

First Universalist Church Board of Trustees
April 15, 2021
Board Packet

Table of Contents

April Board Meeting Agenda.....	1
March Board Meeting Minutes	2-6
Co-Senior Minister's Report	7-10
March Attendance	11
March Statistical Report	12
Proposed Bylaws Change for Youth Members	13
April Change Team Meeting Minutes	14-18
Three-Year Budget Planning Tool	19
Choice Points	20

First Universalist Church of Minneapolis
Board of Trustees Meeting
Thursday, April 15, 2021 6:30pm ~¹ 8:30pm
Zoom²: <https://stthomas.zoom.us/j/830886549>
Facilitator: Bryana; Process Observer: Julica, Time-Keeper: Dan

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 Team Building (Julica) (6:35 ~7:15)

III. Consent Agenda (7:15 ~ 7:20)

- a. *Approval* of March meeting minutes
- b. *Monitoring*: Protection of Assets
- c. *Monitoring*: Acceptance of attendance and membership numbers and trends
- d. *Monitoring*: Acceptance of staff and significant volunteer changes

IV. Shared Governance (7:20 ~ 7:45)

- a. *Discuss* Proposed Bylaws Change re: Youth Leadership (Christa and Bry)
- b. *Informational*: Change Team Update (Sarah)
- c. *Informational*: Healthy Congregations Update (Dan)
- d. *Discuss* Annual Survey (All)

10 MINUTE BREAK

V. Fiduciary Responsibilities (7:55 ~ 8:25)

- a. *Monitoring* Financial review (Keven)
- b. *Discuss* Revised Annual Budget Draft (Jen)
- c. *Approve* proposed increase to Phase 2 of Capital Campaign (Jen)

VI. Process Observation (8:25 ~ 8:30) (Julica)

¹ Agenda item lengths are approximate

² 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

**First Universalist Church of Minneapolis
Board of Trustees Meeting
Thursday, March 18, 2021**

Participants: Bryana French, Sarah Hedge, Ben Miles, Yahanna Mackbee, Dan Moriarty, Christa Anders, Justin Schroeder, Jen Crow, Julica Hermann de la Fuente

I. Welcome!

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 Team Building (Julica)

III. Consent Agenda

- a. *Approval* of February meeting minutes and State of the Church Summary
- b. *Monitoring*: Acceptance of attendance and membership numbers and trends
- c. *Monitoring*: Acceptance of staff and significant volunteer changes

APPROVED.

IV. Fiduciary Responsibilities

- a. *Discuss* Annual Budget Draft

Jen worked with her leadership team on the budget (includes Arif, Julica, Lauren, Jenn Stromberg). They have all played roles in developing this budget.

Jen reminded us that we have done amazing things this year. She started by sharing a short five minute video which is a preview of what the church will see this Sunday. Rev. Susan Gray invited our worship team to lead the service at the General Assembly. She called out our shared leadership, commitment to racial justice, work with children and youth in our virtual service and more. We are making a difference to our wider faith community. Never doubt the strength that we have nurtured in our congregation and the lifesaving ministry that we make real every day. She thanked us for modeling a generosity of healing, love, commitment and more. She thanked us for the gifts, the power and the depth of your ministries. She will help us kick off our Stewardship campaign.

She did pick any one person – she picked a team – and that is what Jen and Justin have been trying to model.

Responsible financial approach includes:

- We need to increase our staffing in order to open the building (we laid off two people when we shut down)
- Full-time position for the Liberation and Anti-oppression Minister (some of her time will be external and some will be internal)
- Reverend Karen Hutt has agreed to increase her hours with us
- Health insurance goes up every year
- We got our second PPP loan and the first one has been forgiven
- Allocating some capital campaign time to the capital budget
- We need another minister – someone who can oversee and coordinate our ways of worshipping together. Similar to what Ruth used to do and help us think differently about what worship can look like.
- Increased staffing for children and youth

All Budget Scenarios include:

- Additional staffing for Facilities and Office Management (\$65,000), while maintaining current tech and membership support staffing.
- A full-time Director of Liberation and Transformation Ministries (previously known as our half-time Director of Anti-Racism and Anti-Oppression Ministries, see job summary below).
- An increase in Rev. Karen Hutt's time with us from .25 to .33 FTE.
- Increased health insurance costs.
- Increased building related costs.
- Receipt of a second forgivable PPP loan in the amount of \$102,200.
- Increased revenue for coaching and consulting services.
- Staff continue to allocate hours to the capital campaign budget for all work done to prepare for and accomplish building renovation projects (\$20,000).

Best Case Scenario

- Expenses are equal to income - a balanced budget.
- Annual Giving total of \$1,250,000.
- Rentals resume at a higher rate (\$70,000).
- A very generous Close the Gap effort (\$40,000), and some fundraising (\$10,000).
- Coaching and consulting income increases to \$40,000.
- A 10% increase in our commitment to the UUA. (\$5,000)
- Salary & benefit costs increase to accommodate:
 - A new full-time minister (\$110,000)
 - Increased staffing for Children, Youth, and Family Ministries (\$27,000)
 - All positions meet minimum compensation guidelines (\$45,000)
 - Funds to support cost of living increases for all staff not receiving salary adjustments (\$10,000)

Expected Case Scenario

- Expenses exceed income, resulting in a deficit of roughly \$44,000.
- Annual Giving total of \$1,200,000.
- Rentals resume at a modest rate. (\$50,000).

- A Close the Gap effort (\$25,000), and limited fundraising (\$5,000).
- We continue to grow coaching and consulting income (\$25,000)
- A 5% increase in our commitment to the UUA. (\$3,000)
- Salary & benefit costs increase to accommodate:
 - an additional .75 FTE minister (\$90,000),
 - increased staffing for Children, Youth and Families Ministries (\$27,000),
 - steps toward meeting minimum compensation guidelines for 4 positions (25,000),
 - funds to support cost of living salary increases to staff not receiving salary adjustments (\$10,000).

Worst Case Scenario

- A deficit of \$150,000+.
- Annual Giving of \$1,100,000.
- A small Close the Gap effort (\$10,000) and no additional fundraising.
- No rentals.
- Consulting and coaching brings in roughly the same revenue as the previous year.
- Salary & benefit costs increase to accommodate:
 - A new half-time minister.
 - No increase to Children, Youth and Family Ministry staffing.
 - No salary increases, several positions remain well-below minimum compensation guidelines, no cost of living increases.

Additional thoughts from Board about what they would like to see in the budget:

- Balanced budget
- Centering people of color
- Some innovative thinking about youth leadership e.g. Paying youth staff \$15 an hour just like the adult staff, bringing in and hiring more low-income youth and youth of color, having conversations about a Youth Leadership Board – and making sure that there is funding for that and think of it like youth leadership development/professional development, consider having youth paid \$15 to serve on the board (esp. if they are not otherwise employed)

b. Capital Campaign and Construction Update

Demolition has started in the social hall. Underway with progress for Phase II. Started quiet phase of fundraising and hopeful that we can whittle our debt down!

VI. Shared Governance

a. Change Team Update (Sarah and Ben)

Ben has stepped off of the Change Team. Interviews have been held and they have decided to add 4 new people. They were going to add three but they had 4 great people! Very exciting.

The Board needs to approve the new Change Team members and also needs an additional Board rep. The Change Team is super eager to start partnering and visioning with the Board. Change Team members nominated:

Keith Washington
Joel Fortgang
Margarita Tajibnapis
Charmagne Campbell-Patton

APPROVED.

The Change Team needs an updated accountability document from the Board.

b. Racial Justice Resolution

The Racial Justice Resolution is making the rounds. Julica is getting feedback from people who have been making suggestions. It is better than it was and has been re-organized and has brought in immigration and environmental and connections to Racial Justice. There has been some good reception as well as some concern that people were not involved in the development and then therefore they are in opposition to the resolution. Sarah and Yahanna agreed to serve on a small task force with Julica. Bryana will reach out to Darryn to see if she is interested, if not, then Bryana will also serve on the small task force to move the resolution forward.

c. Proposed Bylaws Change re: Electronic Membership Signatures

Article I, paragraph 1. of the Church Bylaws states:

*Any person fourteen years of age or older who subscribes to the mission and values of First Universalist Church (the "Church") and who desires to become a member of the Church may do so by signing **the book kept by the Church** for such purpose. The name will be added to the Register of Members.*

During the COVID-19 pandemic, due to the need for social distancing along with the closure of the church building, it has become problematic for new members to physically sign the book. Rev. Arif has been meeting people outside the church building until the weather got too cold and more recently has been having people sign a piece of paper that is kept on file with a plan to have them eventually physically sign the book. Given that this is cumbersome and that our experience with virtual church has allowed people who are not located in Minnesota to want to be members of the church, Arif has asked whether the current bylaws allow any flexibility vis a vis this requirement to physically sign the book in order to be a member of First Universalist.

Motion made to have the Board promulgate a policy for the conduct of the affairs of the church (per Article III, paragraph 2 of the Bylaws) that says for the purposes of membership, that the "Book" kept by the church can be an electronic book.

APPROVED.

VII. Process Observation

VIII. Adjourned

Meeting was adjourned at 8:44.

Co-Senior Minister Board Report
Prepared by Rev. Jen Crow
April 11, 2021

I. Monitoring Items

A. Staff and Volunteer Changes

There have been no staff or volunteer changes. The hiring process for our new Minister of Worship Arts has begun, and we are excited to already be receiving applications. You can see the job description for the position here:

<https://firstuniversalistchurch.org/wp-content/uploads/2021/03/Minister-of-Worship-Arts.pdf>.

Thus far, the hiring advisory team for this position includes: Fawzia Khan, Katherine Harrell, Cindy Marsh, and Rev. Arif Mamdani - and the team will work directly with Rev. Jen Crow throughout the hiring process.

Plans for re-opening the church building this summer and fall continue, along with hiring processes to increase staffing to meet these needs. We anticipate hiring a new Office and Facilities Manager and Young Children's Program Assistant over the summer.

Director of Children, Youth, and Family Ministries, Lauren Wyeth, has recently completed 10 years of service with First Universalist! We are so lucky to have her with us, and we are in the process of adjusting Lauren's contract to include sabbatical time as an additional benefit. Lauren will be taking June and July of 2021 as sabbatical time to develop the Family Spiritual Resource Center we plan to launch in the Fall of 2021. We will also be adding sabbatical time as a benefit to the Director of Transformation and Liberation Ministries contract.

B. Financial Condition, February 2021

With Brad out on parental leave and the annual giving campaign in full swing, we are a bit overwhelmed in our finance department. Rev. Jen will bring February's finance documents to the board meeting.

C. Protection of Assets: The church has all relevant insurance policies in place and paid to date.

D. Capital Campaign

Phase 2 of building renovations are underway. Preliminary demolition of the social hall has been completed and final plans are being set. We are currently in the final stage of budgeting and scope adjustment for our project. Several new, significant pieces of information have come to light.

Rev. Crow met with members of the Accessibility and Inclusion Group onsite in March to hear feedback and suggestions about how to make our building more accessible. In

addition to the improvements already planned, the group made a variety of suggestions (increased hearing accessibility, railings, doors) that we would like to add to the project. These additions total roughly \$125,000.

With a better understanding of audio visual and livestreaming needs, this cost increased by \$50,000. With a better understanding of HVAC needs, this cost increased by \$70,000.

Along with these additions, construction costs have proven to be volatile and are increasing rapidly. Industry-wide, construction costs are increasing 10% year over year. Our cost estimates from just 6 months ago are already out of date by at least 5%.

Given the unavoidable increase in construction costs and the importance of these additions to our goal of a more accessible and inclusive facility, I'd like to request a \$300,000 increase in the scope of phase 2. If this increase is approved, the gap between current fundraising and the total budget will be \$1.3 million. At this point, we feel confident in our ability to raise a minimum of \$500,000 of this total, potentially leaving us with a mortgage of \$800,000 or less.

E. Annual Budget and 3-Year Financial Plan

Congregational budget meetings will be held on 4/25 at 11:30am and on 5/4 at 7pm, please join Rev. Jen and Keven Ambrus for these meetings if you are available.

We are in a transitional time. With Rev. Justin's departure, the continued impact and unpredictability of the Covid-19 pandemic on our lives and our ministries, and the continued impact of oppression and our collective awakening and empowerment for liberation and justice - so much is in flux. While transitional times can be challenging and full of anxiety, they can also offer opportunities. My hope is that in this transitional time for the congregation and our larger community, we will grasp hold of the possibilities before us while continuing to care for each other with generosity and steadiness.

As we prepare to imagine our shared future through the creation of new visionary goals, return to in-person offerings and hire a new minister and new staff, now is the time to double-down on our commitment to spiritually grounded racial justice and collective liberation. Fear could lead us to slow down, but now is not the time to pump the brakes on the momentum we are experiencing. We need each other, and we need continued intensive support as a congregation if we are going to do what few other Unitarian Universalist churches have been able to do and live into our vision of becoming a multiracial, multicultural, intergenerational faith community of mutual caring and support where people bring all of who they are and welcome each other with joy. A church where our sense of who we are as a community of faith is ever-expanding. The budget I am presenting to you includes the necessary and bold support for the inclusive future we collectively long for.

The proposed operating budget includes the Board's direction to proceed with hiring a full-time minister, focus our resources on youth and BIPOC needs, continue progress toward our visionary goals, and deliver a balanced budget.

Over the next 3 years, we will continue to diversify our income streams through building rentals, coaching and consulting that supports individual and institutional anti-racism and anti-oppression goals, and launching a family spiritual resource center. All of these efforts will support not only our church community, but our larger community. We will continue to transform our focus so that our building and our ministries are truly *Not for Ourselves Alone*. Recognizing that two income streams (PPP loans and capital campaign operating budget support) will end at the conclusion of the 2021-22 church year, we intend to use the 2021-22 fiscal year as a runway to help us build the needed infrastructure and staffing to successfully grow our income through consulting, coaching, rentals, and our new family spiritual resource center.

Now, for the details.

2021-22 Operating Budget

Our operating budget is a tangible expression of our values, our vision, and our mission. The budget presented focuses on:

- Responsible financial stewardship
- Maintaining the staffing levels needed to care for our congregation and our community
- Continuing progress toward our visionary goals, especially our third Visionary Goal which states that **First Universalist Church is a multi-racial, multicultural, 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.**

There are significant increases in expenses to meet our basic operating needs. As we re-open to in-person gatherings while maintaining our on-line presence and accessibility, we will incur significant new costs in staffing.

This budget includes:

- Additional staffing for Facilities and Office Management while maintaining current tech and membership support staffing.
- A full-time Director of Liberation and Transformation Ministries (previously known as our half-time Director of Anti-Racism and Anti-Oppression Ministries)
- An increase in Rev. Karen Hutt's time with us from .25 to .33 FTE.
- An increase to Children, Youth, and Family staffing.
- Increased health insurance costs.
- Increased building related costs.

- A 5% increase in our commitment to the UUA.
- All but one staff position paid within minimum salary guidelines.
- Annual giving total of \$1,200,000.
- Receipt of a second forgivable PPP loan in the amount of \$102,200.
- Increased revenue for coaching and consulting services.
- Increased revenue for building rentals.
- Fundraising (Close the Gap and other efforts) totalling \$40,000
- Staff continue to allocate hours to the capital campaign budget for all work done to prepare for and accomplish building renovation projects (\$20,000).

3-year Financial Plan

- Elimination of PPP income - decrease of \$100,000
- Elimination of any amount of staff salaries allocated to capital campaign work - decrease of \$20,000
- Increase in building rentals
- Increase in consulting/coaching income
- New revenue stream associated with family spiritual resource center
- Increase in annual giving - 3-5% per year

March Attendance												
					2021						2020	
Adults	Sun. 10a	Wed. 7p	Zoom Total	YouTube (Sun. only)	Grand Total		Wed.	9:30 AM	10:00 AM	11:15		
1st week	286	94	380	179	559			215		204		419
2nd week	292	69	361	134	495			198		198		396
3rd week	273	60	333	164	497		115		285			400
4th week	279	49	328	133	461		120		505			625
5th week		56			56							
Monthly Total	1130	328	1402	610	2068		235	413	790	402		1840
Average for March	283	66	292	153	460		118	207	395	201		460
RE												
1st week								204		182		386
2nd week								165		175		340
3rd week									82			82
4th week									90			0
5th week												0
Monthly Total								369		357		422
Average for March								92		89		105
Combined Average								299		290		566

*RE attendance numbers not submitted in time for this report

* YouTube numbers reflect views as of 9am on April 12.

**Statistical Report
March 2021
Board Meeting April 15, 2021**

MEMORIAL SERVICES: 0

MARRIAGES/SERVICES OF COMMITMENT: 0

MEMBERS FOR APPROVAL: 0

MEMBERS REINSTATED: 0

MEMBERS FOR REMOVAL:

Barbara Colvin, died March 7

Meredith and Paul Kramer, moving

CHILDREN DEDICATED: 0

Total members as of the last meeting: 1059

To be added: 0

To be removed: 3

TOTAL MEMBERS: 1056

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

Proposed Bylaws Change for Youth Members¹

Presented to the Board April 15, 2021

Article III.1.e. The church may elect two Youth Trustees of the church to serve on the Board, in addition to the 9 Trustees elected under Paragraph a. Youth include those who are between the ages of 16-24 years of age, to align with the developmental periods of older adolescence and emerging adulthood. Youth Trustees may be elected for one-year terms, renewable for up to three times/years. There should aim to be two Youth members serving at a given time, to reduce isolation and tokenization of youth on an otherwise adult Board. Youth Trustees shall be voting members of the church and are full voting members of the Board.

¹ See [full language of the Bylaws using this link](#)

Change Team (CT) Meeting Notes

April 1, 2021 ~ 6:30-8:30pm

Attendees: Charmagne Campbell-Patton, Joel Fortgang, Julica Hermann de la Fuente, Rev. Justin Schroeder, Marguerita Tajibnapis, Keith Washington, Karin Wille
Absent: Sarah Hedge, Jen Crow

Welcome & Grounding In - Julica welcomed everyone and lit the chalice.

Opening Reading & Lighting of the Chalice Julica read a poem about remembering the future.

Check In: CT members checked in by sharing their response to the following question and by sharing a personal check in, if desired.

What specific part of the future do you wish to remember about First Universalist? When you dream of our congregational future, what comes up for you? Feel free to add a personal check in, if you'd like.

Pursuits for the Meeting:

1. Share updates from the Board.

The Board update relative to the CT was brief, as the Board is focusing primary on the budget at this time of year. The Board chair asked for an additional Board member to join the CT; no one has volunteered yet.

Julica shared the job description for the new Minister of Worship Arts position. She reported it is being well received and that the new hiring policy is being used for this hire. Joel asked if there is anyone on the Hiring Team from the CT or representing racial justice. Neither Julica or Justin was sure of the answer, as Jen is in charge of the hiring process. Keith asked about input into the process; Julica explained that under policy governance the ultimate hiring decision is Jen's, but the assumption is there will be opportunity for input.

2. Begin creating a Covenant for our work as a change team: How will we support each other and hold each other accountable in this work together?

Julica explained that her process for covenanting is to help people develop trust in other and "lean in" to the process. She invited everyone to remember a time as a team or group member when everything was going very well. Julica then asked everyone to think about a time when conflict was successfully navigated and there was a good

resolution. She also asked what people needed to resolve conflict, which included feeling safe to speak; resolving issues in the group and not off line; no shaming or attacking - acknowledging people's humanity; having trust and faith in each other and relationships; acknowledging the impact of experience and history in each person's position and place; room for feelings, including tears; slowing things down enough to name that something's amiss or went wrong; acknowledging things in the moment; "shaking it out" - physically releasing nervous energy.

Part of covenant will be to trust each other and to be able to interrupt what doesn't feel good, even if we don't know what the issue is, or have words to explain it at the time.

3. Collective Learning Time: questions about documents and files.
This conversation was moved to after a discussion of the RJR.
4. Racial Justice Resolution: can you help?

Julica noted the RJR was created by the Board; it has been reviewed by BIPOC and church groups with RJ in their portfolio. It will be presented for a vote at the annual meeting on June 6. Julica asked if the white people on the CT would be willing to connect with other white people in the congregation to discuss the resolution and hopefully build support, primarily via coming to town hall meetings, which are listed in the Suggested Timeline below. There will be a training to share questions which have already come up about the resolution. Charmagne, Joel and Karin are all willing to help. The Team had a lively discussion about how to structure the town halls (Julica captured that, so it's not included here.)

Julica asked each of us to develop an "elevator speech" about the RJR, as if we were going to explain it to someone else. She will also send white members a new copy of the resolution and asked us to indicate terms or words that some members might not be familiar with or understand.

Final version:

https://docs.google.com/document/d/1TxCh_EMzPVPZNyp4wnIjEF-C-raRC8lpdbNZLg9P_vfY/edit

Suggested timeline:

<https://docs.google.com/document/d/1dZnIATVn-X0SdYVcjKpUolnb3kcSrRihH2Ydb2FUZ9Y/edit>

5. Determine immediate and long-term priorities as a team.

Julica noted our immediate priority for this meeting became the RJR.

6. **Action steps:**

Prior to next meeting: Write elevator speech; highlight new copy of RJR Julica will send to us.

At May meeting: return to the collective learning time that we didn't get to in this meeting. We will also return to our covenant and our immediate and long term priorities.

Action Steps:

DATE	WHAT	WHO	NOTES
4/15/21	Update the Board of Trustees on the Change Team	Justin	<p>*Share updates on Change Team (including these notes in the board packet)</p> <p>*Add an additional board member on the Change Team</p> <p>*Determine next steps of co-visioning with Board and Change Team</p>
<i>Before the Next Change Team Meeting</i>	Prepare for the next meeting	Change Team members	
<i>TBD</i>	Change Team Co-visions with the Board	Change Team & Board	<p>*Maybe CT develops agenda and Julica facilitates?</p> <p>*Shared equity vision</p> <p>*Define the roles within the CT (board, congregant, staff)</p> <p>*Define the relationships between the CT, the Board, Racial Justice Education Team (RJET), Faithful Action Council, and other relevant groups (and how to build deeper trust among the groups)</p> <p>*How does one develop a “plan” for dismantling White Supremacy (WS) and liberating BIPOC? Figure out how to develop a work plan/goals that are specific and achievable. Use the racial justice rubric.</p> <p>*Can we name liberation for all? (How do we hold that vision that Julica often lifts up of racial justice as healing work, for BIPOC and white folks?)</p>
<i>After Co-Visioning</i>	Organically create an accountability document	Change Team & Board	A committee charge? A job description? Something else?

	for the Change Team		Review the different “toys” in our “toy box” to determine which ones to use, or adapt, and let go of for our work. Determine when and where to build each “toy” into our agendas and decision-making, as needed.
On-Going	Systematize tools and team process	Change Team members	Focus on liberation, de-center White Supremacy, etc. Clarify roles; build trust; hold space for CT and board in meetings.

Check Out:

What is one word or phrase that sums up how you are feeling right now?

Extinguishing the Chalice

+++++

Notes from the chat about team or group interactions that went well.

There was a lot of laughter.
lots of back and forth
we could say the hard things
Soft comfortable seating, relaxed bodies, food.
and slow down to process what was happening in the space
There was a whiteboard and things were being held both in people’s mind and held externally
music and body movement
Some things stood out from other things
People had a shared understanding of vocabulary and what we were trying to achieve
It was fun
I felt deeply connected to the people I was with. We knew each other well and could tell we were important to one another. Deep relationships.
attention to impact
truth telling
people were able to process ideas verbally if that was their preferred method. and people were able to process in the other ways that worked for them
Some Ideas felt more comfortable to hear than others
we did not type

I remember we broke into pairs and tried to divide the work evenly. We didn't fuss about how much work each team was doing vs. others. We were working on physics experiments. So i remember some of my favorite experiments to this day.

We were all friends and trusted each other. We had known each other for 5 years by that time. Having more belief in some conversation with other people in the church. Keith

Navigating conflict successfully:

Sometimes I need to shake - release nervous energy and tension. But I often forget to do that in the moment. It is often an aftershock for me.

First Universalist Church of Minneapolis							
Budget Planning Tool 2021-2024							
Headings and Account	2020-21	2020-21 Year End Projections	2021-22	2022-23	2023-24		
Revenue							
Support							
Annual Giving	\$ 1,005,400.00	\$ 1,028,574.96	\$ 1,140,000.00	\$ 1,235,000.00	\$ 1,282,500.00		
Donations/Fundraising	\$ 350,100.00	\$ 299,132.34	\$ 317,500.00	\$ 218,500.00	\$ 221,500.00		
Released from Restriction	\$ 166,866.80	\$ 121,628.32	\$ 20,000.00	\$ -	\$ -		
Support	\$ 1,522,366.80	\$ 1,449,335.62	\$ 1,477,500.00	\$ 1,453,500.00	\$ 1,504,000.00		
Earned Revenue							
Rental Income	\$ 15,400.00	\$ 15,083.64	\$ 92,500.00	\$ 118,000.00	\$ 118,500.00		
Investments	\$ 9,125.00	\$ 17,306.54	\$ 11,500.00	\$ 11,500.00	\$ 11,500.00		
Other Income	\$ 12,333.00	\$ 19,428.00	\$ 40,000.00	\$ 60,000.00	\$ 70,000.00		
Earned Revenue	\$ 36,858.00	\$ 51,818.18	\$ 144,000.00	\$ 189,500.00	\$ 200,000.00		
Revenue	\$ 1,559,224.80	\$ 1,501,153.80	\$ 1,621,500.00	\$ 1,643,000.00	\$ 1,704,000.00		
Expenses							
Personnel Expenses	\$ 1,132,050.00	\$ 1,058,879.71	\$ 1,282,775.00	\$ 1,333,281.15	\$ 1,361,199.27		
Program Expenses	\$ 71,350.00	\$ 41,132.21	\$ 63,400.00	\$ 66,400.00	\$ 66,400.00		
Administrative Expenses	\$ 179,737.96	\$ 127,395.52	\$ 173,130.26	\$ 181,196.77	\$ 184,891.61		
Building & Grounds	\$ 113,150.00	\$ 96,327.84	\$ 100,600.00	\$ 102,600.00	\$ 102,600.00		
Other Expense	\$ 57,000.00	\$ 170,934.28	\$ -				
Expenses	\$ 1,553,287.96	\$ 1,494,669.56	\$ 1,619,905.26	\$ 1,683,477.92	\$ 1,715,090.88		
Net Total	\$ 5,936.84	\$ 6,484.24	\$ 1,594.74	\$ (40,477.92)	\$ (11,090.88)		



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?