

First Universalist Church Board of Trustees  
November 18, 2021  
Board Packet

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**First Universalist Church of Minneapolis**  
**Board of Trustees Meeting**  
**November 18, 2021**  
**6:30-9:00**  
**First Universalist Church**  
**Cummins Room & [Zoom](#) (*multiplatform model*)**

**I. Welcome (6:30-6:35)**

- a. Call to Order and Agenda Approval
- b. Lighting the Chalice
  - i. *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 (6:40 ~ 7:05)**

- a. Somatic Practice - Grounding
- b. Relationship Building Activity - Volunteers needed to lead

**III. Consent Agenda**

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

**V. Fiduciary Responsibilities (7:05 ~ 7:45)**

- a. Capital Campaign Update
- b. First Quarter Financials
- c. End of Year Financial Review

**BREAK - 10 mins**

**VI. Creating New Visionary Goals - Emergent Strategy Process (8:00 ~ 8:55)**

- a. Review and Ground in the [Emergent Strategy Principles](#)
- b. How can our Board's [Theory of Change Shift](#) be at Center of How We Begin the Exploration of the Big Question
  - i. Storytelling of A Fractal Experience and Invitation (Dec. 5th)
- c. How Shall We Begin the Exploration of the [Big Question](#)
  - i. Possible Caucus Breakout
- d. Active Consent for the How We Begin

**VII. Gratitudes (8:55-9:00)**

**VIII. Adjourn - 9:00**

**Senior Minister Board Report**  
**Prepared by Rev. Jen Crow**  
**November 15, 2021**

**Information Items**

This continues to be a year like no other, and many clergy colleagues around the country are finding this year more challenging than the last: [My Church Doesn't Know What to Do Anymore](#). While this year is indeed challenging, I am finding myself renewed, enlivened, and encouraged by our shift to a more embodied and improvisational worship style. The creativity and skill in our Worship Team fuels our Leadership Team each week, and full engagement in multi-platform worship and a return to in-person Religious Education for children and youth is bringing energy to our staff and congregation even as we cope with the challenges of constantly shifting information, decisions to be made, and follow-through of Covid protocols. As we reopen our accessible, welcoming, and beautiful building, new collaborations with the Transforming Hearts Collective <https://www.transformingheartscollective.org/> will support church staff and leaders in creating a culture of radical welcome in the congregation. Working with Meadville Lombard Theological School, First Universalist will host Meadville Lombard's spring semester class on Faith Formation in Multiracial Contexts in April of 2022. As we continue to learn and lead and support the transformation of our larger Unitarian Universalist Association, we have opened applications for a BIPOC ministerial intern for the 2022-23 church year, and we look forward to resuming our role as a Teaching Congregation. These vibrant connections keep us learning and experimenting as we work toward the four goals we set together for the 2021-22 church year:

- Building a multicultural, multi-racial, intergenerational 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.
- Actively developing sustainable practices (environmentally, spiritually, as an employer, financially, for our building, etc.).
- Designing and living into being a multiplatform church.
- Collaborating with the Board to clarify the role, purpose, and vision of the church.

I could not be more grateful for the innovative, joy-focused, justice-centered, transformational spiritual path of this congregation.

**Monitoring Items**

**Staff and Volunteer Transitions:**

Karin Wille will be completing her service on the Change Team and will no longer be serving as Co-Chair with Sarah Hedge after December of 2021. Karin was instrumental in bringing the Change Team concept forward in 2015, along with Kayci Rush, and has

served on the Change Team since it launched in 2017. This, along with Karin's recent Board service, has culminated in nearly 10 years of consistent Board or Change Team leadership. We are grateful for Karin's leadership, dedication, and service to First Universalist, and especially for leading the congregation deeper into its anti-racism efforts through consistent self-examination and open-ness to change that better positions our church to live into its goal of building a Beloved Community of belonging, liberation, and joy.

Hiring is under way for an Audio Visual Coordinator who will oversee live streaming of all worship services and events.

**Staff and Volunteer Grievances:** No staff or volunteers have utilized the grievance procedures outlined in the employee handbook, or the Board's Governing Policy Handbook.

### **Exit Interviews**

In June of 2021, Rev. David Pyle, Regional Lead for the MidAmerica Region of the UUA, conducted a Transitions Interview with Rev. Justin. I expect that a summary of that interview will be available to me soon.

I am in the process of scheduling an exit interview with Allison Connelly-Vetter, who recently left her part-time position with First Universalist as Communications Assistant.

**Investment and Financial Policies:** The church's investment and financial policies can be found here <https://firstuniversalistchurch.org/church-finances/>. Keven Ambrus (Treasurer), Brad Schmidt (Finance Manager), and Ginny Halloran met with our investment team Accredited Investors Wealth Management in November to review our portfolio. Our investments saw a 14.3% increase in 2020, and thus far are showing an 11.5% increase in 2021. The Foundation, Legacy, and Carter Fund are currently allocating 20-30% of their funds to socially responsible investing. Accredited believes we could increase this allocation to 60-80% with no negative impact on our returns; over 80% allocation is believed to negatively impact our returns. Keven will bring an update and associated questions to the Board meeting.

### **Financial Summary**

#### **Year-End Financials**

Our year-end financial have been received by our consultant and the final review is scheduled for Friday, November 19th. While we await the confirmation of our consultant's review, we anticipate a significant surplus for the 2020-21 church year. We

look forward to presenting final numbers to you, as well as a decision/choice point on how to allocate the surplus funds at our December meeting.

For reference, final confirmation of our 2019-2020 year-end financials did not occur until January of 2021. While our current Monitoring Schedule calls for this review and confirmation to occur in time for our September Board meeting, this timeline has consistently proven to be impossible for our skilled team to meet. I propose shifting this monitoring item to December in future years.

### **Quarter 1 Financial Review: 7/1/21-9/30-21**

At the end of quarter one of fiscal year 2021-2022 we are showing a modest \$7,400 deficit. In comparison, the first quarter of fiscal year 2020-2021 we reported a \$14,000 deficit, and in the first quarter of 2019-2020 we reported a \$50,000 deficit. The reason for this is because we typically see steady revenues, if not slightly behind budget, with an increase in expenses due to the start of the church year. Currently our annual giving revenue is exceeding our year to date budget by \$18,000. Rental income is below budget, but we expect this to increase now that the building has more fully re-opened in November. Our personnel expenses continue to be lower than budgeted, and we expect this to continue throughout the year. Overall we are reporting a slight deficit but we are \$63,000 ahead of budget at the end of Q1.

You will note that Brad Schmidt, Accounting Manager, has again prepared Best, Expected, and Worst case scenarios for our end of year projections. Currently, our Expected projections (which include expense reductions and conservative income expectations) show an expected \$28,000 deficit for this fiscal year. As we continue to live into a year like no other - adjusting and hopefully excelling at becoming a multi-platform church that focuses on joy, liberation, and sustainability in all that we do - we expect to make adjustments to help us meet our budget as the year continues.

### **Capital Campaign Project**

The vast majority of our capital project renovations are complete. Replacement of the sanctuary roof and tuckpointing of the religious education wing are now finished. Final touches on the main entry storefront, atrium wood wall, and exterior signage are still underway and will be complete within the next few weeks. The remaining audio visual equipment (speakers, projectors, cameras, etc.) is expected to be installed prior to December 2021. Replacement of the playground will likely take place in the spring/summer of 2022, to accommodate the reality of Minnesota weather. The project is expected to come in on budget, and capital gifts continue to come in on schedule thanks to the generosity of so many people. We continue to have about \$700,000 to raise to end the project without a mortgage.

It has recently come to our attention that replacement of the sanctuary piano is an urgent need, and we are working to find an appropriate instrument and include some of the cost in our capital budget, if possible.

| October Attendance  |      |          |         |             |  |      |           |      |
|---------------------|------|----------|---------|-------------|--|------|-----------|------|
|                     |      |          |         |             |  |      |           |      |
|                     |      |          |         | 2021        |  |      |           | 2020 |
| Adults              | Wed. | 10:00 AM | YouTube | Grand Total |  | Wed. | Sun. 10am |      |
| 1st week            | 26   | 127      | 168     | 321         |  | 90   | 638       | 728  |
| 2nd week            | 29   | 156      | 186     | 371         |  | 70   | 308       | 378  |
| 3rd week            | 54   | 143      | 174     | 371         |  | 81   | 292       | 373  |
| 4th week            | 29   | 165      | 125     | 319         |  | 66   | 509       | 575  |
| 5th week            |      | 91       | 114     | 205         |  |      |           | 0    |
|                     |      |          |         |             |  |      |           |      |
| Monthly Total       | 138  | 682      | 653     | 1587        |  | 307  | 1747      | 2054 |
| Average for October | 35   | 136      | 131     | 317         |  | 77   | 437       | 514  |
|                     |      |          |         |             |  |      |           |      |
| RE                  |      |          |         |             |  |      |           |      |
| 1st week            |      | 104      |         | 104         |  |      |           | 0    |
| 2nd week            |      | 91       |         | 91          |  |      |           | 0    |
| 3rd week            |      | 124      |         | 124         |  |      |           | 0    |
| 4th week            |      | 0        |         | 0           |  |      |           | 0    |
| 5th week            |      | 0        |         | 0           |  |      |           | 0    |
|                     |      |          |         |             |  |      |           |      |
| Monthly Total       |      | 319      |         | 319         |  | 0    | 0         | 630  |
| Average for October |      | 64       |         | 160         |  | 0    | 0         | 158  |
|                     |      |          |         |             |  |      |           |      |
| Combined Average    |      | 100      |         | 477         |  | 77   | 437       | 671  |

- 2021 YouTube views recorded at 10 a.m. November 11
- 5th Sunday 10 a.m. number reflects Webinar attendees only; in-person Open House uncounted
- RE numbers reflect 7-12th grade attendance. No RE 4th or 5th week of Oct. due to MEA

## **Statistical Report for October 2021**

**Board Meeting November 18, 2021**

### **MEMORIAL SERVICES: 2**

**Steven Gerch, October 7**

**Christopher Arnold, October 15**

### **MARRIAGES/SERVICES OF COMMITMENT: 0**

### **MEMBERS FOR APPROVAL: 0**

### **MEMBERS REINSTATED: 1**

**Charles M. (Mel) Gray**

### **MEMBERS FOR REMOVAL: 4**

**Gordon Loery**

**Henry Helgen, moved**

**Kristi Hanson, moved**

**Mary Ellison**

### **CHILDREN DEDICATED: 0**

**Total members as of the last meeting: 1052**

**To be added: 1**

**To be removed: 4**

**TOTAL MEMBERS: 1049**

|                       | <b>To Date</b>   | <b>End of Year Totals</b> |                  |                  |                  |
|-----------------------|------------------|---------------------------|------------------|------------------|------------------|
| <b>MEMBERS JOINED</b> | <b>2020-2021</b> | <b>2019-2020</b>          | <b>2018-2019</b> | <b>2017-2018</b> | <b>2016-2017</b> |
| <b>(Fiscal Year)</b>  | <b>18</b>        | <b>21</b>                 | <b>81</b>        | <b>66</b>        | <b>109</b>       |
| <b>TOTAL MEMBERS:</b> | <b>1058</b>      | <b>1061</b>               | <b>1058</b>      | <b>1049</b>      | <b>1,011</b>     |



**First Universalist Church of Minneapolis**  
**Analysis of Revenues & Expenses - Capital Campaign**  
**November 2021**

|  | Project to Date<br>Actual | Total Budget           | Project to Date<br>Variance |
|--|---------------------------|------------------------|-----------------------------|
| <b>Revenues</b>                                  |                           |                        |                             |
| <b>Revenues</b>                                  |                           |                        |                             |
| Donations  | \$ 4,330,555.94           | \$ 5,158,077.07        | \$ (827,521.13)             |
| Construction Loan                                | \$ -                      | \$ 2,000,000.00        | \$ (2,000,000.00)           |
| <b>Total Revenues</b>                            | <b>\$ 4,330,555.94</b>    | <b>\$ 7,158,077.07</b> | <b>\$ (2,827,521.13)</b>    |
| <b>Expenses</b>                                  |                           |                        |                             |
| <b>Initial Launch/Fundraising</b>                |                           |                        |                             |
| Architectural Pre-Work                           | \$ 2,000.00               | \$ 27,000.00           | \$ 25,000.00                |
| Consultants                                      | \$ 229,030.00             | \$ 230,000.00          | \$ 970.00                   |
| Launch Event                                     | \$ 52,689.09              | \$ 30,000.00           | \$ (22,689.09)              |
| Printing/Supplies                                | \$ 8,000.00               | \$ 8,000.00            | \$ -                        |
| <b>Total Initial Launch/Fundraising Expenses</b> | <b>\$ 291,719.09</b>      | <b>\$ 295,000.00</b>   | <b>\$ 3,280.91</b>          |
| <b>Miscellaneous Projects</b>                    |                           |                        |                             |
| Architect Fee                                    | \$ 166,795.87             | \$ 166,795.87          | \$ -                        |
| Debt Retirement                                  | \$ 649,151.38             | \$ 649,151.38          | \$ -                        |
| Merchant Services                                | \$ 4,108.96               | \$ 5,000.00            | \$ 891.04                   |
| Misc. Capital Expenditures                       | \$ 104,839.17             | \$ 79,555.75           | \$ (25,283.42)              |
| Staff Salaries                                   | \$ 54,100.43              | \$ 95,000.00           | \$ 40,899.57                |
| Tuckpointing                                     | \$ 122,000.00             | \$ 122,000.00          | \$ -                        |
| Loan Principal                                   | \$ -                      | \$ 2,000,000.00        | \$ 2,000,000.00             |
| Loan Interest                                    | \$ -                      | \$ 120,000.00          | \$ 120,000.00               |
| Contingency                                      | \$ -                      | \$ -                   | \$ -                        |
| <b>Total Miscellaneous Projects Expenses</b>     | <b>\$ 1,100,995.81</b>    | <b>\$ 3,237,503.00</b> | <b>\$ 2,136,507.19</b>      |
| <b>Phase 1</b>                                   |                           |                        |                             |
| Architect Fee                                    | \$ 134,872.70             | \$ 134,372.00          | \$ (500.70)                 |
| Flannery   | \$ 1,459,726.11           | \$ 1,521,669.00        | \$ 61,942.89                |
| Flannery Permits                                 | \$ 19,614.13              | \$ 19,614.00           | \$ (0.13)                   |
| Misc. Consultants                                | \$ 44,012.00              | \$ 14,381.00           | \$ (29,631.00)              |
| Misc. Construction                               | \$ 11,628.50              | \$ 53,559.00           | \$ 41,930.50                |
| Owners Representative                            | \$ 87,654.10              | \$ 87,654.00           | \$ (0.10)                   |
| Owner Supplied Systems                           | \$ 151,936.45             | \$ 97,248.00           | \$ (54,688.45)              |
| <b>Total Phase 1 Project Expenses</b>            | <b>\$ 1,909,443.99</b>    | <b>\$ 1,928,497.00</b> | <b>\$ 19,053.01</b>         |
| <b>Phase 2</b>                                   |                           |                        |                             |
| Architect Fee                                    | \$ 112,612.16             | \$ -                   | \$ (112,612.16)             |
| Flannery   | \$ 95,127.66              | \$ 1,750,000.00        | \$ 1,654,872.34             |
| Flannery Permits                                 | \$ -                      | \$ -                   | \$ -                        |
| Misc. Consultants                                | \$ 43,938.75              | \$ 265,000.00          | \$ 221,061.25               |
| Misc. Construction                               | \$ 33,671.45              | \$ -                   | \$ (33,671.45)              |
| Owner Representative                             | \$ 85,630.00              | \$ -                   | \$ (85,630.00)              |
| Owner Supplied Systems                           | \$ 41,386.95              | \$ 140,000.00          | \$ 98,613.05                |
| Solar Panels                                     | \$ 44,500.00              | \$ 105,000.00          | \$ 60,500.00                |
| Contingency                                      | \$ -                      | \$ 190,000.00          | \$ 190,000.00               |
| <b>Total Phase 2 Project Expenses</b>            | <b>\$ 456,866.97</b>      | <b>\$ 2,450,000.00</b> | <b>\$ 1,993,133.03</b>      |
| <b>Total Expenses</b>                            | <b>\$ 3,759,025.86</b>    | <b>\$ 7,911,000.00</b> | <b>\$ 4,151,974.14</b>      |
| <b>Net Total</b>                                 | <b>\$ 571,530.08</b>      | <b>\$ (752,922.93)</b> |                             |

# First Universalist Church of Minneapolis

## Income Statement

|                                   | Actual<br>07/01/2021<br>to 09/30/2021 | Budget<br>07/01/2021<br>to 09/30/2021 | YTD<br>Variance     | Annual Budget<br>07/01/2021<br>to 06/30/2022 | End of Year Projection |                       |                       |
|-----------------------------------|---------------------------------------|---------------------------------------|---------------------|--|------------------------|-----------------------|-----------------------|
|                                   |                                       |                                       |                     |  | Best                   | Expected              | Worse                 |
| <b>Revenues</b>                   |                                       |                                       |                     |  |                        |                       |                       |
| <b>Support</b>                    |                                       |                                       |                     |  |                        |                       |                       |
| Annual Giving                     | \$282,360.78                          | \$263,497.30                          | \$18,863.48         | \$1,140,000.00                               | \$1,184,097.62         | \$1,096,667.00        | \$1,009,236.38        |
| Donations/Fundraising             | \$31,603.23                           | \$22,353.64                           | \$9,249.59          | \$204,800.00                                 | \$194,800.00           | \$182,687.61          | \$136,869.29          |
| Revenue Released from Restriction | \$19,803.18                           | \$4,999.98                            | \$14,803.20         | \$20,000.00                                  | \$19,803.18            | \$19,803.18           | \$19,803.18           |
| <b>Total Support</b>              | <b>\$333,767.19</b>                   | <b>\$290,850.92</b>                   | <b>\$42,916.27</b>  | <b>\$1,364,800.00</b>                        | <b>\$1,398,700.80</b>  | <b>\$1,299,157.79</b> | <b>\$1,165,908.85</b> |
| <b>Earned Revenue</b>             |                                       |                                       |                     |  |                        |                       |                       |
| Service/Rental Income             | \$27,001.30                           | \$35,624.94                           | (\$8,623.64)        | \$142,500.00                                 | \$142,500.00           | \$127,500.00          | \$91,000.00           |
| Investment Income                 | \$8.21                                | \$0.00                                | \$8.21              | \$0.00                                       | \$8.21                 | \$8.21                | \$8.21                |
| Other Income                      | \$105.77                              | \$0.00                                | \$105.77            | \$102,200.00                                 | \$102,305.77           | \$102,305.77          | \$102,305.77          |
| <b>Total Earned Revenue</b>       | <b>\$27,115.28</b>                    | <b>\$35,624.94</b>                    | <b>(\$8,509.66)</b> | <b>\$244,700.00</b>                          | <b>\$244,813.98</b>    | <b>\$229,813.98</b>   | <b>\$193,313.98</b>   |
| <b>Total Revenues</b>             | <b>\$360,882.47</b>                   | <b>\$326,475.86</b>                   | <b>\$34,406.61</b>  | <b>\$1,609,500.00</b>                        | <b>\$1,643,514.78</b>  | <b>\$1,528,971.77</b> | <b>\$1,359,222.83</b> |
| <b>Expenses</b>                   |                                       |                                       |                     |  |                        |                       |                       |
| Personnel Expenses                | \$286,375.23                          | \$317,517.57                          | \$31,142.34         | \$1,267,275.00                               | \$1,234,447.70         | \$1,236,697.70        | \$1,237,888.95        |
| Administrative Expenses           | \$36,077.39                           | \$35,807.52                           | (\$269.87)          | \$145,430.26                                 | \$110,086.82           | \$132,295.14          | \$154,404.94          |
| Program Expenses                  | \$20,214.85                           | \$17,928.12                           | (\$2,286.73)        | \$73,100.00                                  | \$69,891.75            | \$81,797.91           | \$85,897.91           |
| Building & Grounds                | \$24,865.37                           | \$27,016.89                           | \$2,151.52          | \$124,600.00                                 | \$106,101.05           | \$114,148.20          | \$129,506.76          |
| Other Expenses                    | \$289.45                              | \$1,124.97                            | \$835.52            | \$4,500.00                                   | \$289.45               | \$1,157.80            | \$4,500.00            |
| <b>Total Expenses</b>             | <b>\$367,822.29</b>                   | <b>\$399,395.07</b>                   | <b>\$31,572.78</b>  | <b>\$1,614,905.26</b>                        | <b>\$1,520,816.77</b>  | <b>\$1,566,096.75</b> | <b>\$1,612,198.56</b> |
| <b>Investment Activity</b>        |                                       |                                       |                     |  |                        |                       |                       |
| Realized Losses                   | (\$460.66)                            | \$0.00                                | (\$460.66)          | \$0.00                                       | \$0.00                 | \$0.00                | \$0.00                |
| Unrealized Losses                 | (\$498.38)                            | \$0.00                                | (\$498.38)          | \$0.00                                       | \$0.00                 | \$0.00                | \$0.00                |
| Dividends & Interest              | \$189.32                              | \$2,124.99                            | (\$1,935.67)        | \$8,500.00                                   | \$8,500.00             | \$8,500.00            | \$189.32              |
| Realized Gains                    | \$237.33                              | \$0.00                                | \$237.33            | \$0.00                                       | \$0.00                 | \$0.00                | \$0.00                |
| Unrealized Gains                  | \$69.24                               | \$0.00                                | \$69.24             | \$0.00                                       | \$0.00                 | \$0.00                | \$0.00                |
| <b>Total Investment Activity</b>  | <b>(\$463.15)</b>                     | <b>\$2,124.99</b>                     | <b>(\$2,588.14)</b> | <b>\$8,500.00</b>                            | <b>\$8,500.00</b>      | <b>\$8,500.00</b>     | <b>\$189.32</b>       |
| <b>NET SURPLUS/(DEFICIT)</b>      | <b>(\$7,402.97)</b>                   | <b>(\$70,794.22)</b>                  | <b>\$63,391.25</b>  | <b>\$3,094.74</b>                            | <b>\$131,198.02</b>    | <b>(\$28,624.98)</b>  | <b>(\$252,786.41)</b> |

# First Universalist Church of Minneapolis

## Balance Sheet

|   | Actual<br>As of<br>09/30/2021 |
|---|-------------------------------|
| <b>Assets</b>                             |                               |
| <b>Current Assets</b>                     |                               |
| Cash                                      | \$300,789.91                  |
| Investments                               | \$4,017,884.85                |
| Accounts Receivable                       | \$9,603.55                    |
| Other Current Assets                      | \$33,188.05                   |
| <b>Total Current Assets</b>               | <b>\$4,361,466.36</b>         |
| <b>Non-Current Assets</b>                 |                               |
| Fixed Assets                              | \$3,773,088.84                |
| <b>Total Non- Current Assets</b>          | <b>\$3,773,088.84</b>         |
| <b>Total Assets</b>                       | <b>\$8,134,555.20</b>         |
| <b>Liabilities and Fund Balance</b>       |                               |
| <b>Liabilities</b>                        |                               |
| <b>Current Liabilities</b>                |                               |
| Accounts Payable                          | \$21,353.58                   |
| Benefits Payable                          | \$47,890.11                   |
| Other Current Liabilities                 | \$124,544.22                  |
| <b>Total Current Liabilities</b>          | <b>\$193,787.91</b>           |
| <b>Long Term Liabilities</b>              |                               |
| Interfund Transfer                        | (\$28,924.81)                 |
| <b>Total Long Term Liabilities</b>        | <b>(\$28,924.81)</b>          |
| <b>Total Liabilities</b>                  | <b>\$164,863.10</b>           |
| <b>Fund Balance</b>                       |                               |
| <b>Unrestricted Net Assets</b>            | <b>\$4,481,437.11</b>         |
| <b>Donor Restricted Net Assets</b>        | <b>\$3,488,254.99</b>         |
| <b>Total Fund Balance</b>                 | <b>\$7,969,692.10</b>         |
| <b>Total Liabilities and Fund Balance</b> | <b>\$8,134,555.20</b>         |