

First Universalist Church Board of Trustees

May 20, 2021

Board Packet

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First Universalist Church of Minneapolis
Board of Trustees Meeting
Thursday, May 20, 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. Consent Agenda (6:40)

- a. *Approval* of April meeting minutes
- b. *Monitoring*: Staff survey
- c. *Monitoring*: Congregant grievances
- d. *Monitoring*: Acceptance of attendance and membership numbers and trends
- e. *Monitoring*: Acceptance of staff and significant volunteer changes

III. Co-Senior Minister Evaluation Process (6:40 ~ 7:00)

- a. Congregational Survey
- b. *Monitoring*: Ends outcomes review (AKA measurable visionary Goals – intentional for next set of goals AND thinking about this year's for practice)

IV. Annual Meeting June 6, 2021 (7:00 ~ 7:20)

- a. Finalize Language for Youth Board Member Bylaws Change
- b. Racial Justice Resolution Update
- c. Parliamentary volunteer

V. Change Team Update (7:20 ~ 7:25)

5 MINUTE BREAK

VI. Fiduciary Responsibilities (7:30 ~ 8:00)

- a. *Monitoring* Financial review and audit (Keven)
- b. *Approve* Annual Budget (Jen)

VII. Executive Session (8:00 ~ 8:30)

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
April 15, 2021 and April 19, 2021

I. Welcome

- a. Call to Order and Agenda Approval
- b. Lighting 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.

II. Executive Session

Daryn and Ben announced that they are engaged and will be married in September!!

Congratulations were shared all around.

Need to name positionality and power dynamics, do it in love, and keep things going well in a positive direction instead of in a position of concern. There is some fear of them voting as a block in a theoretical way although, knowing them as we do, we are not as concerned about it.

We want to move forward in grace, with authenticity, honesty and transparency and keep thinking about how to “add” to the Board.

III. Consent Agenda

- 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

APPROVED.

IV. Shared Governance

- a. *Discuss* Proposed Bylaws Change re: Youth Leadership (Christa and Bry)

We would like to institutionalize our practice this year of having two youth participate on the Board. Draft bylaw language considered:

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. Youth members are recruited and selected by the Board, in consultation with the Nominating Committee and Director of Youth Ministries.

Who does it serve? It needs to be clear that the youth are not just serving the adults but that the youth also get something out of serving on the Board. There can be things that serve the youth that are better. Lauren is working on developing other opportunities for youth leadership and Zoe and Yahanna are excited about serving in that capacity. There are several other youth who will be joining them and will include youth from outside the church. The youth on the advisory board will receive a small stipend (\$10 an hour). We talked about paying youth to serve on the Board.

The Board serves the youth by exposing them to financial and operational issues. It gives them power and an opportunity to be heard about racial justice and dismantling White Supremacy. They appreciate the mentorship from select Board members. It has been helpful to learn about how to manage conflict and reach consensus. But it is also hard because there are so many adults and not always enough love and compassion.

In radical dreaming, we want to move to shared leadership. Then people won't have to fight to be on the Board but have a valued voice in other places.

MOTION was made to seek bylaws change and APPROVED.

b. *Informational:* Change Team Update (Sarah)

The Change Team is working on a covenant. They would like to have a retreat with the Board so that we can build relationships, do some real visioning and figure out who does what and how we will get there. They are asking us for a specific month that they would be able to plan around. Julica reports that the change team has a lot of energy. The Board would like to hold the retreat in August. Yahanna agreed to serve as an additional Board liaison to the Change Team.

V. Fiduciary Responsibilities

- a. *Monitoring* Financial review (Keven)
- b. *Discuss* Revised Annual Budget Draft

The budget is how we live into our values. Her proposal that she is putting forward is her best estimate of what will happen; it is her best guess but things often change. There is still room for change after we get feedback from the congregation from the budget meetings.

We have multiple transitions going on right now: Rev. Schroeder leaving, new minister coming on (hopefully), new transition to the building, and we are in the midst of one of the most critical racial justice awakenings.

- Rev. Hutt's time increases
- Full-time minister of worship arts
- Full-time minister of transformation and liberation ministries
- Increase in youth support

- Return to having tenants. The first tenant will be the Freedom Schools (Children's Defense Fund Program, also hoping to lock in with Grace Neighborhood Nursery (M – F from 8 to 3 every day).

This gets us to the minimum for salaries for all positions but Jen's. They are still working on health insurance numbers and our UUA contribution will increase by 5%. The Board asked that Rev. Crow figure out how to keep the balanced budget by also increasing her salary so that she gets to minimum level within three years.

c. *Approve* proposed increase to Phase 2 of Capital Campaign (Jen)

Phase 2 is getting started and a couple of things have come to light. The Accessibility and Inclusion team met on site and suggested a number of recommendations to make the space more accessible and inclusive. They suggested hearing accessibility technology updated so that it includes *both* Bluetooth and a hearing loop. It also includes things like door openers, switching out railings and other things. They have picked the key recommendations and those items come to an extra \$125,000. There are also new needs for HVAC and air circulation recommendations. Finally, construction costs are increasing higher than our budget. We have two options: we can decrease the scope of the project or we could approve an increase in the budget by \$300,000. Rev. Crow would like to approve an additional \$300,000 to cover these items. Keven is comfortable with us taking this on given that the pandemic is almost over and things seem to be going well. Rev. Schroeder has been doing some additional fundraising and reports that the initial responses have been overwhelming.

The Board understands the needs and is supportive of the requests but also cautions that the increased mortgage costs will impact the operating budget down the line.

Motion made to approve the expansion of the capital campaign budget by \$300,000. Seconded.

APPROVED with one opposed and one abstention.

VI. Approval of Slate of Candidates from Nominating Committee

The Nominating Committee is forwarding the following new people for leadership roles:

Nominating Committee:

- Evelyn Browne
- Susannah Marshall

Foundation Board:

- Rui Rui Bleifus
- Deborah Talen
- Janet Merrill
- Bonita (Bonnie) Hill

Board of Trustees:

- Cathy Geist
- Matt Keller
- Rebecca Slaby

MOTION made to approve the new candidates and **APPROVED**.

Co-Senior Minister Board Report
Prepared by Rev. Jen Crow
May 15, 2021

I. Monitoring Items

A. Staff and Volunteer Changes

Seth Anderson-Matz, our Young Children's Program Coordinator, has completed his time with us and we said goodbye in worship earlier this month. There have been no other staff or volunteer changes.

The hiring process for our new Minister of Worship Arts is well underway. Interviews have been conducted by the Hiring Advisory Team (Cindy Marsh, Katherine Harrell, Fawzia Kahn, Janet Mills, Rev. Arif and Rev. Jen), and we expect to successfully conclude the search by the end of May.

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. We have recently confirmed that Grace Neighborhood Nursery School will be leasing space from First Universalist beginning on August 15th, 2021 for a three-year term.

B. Financial Condition, March 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 March's finance documents to the board meeting.

C. Staff Survey - Rev. Justin will bring results of our annual staff survey to the board meeting.

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, and construction will begin in earnest on May 24th.

All financial documents, an environmental survey, and building appraisal have been completed and provided to Sunrise Bank for our \$2 million loan - and our loan is currently in underwriting, with an expectation that all conditions will be finalized and cash will be available to us within 5 weeks.

Fundraising for Phase 2 has begun, with the goal of raising as much as possible to offset the additional \$1.3 million cost included in Phase 2 of construction. Thus far, we have nearly \$500,000 in additional commitments toward this goal. We look forward to

announcing our total and inviting the rest of the congregation to join in funding Phase 2 at the annual meeting.

E. Annual Budget

Congregational budget meetings were held on 4/25 at 11:30am and on 5/4 at 7pm, with good attendance, questions, and positive feedback. Rev. Jen has incorporated Board feedback from the April Board meeting requesting that all positions meet or be moving toward minimum compensation guidelines in next year's operating budget.

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 (Rev. Crow) paid within minimum salary guidelines, and a 2-3 year plan to bring Rev. Crow up to 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).

April Attendance

					2021				2020
Adults	Wed.	10:00 AM	Zoom Total	YouTube (Sun. Only)	Grand Total		Wed.	10:00 AM	
1st week	60	259	319	162	481		83	1155	1238
2nd week	meeting	261	261	187	448		86	672	758
3rd week	UUA Vigil	273	273	142	415		88	578	666
4th week	78	306	384	98	482		74	534	608
5th week			0				72		72
Monthly Total	138	1099	1237	589	1826		403	2939	3342
Average for April	28	275	247	147	457		81	735	668
RE									
1st week			0					204	204
2nd week			0					163	163
3rd week			0					184	184
4th week			0					200	200
5th week			0						0
Monthly Total			0						751
Average for April			0						187.75
Combined Average									856.15

*RE attendance numbers not submitted in time for this report

* YouTube views reflect the number of views at 9am May 17.

**Statistical Report
April 2021
Board Meeting May 20, 2021**

MEMORIAL SERVICES: 0

MARRIAGES/SERVICES OF COMMITMENT: 0

MEMBERS FOR APPROVAL: 7

Dallas Rising
Jack Post Gramlich
Jennifer Vaillancourt
Mari Odoy
Rebecca Slaby
Rev. Meg Riley
Sarah K. Hilger

MEMBERS REINSTATED: 0

MEMBERS FOR REMOVAL: 4

Jan Hamilton, moving away
Judie Carlson, moved away
John Adleman, passed away April 9
Kay Johnson, passed away April 24

CHILDREN DEDICATED: 0

Total members as of the last meeting: 1056

To be added: 7

To be removed: 4

TOTAL MEMBERS: 1059

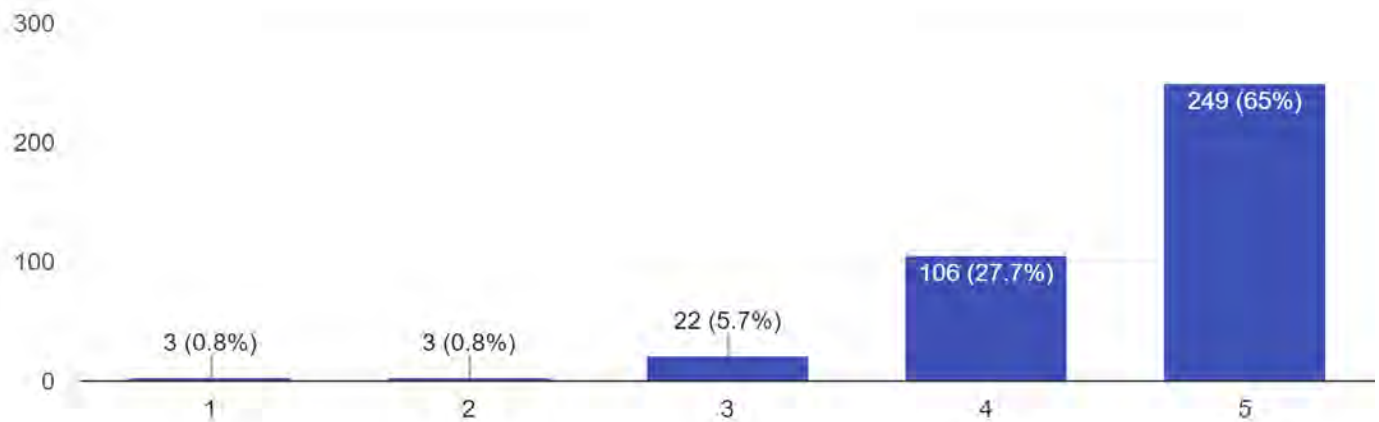
	To Date	End of Year Totals			
MEMBERS JOINED	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
(Fiscal Year)	21	81	66	109	54
TOTAL MEMBERS:	1061	1058	1049	1,011	934

Congregational Survey 2019 - Final Responses (383) on July 31

Visionary Goal #1

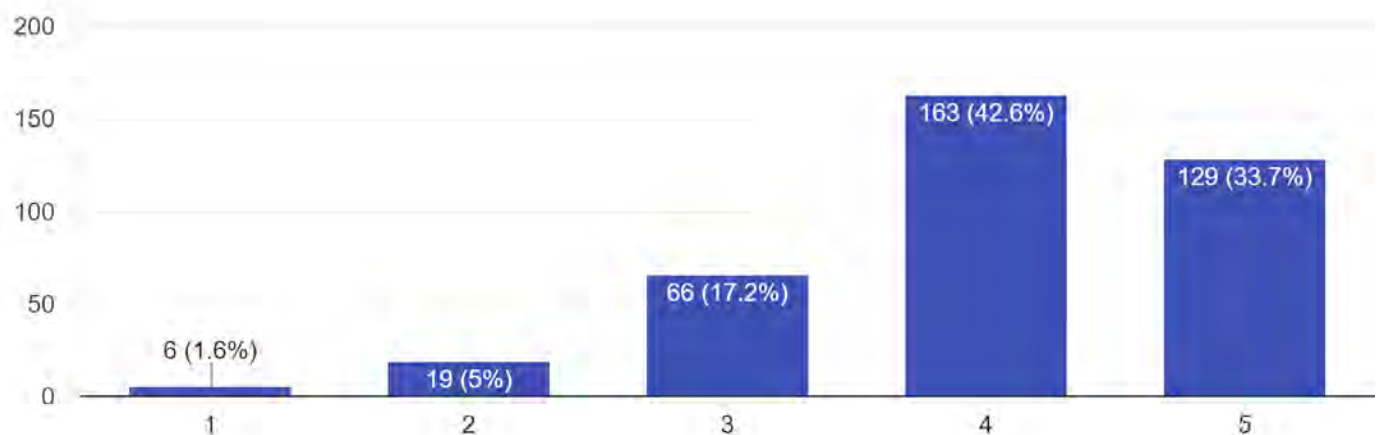
1. First Universalist Church affirms the Seven Principles of Unitarian Universalism.

383 responses



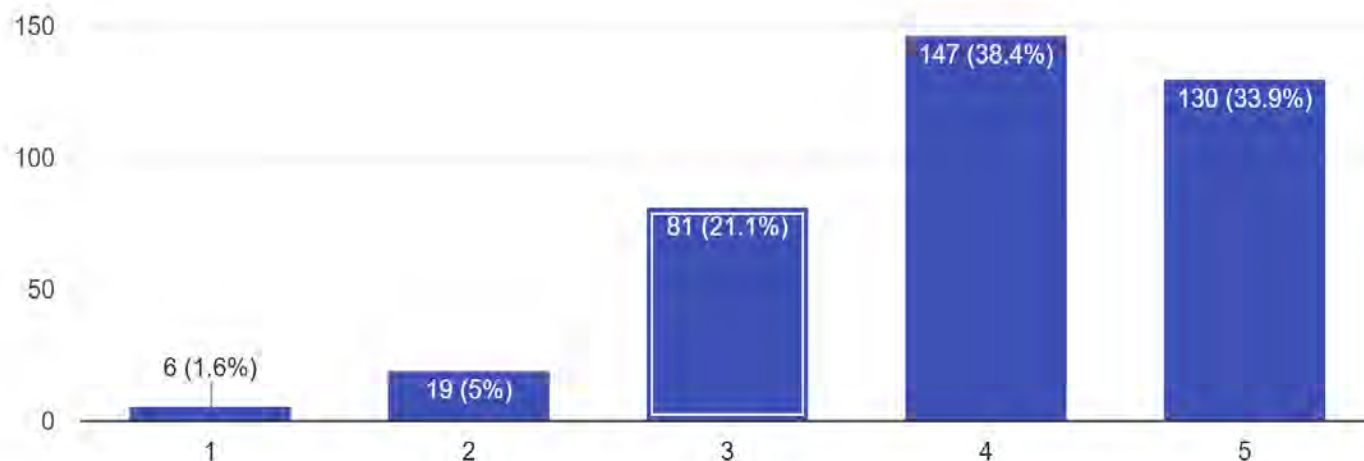
2. My experience at First Universalist has helped me feel more unified with others.

383 responses



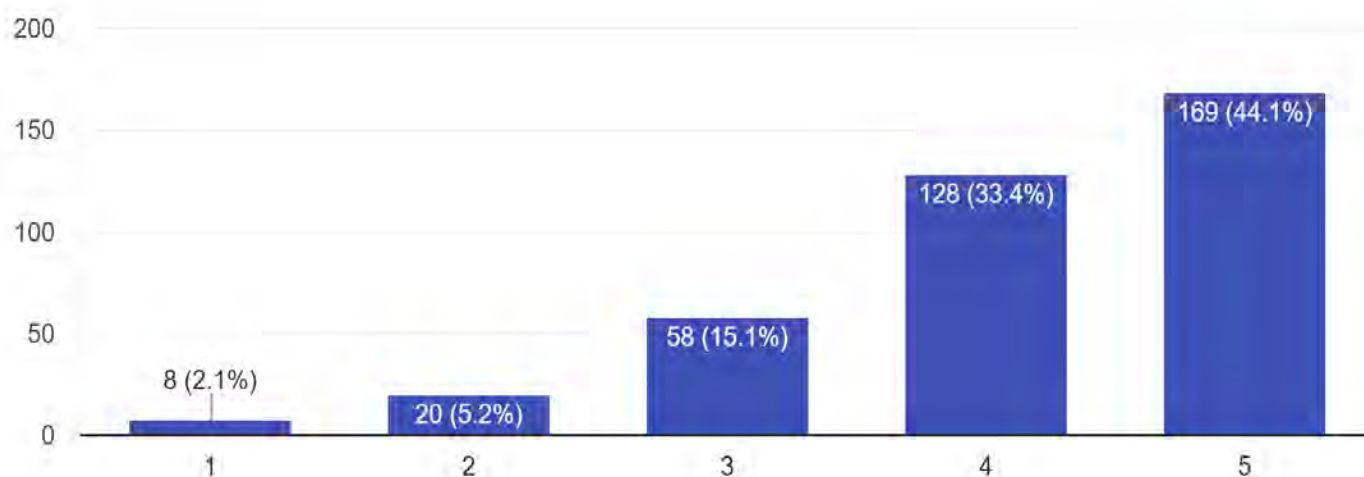
3. My experience at First Universalist has helped challenge some of my assumptions.

383 responses



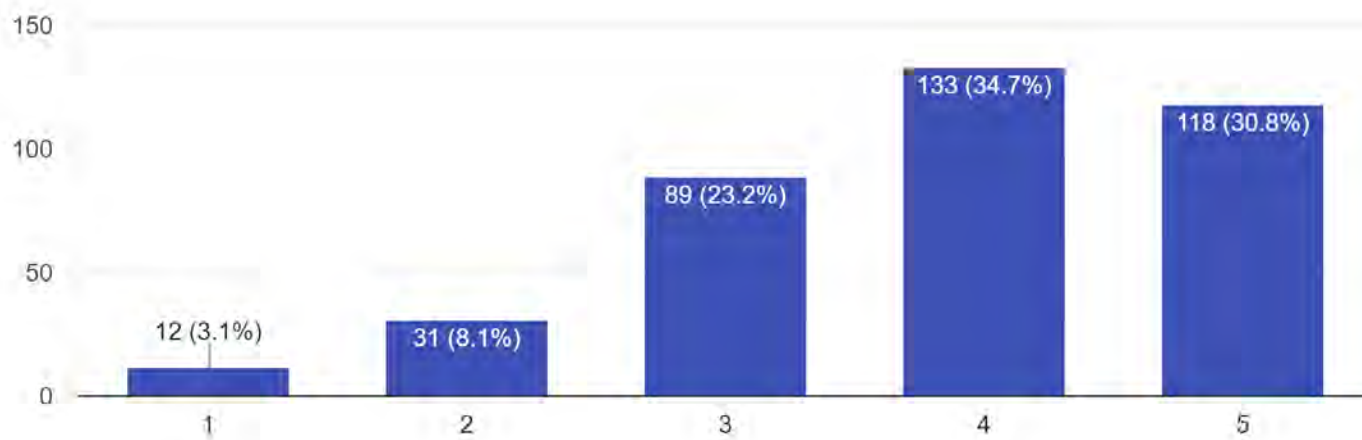
4. My experience at First Universalist has provided comfort to me.

383 responses



5. My experience at First Universalist has helped connect me to what I find holy.

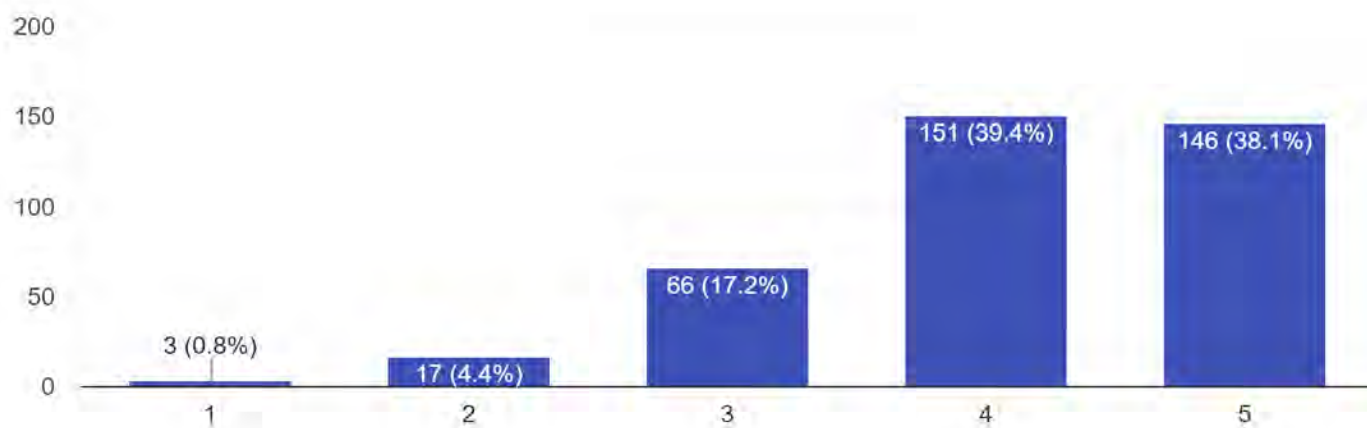
383 responses



Visionary Goal #2

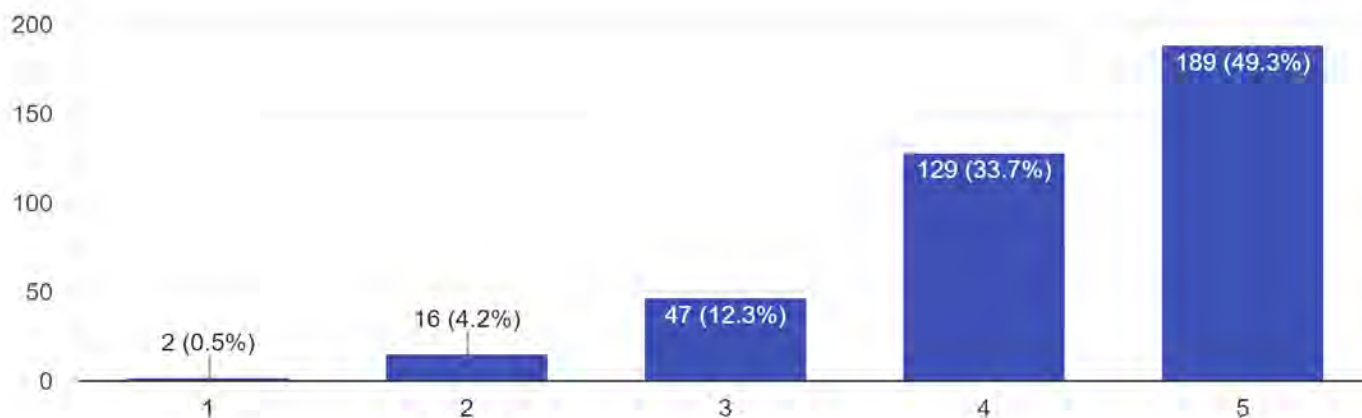
1. My experience at First Universalist has helped me understand UU religious traditions.

383 responses



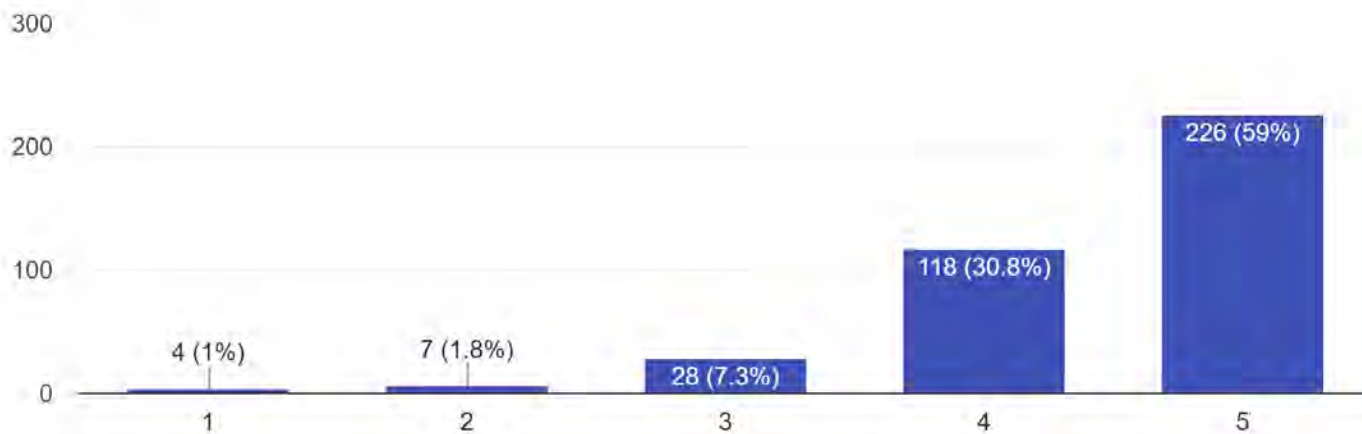
2. My experience with First Universalist has provided me with wisdom from many sources

383 responses



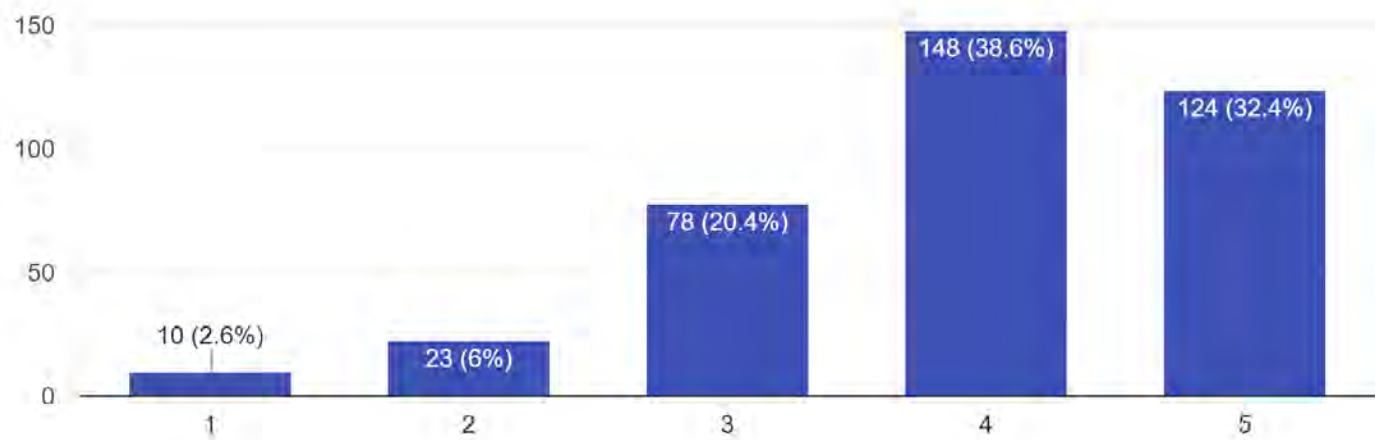
3. My experience with First Universalist helps call me to act with love.

383 responses



4. My experience with First Universalist has helped me build meaningful relationships.

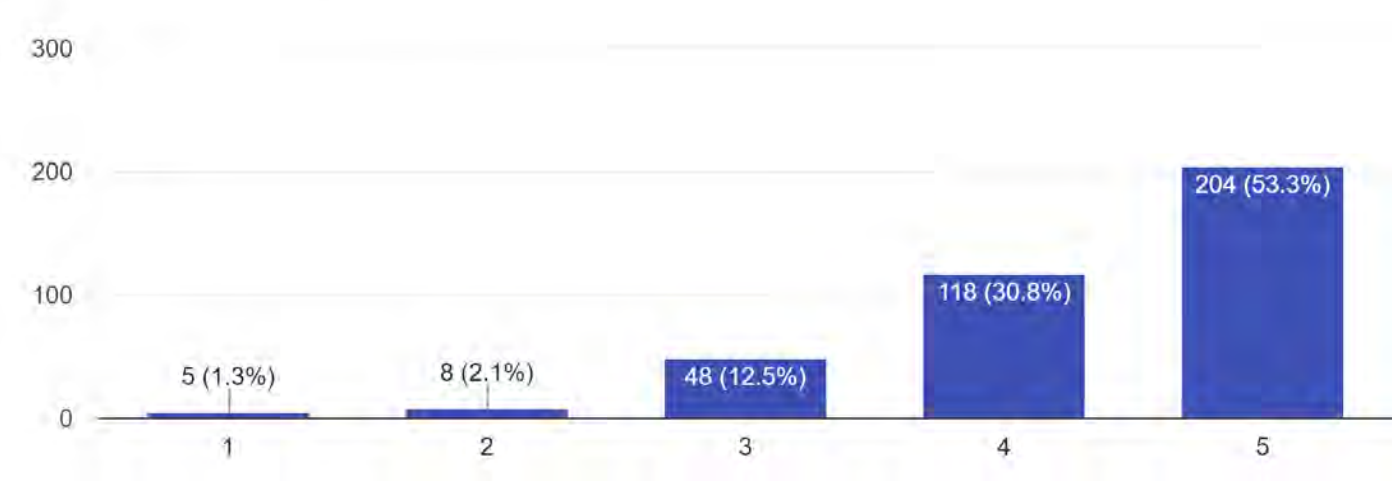
383 responses



Visionary Goal #3

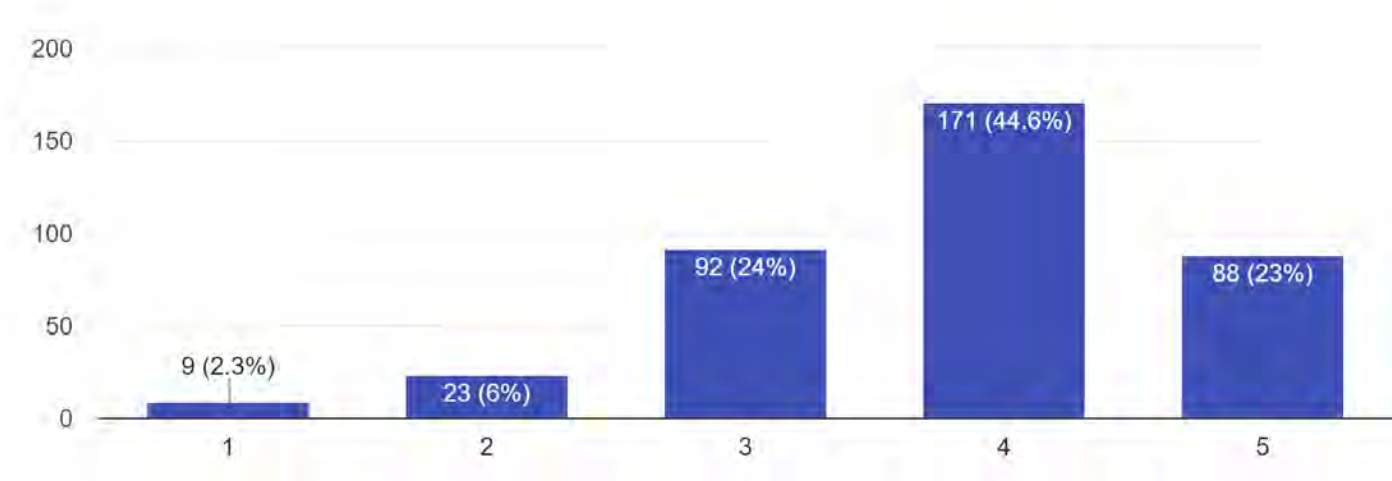
1. I feel welcomed at First Universalist.

383 responses



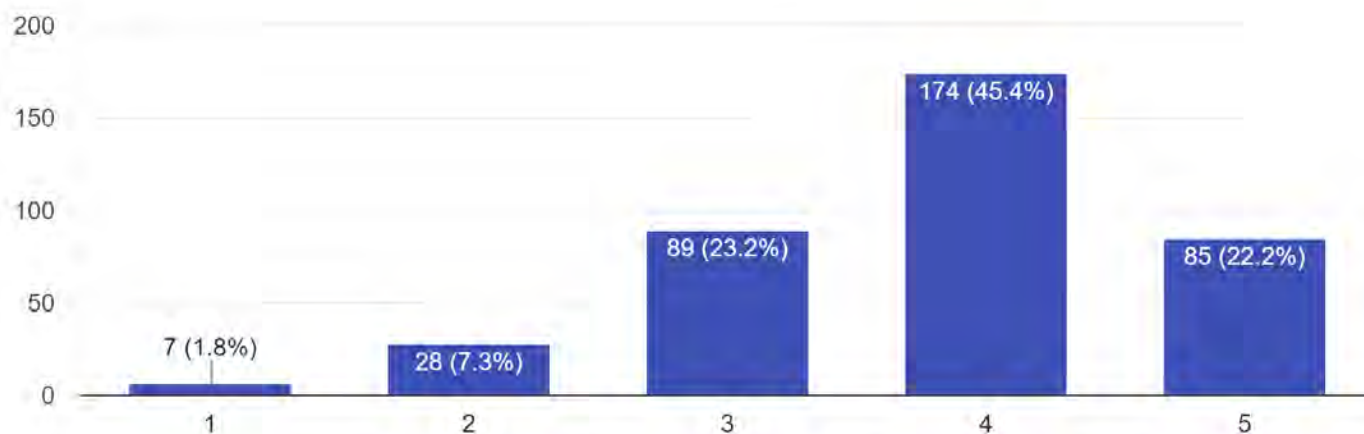
2. I feel that First Universalist is racially inclusive.

383 responses



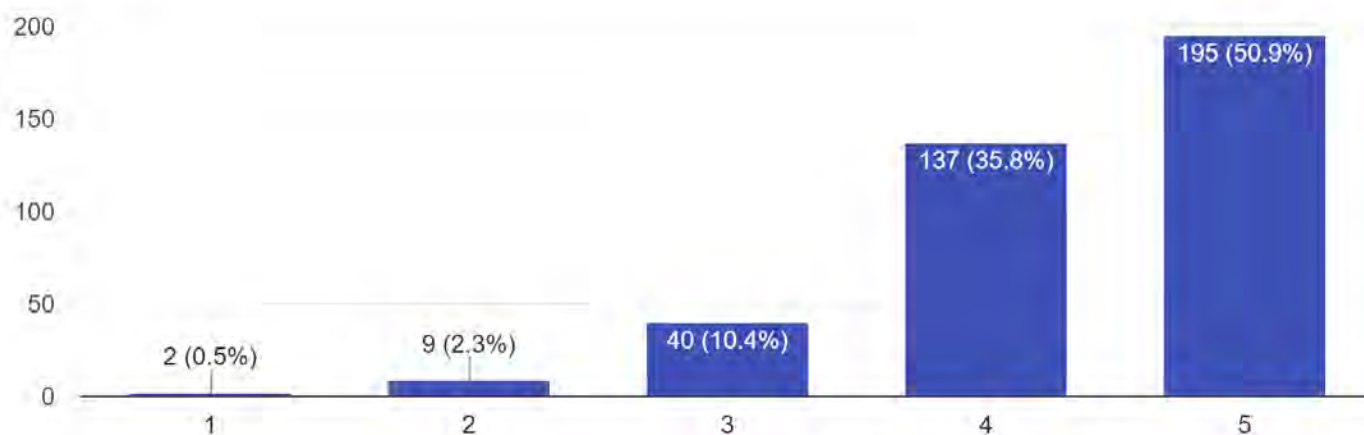
3. I feel that First Universalist is culturally inclusive.

383 responses



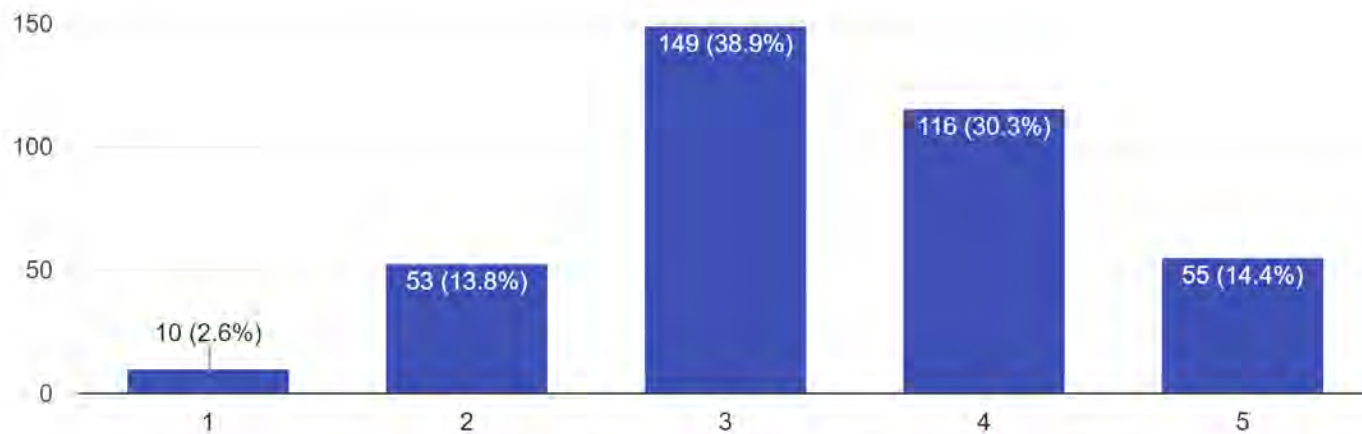
4. I feel that First Universalist is an intergenerational community.

383 responses



5. I take opportunities at church to interact with people I do not know well.

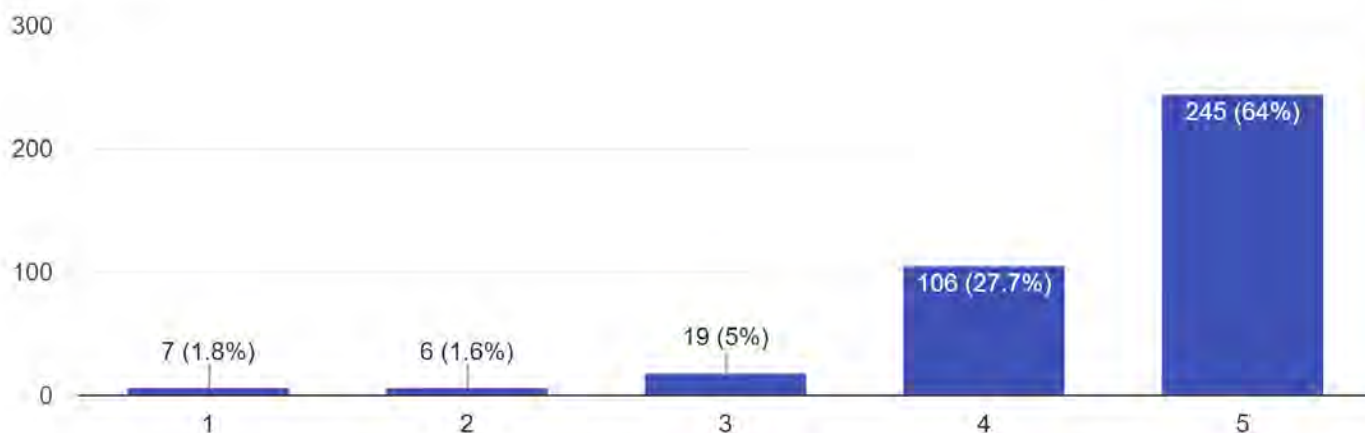
383 responses



Visionary Goal #4

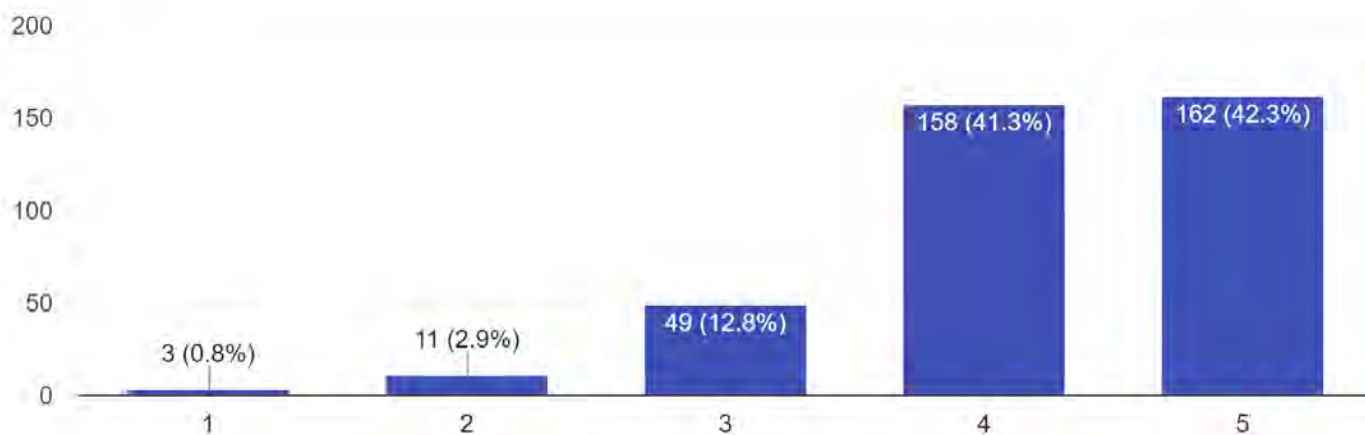
1. First Universalist is actively working to create a racially just world.

383 responses



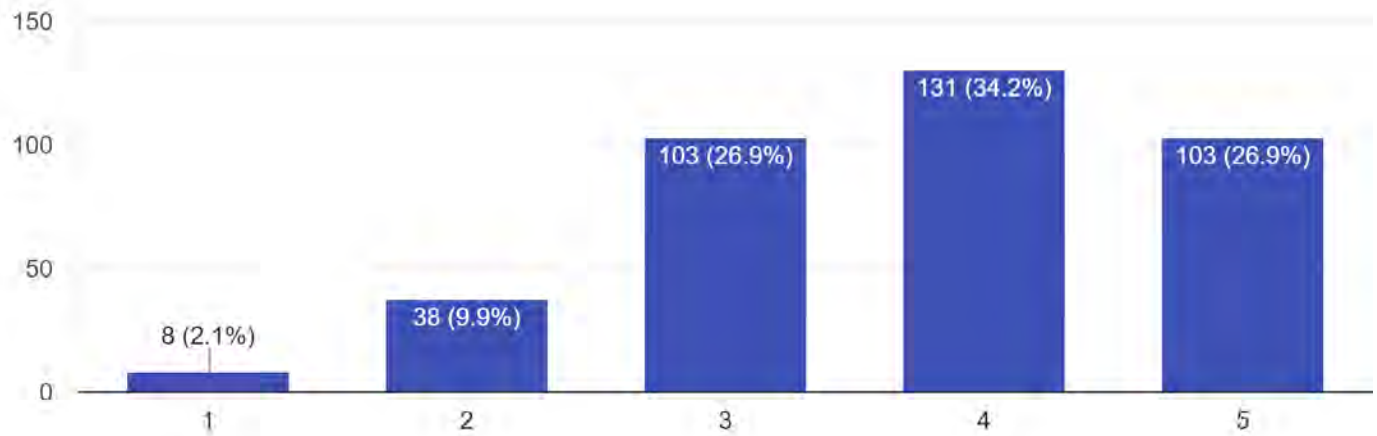
2. First Universalist is actively working to create a more sustainable world.

383 responses



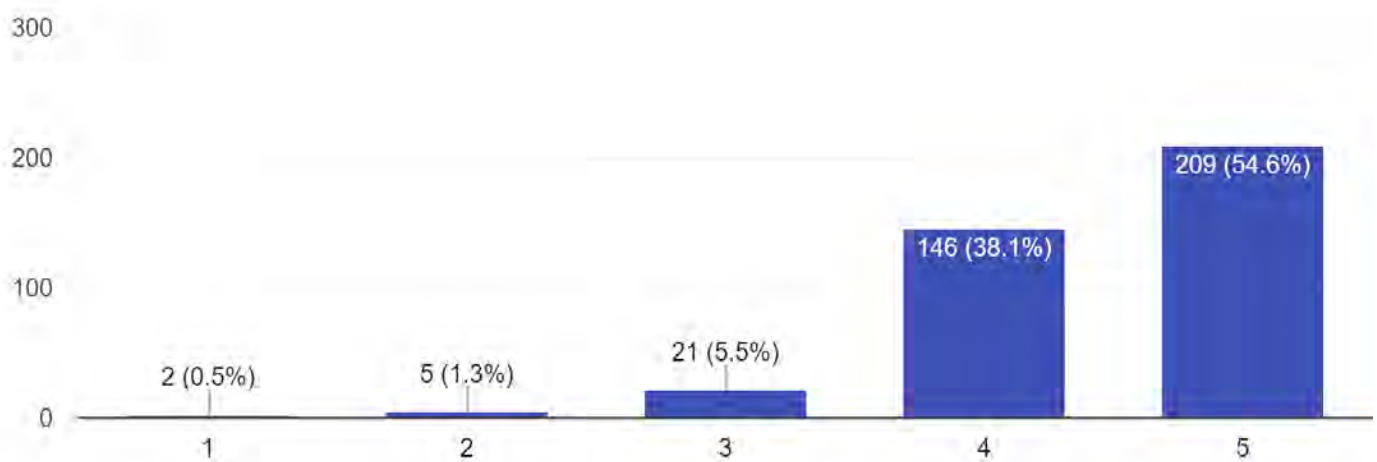
3. Because of my involvement with First Universalist, I have been more active in improving the world in the last 2 years.

383 responses



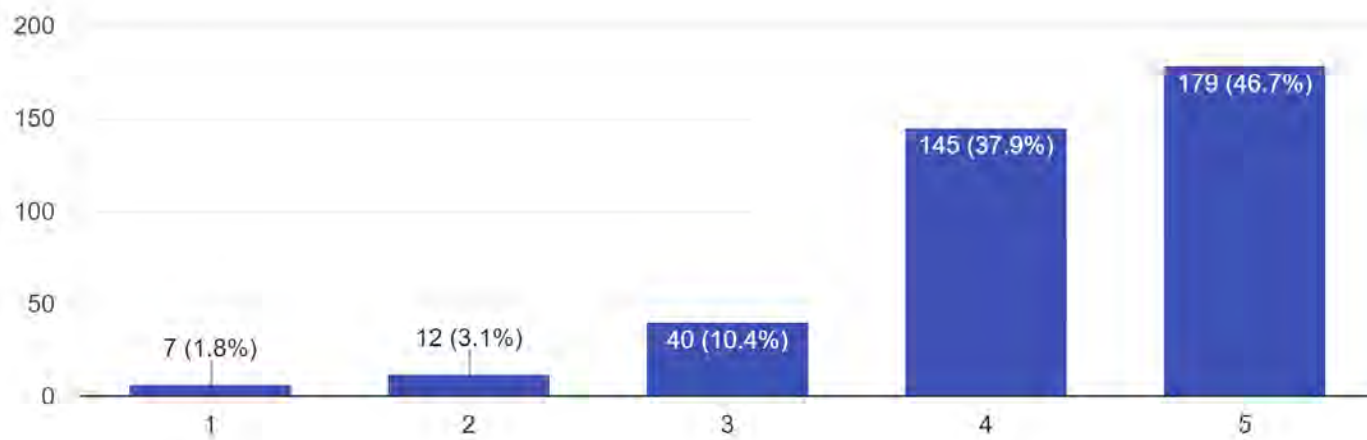
4. I believe that other members of First Universalist act to improve the world.

383 responses



5. I believe First Universalist's racial justice-based work has a positive impact on my community.

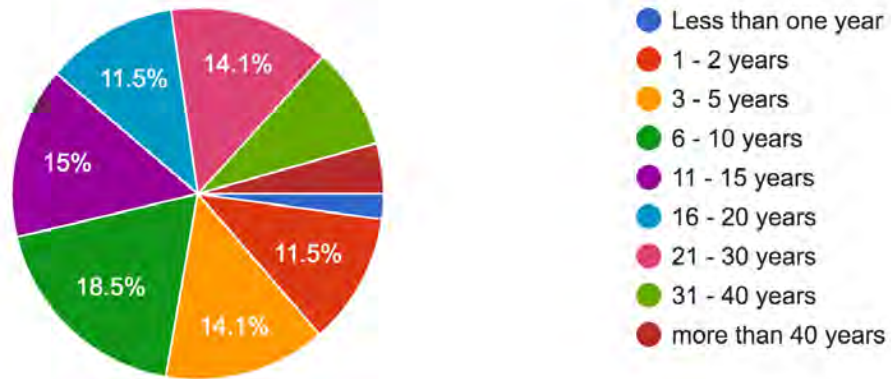
383 responses



Respondent Data

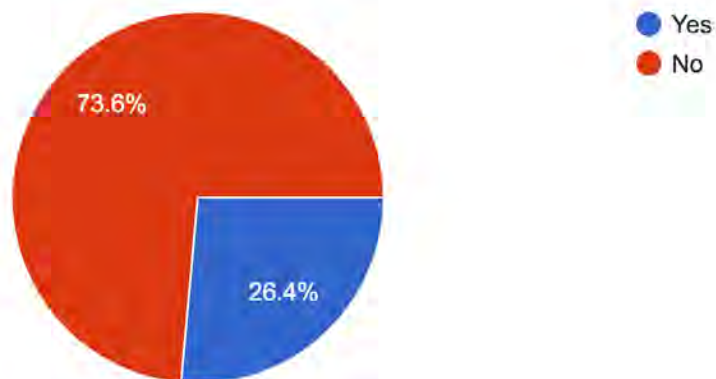
How long have you been attending First Universalist?

227 responses



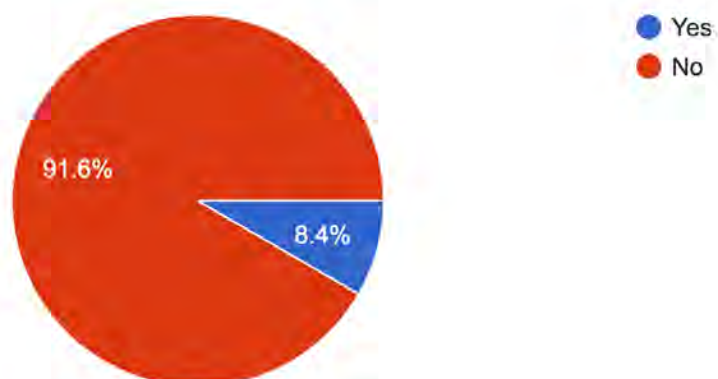
Do you currently have children/youth in Religious Education?

227 responses



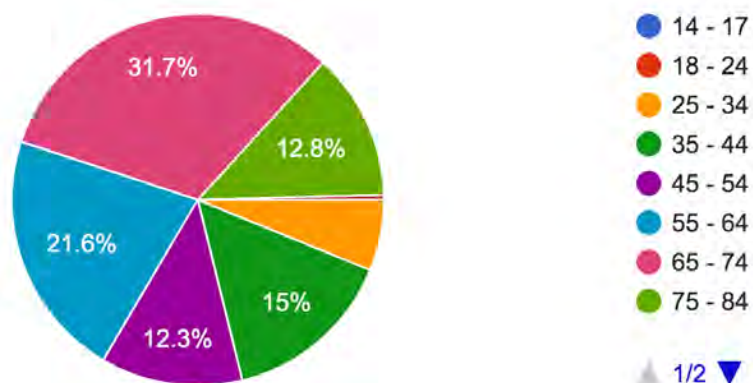
Do you identify as a person with a disability?

227 responses



What is your age?

227 responses



Change Team (CT) Meeting Agenda & Notes

May 6, 2021 ~ 6:30-8:30pm

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

Welcome & Grounding In

Lighting of the Chalice

"...As we nurture this precious light together, we become a light of hope turning isolation into community, anguish into peace, sorrow into joy. Nurture this precious light. As we do, our faith burns a steady flame of innovation banishing illusion, creating a new and renewing way together... Together, we turn this world from bleak to bright..." --Rev. Naomi King

Opening Reading

"What you pay attention to grows" - adrienne maree brown

Check In:

*In your life, what are you paying attention to these days and what has been the effect of your attention? What do you *want* to be paying attention to in your life, and why? Feel free to add a personal check in, if you'd like.*

Pursuits for the Meeting:

1. Board Update (Sarah & Yahanna):

- Welcome to our newest Change Team member from the Board: Yahanna Mackbee! We are so glad you are with us on this journey!
- The Change Team / Board retreat will happen sometime in August, when we have the newest board members and the newest minister with us. Julica added that there will be a retreat for lay leaders and a racial justice summit for all groups involved in RJ. Those two gatherings will precede the Board/CT retreat; the CT will be invited to all three. Since the CT/Board retreat is the last one, it may not occur until September.
- Joel asked if what this means is, as a committee of the Board, the CT will be

meeting for 6 months without a charge from the Board. Sarah confirmed that is the case. The Board has not devoted any time to the CT other than getting a second Board member on the Team.

2. Covenant Review: How will we support each other and hold each other accountable in this work together? (Sarah & Julica)

Review the [Change Team's Covenant-In-Progress](#), considering the following questions as you do:

- What resonates the most with you?
- What would you add?
- What would you challenge? And if you challenge it, how would you change it?

Julica asked for people who had been at the meeting to share their embodied reflection of working on this last time. She then asked Sarah and Yahanna, who were not at the last meeting, for questions or reflections.

Julica then asked how we want to be with each other when our feelings are brought up, in order to stay in right relationship with each other (e.g., acknowledge feelings but not engage white fragility). Yahanna noted that freedom is finding the pause between a trigger and reaction, and making a choice, particularly noting triggers in your body. . Keith noted the importance of understanding where someone is coming from when they're upset. Julica suggested being able to leave the room, with a pastoral companion, to create more space for feelings, while allowing the meeting to continue.

Julica volunteered to bring Jen up to date and to do some language re-working for consideration at our next meeting. She sees the covenanting process as ongoing and organic.

3. Racial Justice Resolution Update (Julica)

*Reviewing our "elevator speeches"

*Indicating terms or words that some members might not be familiar with or understand

*White people on CT connecting with other White people in the congregation to discuss the resolution and build support, primarily coming to town hall meetings.

Julica reported that 7 Abolition Circles have been launched; the RJ Resolution will be discussed in the Circles close to the time of the Annual Meeting. Julica is also in the process of setting up zoom town halls, as well as creating videos of Board members talking about the Resolution. Sarah thanked Marguerita for sharing her "elevator speech" with the CT; Marguerita shared her process for developing the speech. Julica suggested putting Marguerita's speech in the Liberal. Yahanna shared that she feels the resolution doesn't address many issues of concern to BIPOC, such as drug addiction, sex trafficking, black-on-black crime, etc.

4. Collective Learning Time (Julica)

This item was deferred, given the learning that had already taken place in the meeting.

5. Determine immediate and long-term priorities as a team (Sarah):

*What needs to be done before the annual meeting in June?

Julica asked that CT members show up for town hall meetings, offer to make a video with her, and/or write an elevator speech for publication in the Liberal.

*What needs to be done before the August Board/Change Team Retreat?

Justin suggested one option would be for the CT to re-familiarize itself with the RJ rubric, then suggest to the Board that it be implemented. (See Action Steps below). Sarah re-confirmed that CT attendance at the lay leader retreat and the RJ summit would also be important.

6. Action Steps (Sarah):

DATE	WHAT	WHO	NOTES
5/20/21	Update the Board of Trustees on the Change Team	Sarah & Yahanna	*Share updates on Change Team (including these notes in the board packet) *Determine next steps of co-visioning with Board and Change Team - virtual???
<i>Before the Next Change Team Meeting on 6/3</i>	Prepare for the next meeting	Change Team members	*Reacquaint ourselves with the Rubric and bring questions to the 6/3 meeting
August 2021	Change Team Co-visions with the Board	Change Team & Board	*Maybe CT develops agenda and Julica facilitates? *Shared equity vision *Define the roles within the CT (board, congregant, staff) *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) *How does one develop a “plan” for dismantling White Supremacy (WS) and liberating BIPOC?

			<p>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>
After Co-Visioning	Organically create an accountability document for the Change Team	Change Team & Board	<p>A committee charge? A job description? Something else?</p> <p>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.</p>
On-Going	Systematize tools and team process	Change Team members	<p>Focus on liberation, de-center White Supremacy, etc.</p> <p>Clarify roles; build trust; hold space for CT and board in meetings.</p>

Our next meeting is June 3. There will be a different zoom link, which Julica will send out. The RJ rubric will also be distributed before the next meeting.

Check Out:

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

Extinguishing the Chalice

###

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	\$ 320,200.00	\$ 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	\$ 1,480,200.00	\$ 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	\$ 1,624,200.00	\$ 1,643,000.00	\$ 1,704,000.00		
Expenses							
Personnel Expenses	\$ 1,132,050.00	\$ 1,058,879.71	\$ 1,279,499.31	\$ 1,336,975.27	\$ 1,367,117.52		
Program Expenses	\$ 71,350.00	\$ 41,132.21	\$ 67,900.00	\$ 63,900.00	\$ 64,400.00		
Administrative Expenses	\$ 179,737.96	\$ 127,395.52	\$ 176,130.26	\$ 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	\$ 1,624,129.56	\$ 1,684,672.04	\$ 1,719,009.13		
Net Total	\$ 5,936.84	\$ 6,484.24	\$ 70.44	\$ (41,672.04)	\$ (15,009.13)		



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?