work? What is effective?

The Board is supportive of the Change Team's needs for self-care for now and will have a fuller discussion at December's meeting given the brief amount of time available this month.

## **V. Fiduciary Responsibilities**

Keven talked about the financials. Pledging is the biggest piece of revenue and personnel expenses are the biggest expense. He shared that to give us some context. We have a deficit of \$14,000 for the quarter but that is actually ahead of where we expected to be. We are starting off this year actually better than we usually do – annual giving is up. We are expecting to have more favorability in pledging and as that year progresses, we will see some savings around the facility and we are expecting revenue to increase and expenses to go down. At this point, we are in doing OK. Keven says there is nothing to concern him and he thinks we are actually better than he was anticipating. Keven will look into why the expenses are running higher than budgeted.

Re the capital campaign – we need to think about the communication around our approval of Stage II. We want to have clear communication to the congregation about what we decided. The talk of money addresses a lot of emotions so how do you craft a message that recognizes the emotions that money raises for folks. Staff are thinking about a celebration of the first phase and then an explanation of Phase II. Jenn and Justin are working on getting that communication in place.

## **VI. Process Observation**

Julica shared her observations.

MEETING adjourned at 8:40 p.m.

<b>November Attendance</b>							
			<b>2020</b>				<b>2019</b>
<b>Adults</b>	<b>Wed. 7p</b>	<b>Sun. 10a</b>			<b>9:30</b>	<b>11:15</b>	
1st week	40	344	384		330	199	529
2nd week	61	366	427		218	147	365
3rd week	79	374	453		283	242	525
4th week	63	356	419		205	249	454
5th week		316	316				0
Monthly Total	243	1756	1999		1036	837	1873
<b>Average for November</b>	61	351	400		259	205	468
<b>RE</b>							
1st week			0		209	197	406
2nd week			0		204	150	354
3rd week			0		193	197	390
4th week			0		170	146	316
5th week			0				0
Monthly Total	0	0	TBD		776	690	1466
<b>Average for November</b>	0	0	0		194	173	367
<b>Combined Average</b>	61	351	400		453	382	835

**2020 Statistical Report  
November 2020  
Board Meeting December 17, 2020**

**MEMORIAL SERVICES: 0**

**MARRIAGES/SERVICES OF COMMITMENT: 0**

**MEMBERS FOR APPROVAL: 0**

**MEMBERS REINSTATED: 0**

**MEMBERS FOR REMOVAL: 1**

Cecelia Newton, passed away Nov. 8

**CHILDREN DEDICATED: 0**

**Total members as of the last meeting: 1053**

To be added: 0

To be removed: 1

**TOTAL MEMBERS: 1052**

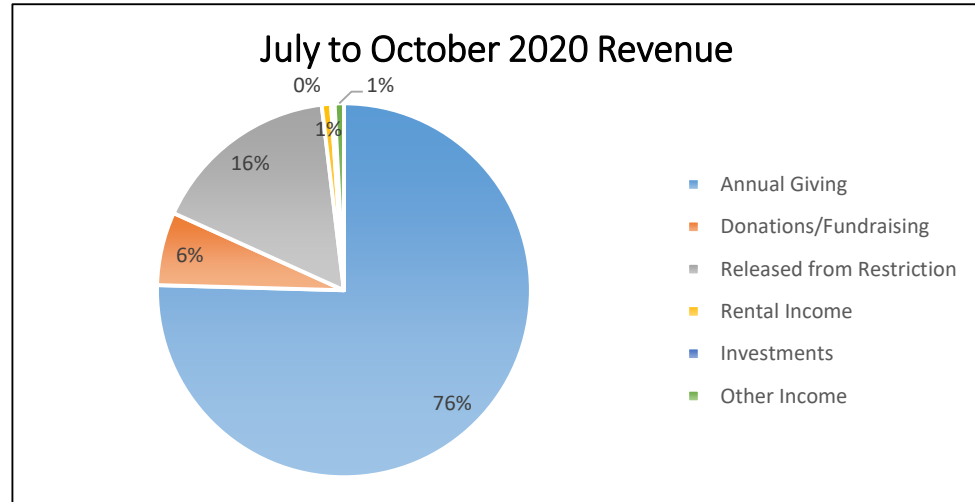
	To Date	End of Year Totals			
<b>MEMBERS JOINED</b>	<b>2019-2020</b>	<b>2018-2019</b>	<b>2017-2018</b>	<b>2016-2017</b>	<b>2015-2016</b>
<b>(Fiscal Year)</b>	<b>21</b>	<b>81</b>	<b>66</b>	<b>109</b>	<b>54</b>
<b>TOTAL MEMBERS:</b>	<b>1061</b>	<b>1058</b>	<b>1049</b>	<b>1,011</b>	<b>934</b>

**First Universalist Church of Minneapolis**  
**Year to Date Performance**  
**July to October 2020**

**Revenue Summary**

Annual Giving	\$ 360,707.57
Donations/Fundraising	\$ 30,262.32
Released from Restriction	\$ 78,036.74
Rental Income	\$ 3,818.20
Investments	\$ 1,499.62
Other Income	\$ 3,800.00
<b>Total Revenue Variance</b>	<b>\$ 478,124.45</b>

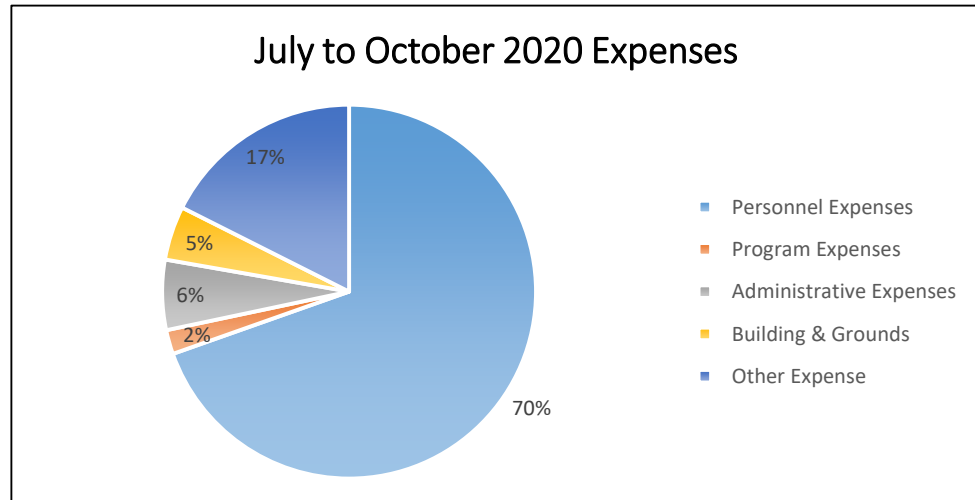
**Actual**



**Expense Summary**

Personnel Expenses	\$ 339,059.15
Program Expenses	\$ 10,199.53
Administrative Expenses	\$ 29,566.52
Building & Grounds	\$ 22,745.66
Other Expense	\$ 85,629.47
<b>Total Expense Variance</b>	<b>\$ 487,200.33</b>

**Variance**



**Net Total**

**\$ (9,075.88)**

**First Universalist Church of Minneapolis**  
**Analysis of Revenues & Expenses**  
**July to October 2020**

<b>Headings and Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
<b>Revenue</b>			
<b>Support</b>			
Annual Giving	\$ 360,707.57	\$ 304,766.41	\$ 55,941.16
Donations/Fundraising	\$ 30,262.32	\$ 36,223.20	\$ (5,960.88)
Released from Restriction	\$ 78,036.74	\$ 55,622.28	\$ 22,414.46
<b>Support</b>	<b>\$ 469,006.63</b>	<b>\$ 396,611.89</b>	<b>\$ 72,394.74</b>
<b>Earned Revenue</b>			
Rental Income	\$ 3,818.20	\$ 5,133.36	\$ (1,315.16)
Investments	\$ 1,499.62	\$ 3,041.68	\$ (1,542.06)
Other Income	\$ 3,800.00	\$ 4,111.00	\$ (311.00)
<b>Earned Revenue</b>	<b>\$ 9,117.82</b>	<b>\$ 12,286.04</b>	<b>\$ (3,168.22)</b>
<b>Revenue</b>	<b>\$ 478,124.45</b>	<b>\$ 408,897.93</b>	<b>\$ 69,226.52</b>
<b>Expenses</b>			
Personnel Expenses	\$ 339,059.15	\$ 377,349.96	\$ 38,290.81
Program Expenses	\$ 10,199.53	\$ 32,567.27	\$ 22,367.74
Administrative Expenses	\$ 29,566.52	\$ 35,402.74	\$ 5,836.22
Building & Grounds	\$ 22,745.66	\$ 36,668.87	\$ 13,923.21
Other Expense	\$ 85,629.47	\$ 20,218.50	\$ (65,410.97)
<b>Expenses</b>	<b>\$ 487,200.33</b>	<b>\$ 502,207.34</b>	<b>\$ 15,007.01</b>
<b>Net Total</b>	<b>\$ (9,075.88)</b>	<b>\$ (93,309.41)</b>	<b>\$ 84,233.53</b>

**First Universalist Church of Minneapolis**  
**Balance Sheet**  
**October 2020**

Headings and Account	Current Balance (This Year)	Change in Balance
<b>Assets</b>		
<b>Current Assets</b>		
<b>Cash &amp; Cash Equivalents</b>		
Cash	\$ 473,628.45	\$ (317,998.16)
<b>Total Cash &amp; Cash Equivalents</b>	<b>\$ 473,628.45</b>	<b>\$ (317,998.16)</b>
<b>Investments</b>		
Schwab - Church Operating	\$ 696,435.65	\$ (243,054.98)
Schwab - Church Reserve	\$ 363,062.12	\$ (320.18)
Schwab - Don Carter & Mary Carter	\$ 89,299.35	\$ (43.24)
Schwab - Legacy Fund	\$ 926,625.16	\$ (2,545.35)
Schwab - Temporarily Restricted	\$ 380,876.13	\$ 243,737.92
Thrivent Mutual Funds	\$ 34,471.10	\$ 6,610.90
<b>Total Investments</b>	<b>\$ 2,490,769.51</b>	<b>\$ 4,385.07</b>
<b>Cash &amp; Cash Equiv - Foundation</b>		
Sunrise Bank - Foundation	\$ 11,275.50	\$ -
<b>Total Cash &amp; Cash Equiv - Foundation</b>	<b>\$ 11,275.50</b>	<b>\$ -</b>
<b>Investments - Foundation</b>		
Schwab - Foundation	\$ 1,613,109.37	\$ (4,742.88)
<b>Total Investments - Foundation</b>	<b>\$ 1,613,109.37</b>	<b>\$ (4,742.88)</b>
<b>Total Current Assets</b>	<b>\$ 4,588,782.83</b>	<b>\$ (318,355.97)</b>
<b>Accounts Receivable</b>		
<b>Miscellaneous Receivables</b>		
Accounts Receivable	\$ 3,510.00	\$ 1,830.00
<b>Total Miscellaneous Receivables</b>	<b>\$ 3,510.00</b>	<b>\$ 1,830.00</b>
<b>Total Accounts Receivable</b>	<b>\$ 3,510.00</b>	<b>\$ 1,830.00</b>
<b>Other Current Assets</b>		
<b>Other Current Assets</b>		
Prepaid Expenses	\$ 30,255.41	\$ 9,995.30
<b>Total Other Current Assets</b>	<b>\$ 30,255.41</b>	<b>\$ 9,995.30</b>
<b>Fixed Assets</b>		
<b>Fixed Assets</b>		
Accumulated Depreciation	\$ (2,581,174.13)	\$ (142,635.83)
Fixed Assets	\$ 4,449,977.58	\$ 267,100.95
<b>Total Fixed Assets</b>	<b>\$ 1,868,803.45</b>	<b>\$ 124,465.12</b>
<b>Total Fixed Assets</b>	<b>\$ 1,868,803.45</b>	<b>\$ 124,465.12</b>
<b>Total Assets</b>	<b>\$ 6,491,351.69</b>	<b>\$ (182,065.55)</b>

<b>Liabilities &amp; Equity</b>			
<b>Current Liabilities</b>			
<b>Accounts Payable</b>			
Accounts Payable	\$ 54,646.91		\$ (280,101.46)
<b>Total Accounts Payable</b>	<b>\$ 54,646.91</b>		<b>\$ (280,101.46)</b>
<b>Total Current Liabilities</b>		<b>\$ 54,646.91</b>	<b>\$ (280,101.46)</b>
<b>Other Current Liabilities</b>			
<b>Other Current Liabilities</b>			
Accrued Expenses	\$ 15,104.40		\$ 79.93
Deferred Revenue	\$ 178,316.37		\$ 133,100.00
<b>Total Other Current Liabilities</b>	<b>\$ 193,420.77</b>		<b>\$ 133,179.93</b>
<b>Total Other Current Liabilities</b>		<b>\$ 193,420.77</b>	<b>\$ 133,179.93</b>
<b>Total Liabilities &amp; Equity</b>		<b>\$ 248,067.68</b>	<b>\$ (146,921.53)</b>
<b>Fund Principal and Excess Cash Received</b>			
<b>Fund Principal</b>			
<b>Undesignated Net Assets/Equity</b>			
Church Equity	\$ 2,354,603.19		\$ (37,246.17)
<b>Total Undesignated Net Assets/Equity</b>	<b>\$ 2,354,603.19</b>		<b>\$ (37,246.17)</b>
<b>Board Restricted Net Assets</b>			
Contingency Reserve	\$ 271,109.21		\$ -
Legacy Fund	\$ 837,033.89		\$ 10.00
<b>Total Board Restricted Net Assets</b>	<b>\$ 1,108,143.10</b>		<b>\$ 10.00</b>
<b>Temp Restricted Net Assets</b>			
Capital Campaign Fund	\$ 1,257,576.55		\$ (51,492.16)
Cummins Ministerial Fund	\$ 232,948.25		\$ (3,770.23)
Foundation	\$ 1,530,665.65		\$ (56,805.23)
Miscellaneous Funds	\$ 182,554.41		\$ 160,605.72
<b>Total Temp Restricted Net Assets</b>	<b>\$ 3,203,744.86</b>		<b>\$ 48,538.10</b>
<b>Permanently Restricted</b>			
Don Carter Endowment	\$ 50,000.00		\$ -
M E Carter Endowment	\$ 14,000.00		\$ -
<b>Total Permanently Restricted</b>	<b>\$ 64,000.00</b>		<b>\$ -</b>
<b>Total Fund Principal</b>	<b>\$ 6,730,491.15</b>		<b>\$ 11,301.93</b>
<b>Excess Cash Received</b>			
Excess Cash Received	\$ (487,207.14)		\$ (34,852.60)
<b>Total Excess Cash Received</b>	<b>\$ (487,207.14)</b>		<b>\$ (34,852.60)</b>
<b>Total Fund Principal and Excess Cash Received</b>		<b>\$ 6,243,284.01</b>	<b>\$ (30,432.55)</b>
<b>Total Liabilities &amp; Equity, Fund Principal, &amp; Restricted Funds</b>		<b>\$ 6,491,351.69</b>	<b>\$ (182,065.55)</b>



**First Universalist Church of Minneapolis**  
**Analysis of Revenues & Expenses - Capital Campaign**  
**November 2020**

<b>Division</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Total Variance</b>
<b>Revenue</b>			
Donations	\$ 3,463,319.82	\$ 3,625,890.84	\$ 162,571.02
<b>Initial Project Expenses</b>			
<b>Expense</b>			
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
<b>Total Initial Project Expenses</b>	<b>\$ 295,000.00</b>	<b>\$ 291,719.09</b>	<b>\$ 3,280.91</b>
<b>Remaining Budget</b>	<b>\$ 3,168,319.82</b>	<b>\$ 3,334,171.75</b>	<b>\$ 159,290.11</b>
<b>Project Expenses</b>			
Debt Retirement	\$ 649,151.38	\$ 649,151.38	\$ -
Staff Salaries	\$ 94,783.53	\$ 41,540.23	\$ 53,243.30
Tuckpointing	\$ 122,000.00	\$ 122,000.00	\$ -
Flannery	\$ 2,273,759.00	\$ 907,226.88	\$ 1,366,532.12
Misc. Construction	\$ 69,618.00	\$ 79,200.50	\$ (9,582.50)
Owner Supplied Systems	\$ 213,100.00	\$ 100,865.71	\$ 112,234.29
WPI	\$ 80,700.00	\$ 96,104.10	\$ (15,404.10)
Miller Dunwiddie	\$ 274,297.57	\$ 295,397.25	\$ (21,099.68)
Other Expenses	\$ 321,504.99	\$ 75,064.01	\$ 246,440.98
	<b>\$ 4,098,914.47</b>	<b>\$ 2,366,550.06</b>	<b>\$ 1,732,364.41</b>
<b>Net Income</b>	<b>\$ (930,594.65)</b>	<b>\$ 967,621.69</b>	<b>\$ 1,898,216.34</b>



## 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?