

**First Unitarian Church of Portland**  
~ Board of Trustees Meeting –June 7th, 2018 ~  
**Board Meeting from 6:00 – 6:30 PM**  
**Closed Session 6:35 – 9:00 PM**  
Room B102

**Board Meeting**

**6:00 Convene Meeting**

Opening Words – Maryann  
Determine Quorum  
Review Agenda - Randy  
Review & Approve previous meeting's minutes  
Greetings to our new board members

**Meeting Roles:**

<input type="checkbox"/>	Process Observer	Kathy
<input type="checkbox"/>	Time Keeper	Laura
<input type="checkbox"/>	Words	Maryann

**Updates**

6:05 ET Update  
6:20 Committee Updates  
6:25 Service Recognition for Retiring Board Trustees

**Consent Agenda Items**

6:25  
Approve roster of board officer, committee chairs and committee membership  
Approve NW Academy Lease  
Approve new bank signers – new board officers  
Approve LED lighting proposal

6:30 Adjourn

**Board Dinner & Closed Session**

6:35 Dine & Informal Check-in

6:55 Deepening

7:15 **Break**

7:25 **Action Items**

Christine Robinson Meeting Report  
Board Self-Evaluation  
PET recommendations for 2018-2019 board

**Meeting Wrap Up**

8:50 Communications Check and Process Observations

8:55 Closing Words – Maryann

**OUR FIVE-YEAR GOALS**

- Focus on collaborative governance, revising policies for clarity and brevity and creating linkages between the Congregation, the Board, and the Executive Team.
- Increase church funding through enhanced giving, including goal to reduce or retire the Buchan Building mortgage.
- Make a cultural transition from program-focused church to mission-driven church, with priority on

- building beloved community between generations.
- Develop a long-term plan for development and sustainability of church campus given changing dynamics of West End and downtown Portland.

### **Vision Statement**

First Unitarian Church is a beacon of hope for us and for our community, a spiritual center in the heart of our city that helps each of us to find our moral compass, calling and challenging us to build the beloved community with an ever deepening sense of spirit, diversity and inclusion.

### **Our Annual Goals for 2017-18**

#### **The Board of First Unitarian Church commits to:**

- Complete policy revisions and get them approved for publication by the board.
- Hold three congregant discussion forums on topics including, in part, progress on our five-year goals and revising our board policies.
- Grow the financial health of First Unitarian through support of the Annual Fund Drive and efforts to reduce or eliminate the Buchan debt.
- Work on issues of Power, Privilege and White Supremacy Culture by:
  - Educating ourselves on the issues.
  - Examining the ways in which Power, Privilege and White Supremacy Culture affect our Church, including our Board work.
  - Taking steps to improve our practices.
  - Making a commitment to carry this work forward into subsequent church years.

#### **\*\*\* BOARD OF TRUSTEES ELECTED THIS YEAR**

Mindy Clark (1st term)  
 Cindy Cumfer (completing vacated term ending May, 2019)  
 Ryan Deibert (1st term)  
 Theo Harper (1st term)  
 Barbara Morrison (1st term)

#### **\*\*\* NOMINATING COMMITTEE MEMBERS ELECTED THIS YEAR**

Jessica Eller-Isaacs (1st term)  
 Julie Grice (completing vacated term ending May, 2020)  
 Pat Malone (2nd term)  
 Betsy Riddell (completing vacated term ending May, 2019)  
 Mark Turpel (1st term)

**First Unitarian Church Portland Oregon**  
**Board of Trustees**  
**May 3, 2018**

Attending:

Board Members present: Alan Comnes, Theo Harper, Maryann Roulier, Matt Swafford, Cindy Cumfer, Laura Milne, Ameena Amdahl-Mason, Randy Russell, Evie Zaic, Cathy Ludlow and Andy Parker. Absent: Leila Wrathall.

Ministers and staff present: Rev. Bill Sinkford, Rev. Tom Disrud and Kathryn Estey

Congregants present: Dottie Chidester

The board meeting convened at 7 PM and a quorum was in attendance.

Opening words, Ameena, "Coming Together at Years End", from UUA materials.

ET updates: Tom reported the search for the director of religious education position has been reposted. Our initial posting was for an interim position and too few candidates applied. It was determined in consultation with our RE consultants to reopen this position as a permanent one with the hope of bringing in more applicants. The application deadline is May 14.

The transition team met, this team consisted of Matt Swafford, Ameena Amdahl Mason, Jennifer Springsteen, Sierra Stringfield Perryman and Anne Draper. This team is charged with listening to the concerns of those in the religious education community and helping to guide the transition. This team also met with the UUA consultants.

Jen Crow and Lauren Wyeth UUA RE consultants have met with members of the board and shared thoughts on the dynamics of transition.

There will be a celebration of the career of Cathy Cartwright Chow on June 9 from 5 to 8 PM Elliot Center – Buchanan reception hall. The information regarding this event have been shared with the religious education community and will soon be shared with the whole congregation.

The response regarding the monthly ministerial themes has been positive. The executive team have decided to have annual themes. Those currently planned are, Moral Compass, Beloved Community and Spiritual Center. These themes will be elaborated upon each month and there will be some themes we are familiar with. The annual theme well be manifested in major events.

The annual book sale has been canceled by the adult RE committee. Though there has been feedback and push back against this.

Bill reported that we will be moving to the Eliot Chapel for summer and there will be 2 services each Sunday. There will be a pickup choir for the 2nd service and soloists for the 1st. Where as we normally go to one service on June 10 community Sunday, we will continue with 2 services.

Amanda DuPriest has been hired as our new handbell director. DeReau felt stability was important factor for the handbell choirs. Amanda has experience and training. This decision has been reviewed by the music Council. Parker Bells will be meeting with Amanda in a cleanup activity soon. (There was discussion about this decision within the board. Some were concerned about the issue of hiring practices and diversity).

The Burn the Mortgage Program has been successful and the mortgage on the Buchan building was paid off last Friday. There will be a celebration with the Unitarian Foundation Board on May 30.

Kathryn reported on the negotiations with the Northwest Academy. We have a new three-year lease and will have an immediate 9% increase in rents then 3% per year after this. There was talk of a longer term for this lease but our consultant suggested this would tie our hands.

Bill reported having traveled to Memphis on the anniversary of the assassination of Martin Luther King Jr.. He presented a sermon at the Church of the River. This is a congregation that had some issue, a minister who spoke out against MLK during the time period. Bill noted the need for the church to reclaim its history. He noted the need for the congregation to come to terms with the facts and note what died and what needs to be reborn.

Discussion:

Matt wondered about the need for our ET to have more flexibility with budget, concerning the RE position. There was some discussion about the possibility of needing to expand our expectations so that more people will be available to work in RE

Report of Governance Committee: Cindy indicated that the minutes for the committee will be in the next board packet. She noted has been developing a more reader friendly draft of the board self evaluation.

Finance committee Maryann reported for the finance committee. She suggested that we look at the minutes and noted there will be a forum this coming Sunday for people to ask questions about the budget.

Board Forum: it was noted that our board forum will be held this coming Sunday from 1:00 to 2:30 in A108. Alan has sent out preliminary agenda to all board members, for this meeting. He noted that there will be 3 elements, I, talk about survey results, II, one-year goals and III, discussion circles.

Laura invited all board members to the final PET meeting which is Thursday, May 17 from 5 to 630 at the church.

Consent Agenda: Elle Parks requested support/sponsorship for her ministry of our church. This request was made and seconded and passed unanimously. GOVERNANCE COMMITTEE MINUTES

Chair: Cindy Cumfer

DATE: May 1, 2018

COMMITTEE MEMBERS PRESENT: Cindy Cumfer, Chair; Andy Parker, Randy Russell, Matt Stafford, Ameena Amdahl-Mason (honorary member)

COMMITTEE MEMBERS ABSENT: None

GUESTS: Kathy Ludlow

Opening Words: Cindy

Announcements: The Board Forum is from 1-3 this Sunday

AGENDA ITEMS:

### **1. Congregational survey.**

The Chair and Ameena worked out Gov Comm's presence at the Board Forum and will meet before the Forum on Sunday to coordinate on the details of the presentation.

### **2. Assessment of Ministry**

The Chair noted that Gov Comm would do the Assessment of the Ministry using the Congregational Survey results and the ET Annual report when that report was received and reviewed by Gov Comm, as required by our policies. Randy reported that the ET annual is not made until August when the ET has the info for the church year, which closes in June. The assessment of the ministry will be done in the fall.

**TO DO (Chair):** The Chair previously contacted Tom to get the ET's assessment in May. She will recontact Tom about this change.

### **3. Board Self-Evaluation**

1. *Choice of Models.* Prior to the meeting, the Chair had supplied the Committee with two possible models for the Board Self-Evaluation: one similar to last year's self-evaluation but updated with the new board policies and a few other items (the Legal Model) and a second model that used a plain English approach and asked questions focused more on the board's actual experience (the Plain English model).

**DECISION:** After a brief discussion, the Committee decided to use the Plain English model.

2. *Revisions to the Plain English Model.* The Committee made a number of revisions to the model.

**DECISION:** After extensive discussion, the Committee adopted a Board Self-Evaluation survey for 2017-18. The Chair agreed to incorporate the Board's changes into the proposed model and distribute it to the board for any final corrections within the next two days. The Board expects to distribute the survey within a few days and set May 14 as the due date for return of the survey by board members.

**TO DO (Chair):** The Chair agreed to incorporate the changes, copy the board, and provide the changes to Randy, who with Ameena's help will attempt to make friends with Survey Monkey.

The Committee discussed ways to encourage all board members to take the survey. The Chair raised the question of whether the two ministers, who are board members, should be invited to take the survey. If they were, should Kathryn Estey, who is on the Executive Team and who attends all board meetings in that capacity, should be invited to take the survey.

3. *Who Takes the Self-Evaluation Other than Voting Board Members?* The Committee discussed briefly whether the two ministers, who are nonvoting members of the board, and Kathryn, who is a member of the Executive Team and attends all board meetings, should be invited to take the survey.

**DECISION:** The Committee agreed that the ministers and Kathryn should be invited to take the survey, if they wanted to and had time.

**TO DO (Chair):** The Chair will contact the ministers and Kathryn to inform them of this decision.

#### **4. Future Meetings**

May 9: The Chair will cancel the meeting scheduled for this date.

May 24: The Committee set a meeting for May 24 to analyze the survey results and prepare a report for the board. The Chair will schedule with the church. The meeting will be closed to congregants.

June 13: The Committee is not sure it will need this scheduled meeting, but will keep it on the calendar and decide later.

Closing Words: Cindy

Next Meeting: Thursday, May 24, 7-9

**First Unitarian Church Portland - Board of Trustees**

**Communication Committee**

**May 15, 2018 Meeting Notes**

**6:30 pm**

**DRAFT**

Committee members attending: Alan Comnes (Chair), Ameena Amdahl-Mason, Theo Harper, Kathy Ludlow, Randy Russell, and Evie Zaic.

The meeting was held offsite.

**1. Annual Congregant Survey Wrap Up**

- a. Highlights
  - i. High response: 370 completed
  - ii. Good timing: the survey was done/closed before the Annual Vote (avoided congregant confusion w/ multiple Board-related items out there).
  - iii. marketing off the survey was efficient and successful (except for reaching the younger/ parent audience). Live skit by Ameena and Alan promoting survey on April 15 well received.
- b. Lowlights
  - i. Although statistically significant as a group, the fraction of respondents below age 50 was low
  - ii. Governance committee chair provided specific feedback that it was not given final say on questions and expects to lead the annual evaluation of the ministry next year. Also some friction existed between two committees as to the role of the survey in comparison to the annual evaluation of the ministry.
- c. Follow up:
  - i. Comm Comm isn't planning on any additional work on analyzing the results.
  - ii. "final" response data set (last responses were entered on 5/7), including the standard summary report, to be filed in Drop Box folder.
  - iii. Final results on performance against eight mission elements have been forward to ET at its request.
  - iv. Pposted to Comm Comm web page. ← ACTION ITEM.
  - v. CommComm and Governance Comm to plan for a joint meeting in the fall to coordinate on next year's evaluation of the ministry/survey. As noted in the current board calendar,
    1. To have the survey run in April pretty requires that questions be drafted early Q1.

**2. Spring Congregational Forum--Follow Up and Plans for 2018-2019**

- a. Highlights and lowlights
  - i. Poor turnout. Was scheduled on same day as congregant budget review and other church activities

- ii. Presentation on survey was positive inasmuch as prior years did not see any summary survey results posted until months after the survey closed.
  - b. Action Plan
    - i. Next year (2018-19) forum dates (tentative): October 28, February 24 and June 2. Bill's Q&A's are scheduled for October 13, January 27 and April 28.
    - ii. Although having dates on calendar is good, the need for 3 traditional forums for next year was questioned. Alternative ideas:
      - 1. Have an event compatible with an RE event so that parents can be easily engaged.
      - 2. Combine forum with a budget forum. Theme could be on how "budget expresses our values/mission" Such a forum, if occurred would need to be in February (after a draft received from ET but still early).
    - iii. Comm Comm recommends that topics be discussed / set at summer retreat or by first Board meeting in fall. <- ACTION ITEM
3. **Correspondence/ Moderator Letter**
- a. ACTION ITEM. Randy to draft May moderator letter; publish date for moderator letter is 5/24 and will include results of Annual Vote.
  - b. June Moderator's letter. Idea was floated to have June discuss the Board's work on / examination of privilege and white supremacy culture. ACTION ITEM: Alan to reach out to Privilege Evaluation Team and request a statement / update / or report by early June for inclusion in the June Moderator letter.
4. **Gratitude**
- a. This being her last Comm Comm meeting as a board member, Ameena was acknowledged for her substantial contributions to Comm Comm over the last few years including the years when she was Moderator. Her work on the committee will be missed!

Respectfully submitted,

Alan Comnes



**Privilege Examination Team  
Recommendations to Board of Trustees  
May 18, 2018**

**Group Structure**

The Privilege Examination Team (PET) recommends the Board continue with either the Privilege Examination Team or convert the team to a standing committee of the Board. The advantage of the team structure is the group can function privately without congregant observation/participation. Given the need to delve into the examination of White Supremacy Culture on the Board of Trustees, it may be preferable to keep it a team.

Converting the PET to a standing committee of the Board of Trustees helps to institutionalize and formalize the Board's commitment to the work.

We leave it to the 2018-2019 Board to make a final determination.

**2018-2019 Membership**

These Board members have all expressed interest in joining or continuing the work of the PET: Cindy Cumfer, Theo Harper, Kathy Ludlow, Matt Swafford, and Evie Zaic. Evie has volunteered to lead the group. We recommend that participation in this group be in addition to ongoing membership in one of the other Board standing committees (finance, governance, communications).

**Next Steps for the 2018-2019 Team**

- Clarify what is the purpose of the team.
- Initiate early coordination with Dana Buhl for guidance on focusing the team's work. Determine how the White Supremacy Culture 13-point tool (Jones and Okun, 2001) can be used with the Board and in committee work.
- Follow up on a congregant's question (May 6<sup>th</sup> forum): Can the PET be a model use in other areas of the church?
- Determine how the Board can engage with the new resource curriculum.

**Curriculum for Examination of White Privilege and White Supremacy Culture**

A resource library has been developed for Board members to broaden their understanding. The resources library is in the Board's Dropbox. This library needs to be maintained as new materials become available, especially materials specific to the Unitarian Universalist denomination.

**Use of the Revised Process Observer Form**

- We recommend that all Board members be responsible for process observation and caring for the health of the group.
- There should be a single lead process observer for each Board meeting who is responsible for driving the assessment and actively intervenes as necessary.
- This lead assignment should rotate among all Board members.
- Reassess the Process Observation form every two years and make needed changes as the make-up of the Board changes.

**First Unitarian Church  
Board of Trustees  
Process Observation: Guiding Principles**

**Discipline and Monitoring of Privilege**

- Pause and call out when an issue of White Privilege arises.
- Pause and call out when an issue comes up unexpectedly.
- Each person speaks once. Take turns, don't repeat, use "WAIT" (Why Am I Talking).
- Listen to each other.
- Stay engaged and be attentive.
- Pay attention to group dynamics and the inclusion of all voices.
- Monitor the health of the group, recognize our needs.

**Respect and Honesty, with ourselves and others**

- Ask questions when you need clarification.
- Be kind and compassionate with one another.
- Be willing to hear and respond to others.
- Be together in trust.

**Healthy Conflict: It's OK to not always agree**

- Confront the heart of conflict rather than avoiding discomfort or focusing on positive intentions.
- Be honest with our feelings and words and be willing to make mistakes.
- Disagree respectfully. Be productive with disagreements and make 1:1 contact when appropriate.
- Take ownership of your own thoughts and feelings.
- Trust that others can handle what they hear.
- If a situation seems uncomfortable, ask questions.
- Set boundaries when necessary.

**Functional:** Use a "Parking Lot" to help discussions stay on track

## GOVERNANCE COMMITTEE MINUTES

Chair: Cindy Cumfer

DATE: May 1, 2018

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## GOVERNANCE COMMITTEE MINUTES

Chair: Cindy Cumfer

DATE: May 24, 2018

COMMITTEE MEMBERS PRESENT: Cindy Cumfer, Chair; Andy Parker, Randy Russell, Matt Swafford, Ameena Amdahl-Mason (honorary member)

COMMITTEE MEMBERS ABSENT: None

GUESTS: Laura Milne, board visitor and Chair of PET

Opening Words: Cindy

TO DO LIST FOR THIS MEETING (Cindy):

1. Contact Tom re: ET assessment
2. Contact ministers/KE about participating in self-evaluation survey
3. Redraft board self-evaluation and worked with Ameena and Randy to get it into Survey Monkey

Cindy reported all To Do's were done. Ta Da!

AGENDA ITEMS:

### **1. ET Annual Report**

Cindy reported that the ET had not yet supplied its annual report but she expected to get it soon. After discussion, the Committee decided that it may need more agenda time on this item than is available in the June meeting.

DECISION: the Committee decided to hold its report on the ET's annual report until September. The Committee will create good questions for board discussion at the board's September meeting.

## **2. Board Self-Evaluation**

The Committee reviewed a Discussion Draft of Report to the Board of Directors on the Board Self-Evaluation 2018, prepared by the Chair, discussed it extensively, and made considerable revisions and additions.

**DECISION:** The Committee agreed to the content of a "Report to the Board of Directors on the Board Self-Evaluation 2018." The Chair agreed to incorporate the Board's changes into the proposed report and distribute it to the board for any final corrections within the next few days. The Committee plans to put the report in the board packet by May 30.

## **3. Future Meeting**

June 13: The Committee decided to cancel this meeting.

Closing Words: Cindy

Next Meeting: Unscheduled

### **TO DO LIST FOR NEXT MEETING:**

1. Cancel June meeting
2. Prepare final Committee report on the Board self-evaluation and mail it to Gov Comm for review; after review and finalization, get into board packet by May 30.

**First Unitarian Church  
Finance Committee Minutes  
May 22, 2018**

**Attending:**

Committee Members: Leila Wrathall, Randy Russell

Board Members and Congregants: Linda Craig, Ed McClaran, Stan Jewett, Ron Jamtgaard

Staff: Zaida Cooper, Kathryn Estey

Committee Members Unable to Attend: Laura Milne, Maryann Roulier

**Call to Order:** Buchan B310, 5:05 pm

**Reading:** Leila provided a reading.

**Date and Time for Next Regular Meeting:** June 26, 2018, 5:00 – 6:30 (if meeting is not needed will cancel)

**Announcements and Reports:**

Leila reviewed Agenda.

**Motions/Approval**

Since there was not a quorum, the April minutes will be sent out via email for a vote. There were no suggested corrections.

**April 2018 Financial Review - Discussion**

<b>April-18</b>	<b>Month</b>	<b>YTD</b>	<b>Budget Month</b>	<b>Budget YTD</b>
<b>Operating Income</b>	\$ 157,876	\$ 1,878,371	\$209,153	\$1,882,123
<b>Operating Costs</b>	\$ 209,283	\$ 1,790,416	\$194,584	\$1,876,695
<b>Reserve Deposits</b>	\$ 3,678	\$ 36,781	\$3,678	\$36,781
<b>Investment</b>	\$ 25	\$ 883	--	--
<b>Buchan Principal **</b>	\$ 5,416	\$ 1,424,260	\$3,697	\$36,969
<b>Net Cash Effect</b>	\$ (60,582)	\$ 9,044	\$ 13,312	\$ (21,412)

**\*\*Note: March receipt**

**& payoff amount** \$ 946,066

**Buchan Principal**


**Payment FY18:** \$ 5,416

- April 2018 financial reports were discussed. Although the monthly income is below the operating costs, things look good. December had a very high pledge level perhaps due to tax changes on charitable deductions. Regardless, there was no drop off in January pledge income.
- Pledge income is slightly above budget as is program income.
- Other income numbers are where they should be.
- Operating costs are higher than budgeted, reflects monthly variability in program expenditures and various repair and maintenance expenditures that occurred in April.



- Buchan Building payoff is reflected.
- YTD is strong, the net cash effect is \$91,531 above budget. May not need to move funds from reserves per budget if this continues.
- A budgeted move of \$59,000 from reserves was not needed due to excellent financial results year to date.

### **Fund Raising Report**

**Fund Raising Report**  **Burn the Mortgage:** 195 gifts; \$458,135 cash received (40%); \$1.154 million pledged. Wells Fargo mortgage was paid off.

**Auction Update 2018:** Zaida said there is still a balance of slightly less than \$7,000 from prior year auctions. Over \$45,000 gross has been pledged for this auction.

**Tentative Plans for Current Auction Project:** Chancel accessibility modifications. Rev. Disrud is working with architect, plans have not yet been fully finalized. Kathryn said it appears that the costs will be less than auction revenues, therefore they will be discussing some other items to use balance of revenues for. May need Finance Committee meeting prior to next Board meeting for approval of the costs for Chancel work.

**NW Academy lease update:** The current lease that ends in July is just shy of \$259,000. There will be a rent increase and increase in space in the proposed new 3-year lease. Kathryn said that they are in the process of finalizing the letter of intent. Increases will be 9.3% in year 1, 3% in years 2 and 3. Per Kathryn, the church would not be getting as good a deal without the assistance of the commercial realtor who was engaged to assist with the negotiations. He suggested that the church not automatically agree to negotiate a lease renewal with NW Academy at the end of 3 years just in case something changes and the church wants to do something different. The realtor will be paid once the lease is signed. NW Academy did request recently that it be allowed to pay the current rate in FY 2018-19 since it is already in the budgeting process for the upcoming FY. In FY 2019-20 it will pay the church the amount it is deferring plus the negotiated increase. The church has agreed to this. Kathryn will send Leila a copy of the updated letter of intent so that a vote by email can be conducted prior to the June 7<sup>th</sup> meeting. This will be put on the June Board agenda for approval. Good work Kathryn!

**Energy Efficiency Project:** Linda Craig presented an Energy Efficiency Project proposal (attached) she has been working on and discussing with Kathryn and Jason. There are basically 2 parts to the proposal, a lighting upgrade and an HVAC replacement. The ET generally supports the proposal. The lighting would pay for itself in energy savings; lighting is above 26% of the church's electricity needs and 10% of energy consumption. Jason has already started implementing some aspects of the lighting upgrades. If the lighting is implemented by August 18, 2018, the church could get a \$12,000 incentive payment, which Linda has factored into the cost estimates.

The HVAC would not completely pay for itself, however, the church currently has an obsolete HVAC system that will need to be replaced, so there are additional considerations. The boiler had its seals replaced 10 years old (per Stan) and under this proposal would just support Elliot Building. The entire project would cost around \$268,000 and per the proposal financing would be arranged through PropertyFit, a program through Prosper Portland (formerly PDC). The financing is secured with a lien on the buildings and would probably be at about 6.7%.

Discussion: There was support for the project. The lighting project is fairly straightforward and can be implemented readily by August 18, 2018, per Linda and Kathryn based on discussions with Jason. The estimated \$79,000 can potentially be financed through church reserves.

The HVAC proposal needs to be fleshed out some more, especially the rationale/need and financing. The sense of the people at the meeting is that we are not interested in rushing into a project that would require putting a lien on the buildings after just paying off the Buchan mortgage. Different options for financing were

discussed including utilizing church reserves, next year's auction revenues, talking to the Foundation, and/or some combination of these and other options. Kathryn will take this to ET for further consideration.

**Finance/Budget Forum:** Leila is looking at September and May for regular forums, probably only one that would be between services given low attendance this year. She discussed suggestion that one of the church Board forums, probably February one, be focused on the budget. There was agreement around this, with idea that it might be used to further explanation of mission-based budgeting and how social justice work plays into budget process. The other 2 forums would be the usual format.

**Posting ET salaries:** Kathryn said that the ET salaries should be finalized this week. We discussed creating a link from line item for payroll to the ET salaries; also creating a link to an FAQ on the how to find out about the budget, including ET salaries and probably putting link on the Finance Committee website. Would also include a related salary table that was developed after the Board's salary committee meets.

Leila did a closing reading on kindness. Randy volunteered for June meeting.

Meeting adjourned at 6:40 pm.

Minutes submitted by Leila.

**Christopher Eugene Alexander Construction L.L.C.**

2792 SE Condor Avenue

Gresham, Oregon 97080

May 2018

First Unitarian Church  
1211 SW Main Street  
Portland, Oregon 97205

Scope of work: Demo stage carpet. Demo stage steps. Demo walls for new door. Remediate tile floor.  
Re-build stage. Add new stairs to stage. Add new stairs and ramp to existing hallway.  
Provide and install new door with crash bar. Provide and install new stage carpet.  
Provide and install new flooring in new hallway. Provide and install metal handrail.  
Provide and install drywall where needed. One sheet rocked finished opening.  
Provide labor only for re-installation of stage wall cap.

Exclusions: Any electrical or low voltage needed. Painting of full stage area, walls and ceiling.  
Finish trim materials for stage cap and front of stage walls.

Materials &	VCT tile remediation	= \$ 4,000.00
Labor	All other demo	= \$ 3,000.00
	New door with crash bar, trim and installed	= \$ 2,500.00
	Framing labor and lumber	= \$ 7,000.00
	Metal handrail painted and installed	= \$ 3,000.00
	Drywall, patch, tape and textured	= \$ 3,000.00
	Carpet and labor guestimate only	= \$ 7,000.00

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Total = \$ 29,500.00

<b>First Unitarian Church</b>							
<b>Year-To-Date Operating Summary</b>							
<b>4/30/2018</b>							
	<b>ACTUAL OPERATIONS YEAR TO DATE 4/30/2018</b>	<b>ACTUAL OPERATIONS YEAR TO DATE 4/30/2017</b>	<b>ACTUAL VARIANCE FY 2018 TO 2017</b>	<b>BUDGET YEAR TO DATE 4/30/2018</b>	<b>BUDGET VARIANCE 4/30/2018</b>	<b>ANNUAL BUDGET FY2018</b>	
<b>Church Operations</b>							
<b>Operating Income</b>							
Pledge Income	1,248,635	1,227,606	21,029	1,201,170	47,465	1,380,245	
Contributions	99,154	115,856	(16,703)	104,400	(5,246)	115,000	
Program Income	140,414	148,026	(7,612)	112,779	27,635	178,408	
Rental Income	358,101	349,171	8,929	374,647	(16,546)	447,676	
Other Income	32,067	35,956	(3,888)	30,127	1,940	37,500	
Transfer from Foundation						50,000	
Transfer In	-	-	-	59,000	(59,000)	72,200	
<b>Total Operating Income</b>	<b>1,878,371</b>	<b>1,876,615</b>	<b>1,756</b>	<b>1,882,123</b>	<b>(3,752)</b>	<b>2,281,029</b>	
<b>Operating Costs</b>							
Payroll Expenses	1,197,997	1,182,823	(15,174)	1,289,848	91,851	1,550,010	
Reimbursible Expenses	14,164	30,002	15,838	-	(14,164)	-	
Occupancy Expense	219,499	209,678	(9,821)	230,408	10,909	293,500	
Program Expense	250,369	227,054	(23,314)	239,959	(10,409)	325,215	
Rental Expense	10,939	8,699	(2,240)	15,683	4,744	18,820	
Administration Expense	51,322	36,201	(15,120)	45,393	(5,929)	48,710	
Interest Expense	46,074	52,818	6,745	51,904	5,830	62,285	
Other Expense	53	4,175	4,122	3,500	3,447	4,200	
<b>Total Operating Costs</b>	<b>1,790,416</b>	<b>1,751,451</b>	<b>(38,965)</b>	<b>1,876,695</b>	<b>86,279</b>	<b>2,302,740</b>	
<b>Net Church Operations</b>	<b>87,955</b>	<b>125,164</b>	<b>(37,209)</b>	<b>5,427</b>	<b>82,527</b>	<b>(21,711)</b>	
<b>Reserve Account Deposits</b>							
Annual Operating Reserve	36,781	40,005	3,224	36,781	-	-	
<b>Total Reserve Deposits</b>	<b>36,781</b>	<b>40,005</b>	<b>3,224</b>	<b>36,781</b>	<b>-</b>	<b>-</b>	
<b>Net Church Operations After Reserve Deposits</b>	<b>51,174</b>	<b>85,159</b>	<b>(33,985)</b>	<b>(31,353)</b>	<b>82,527</b>	<b>44,137</b>	
<b>Investment Income</b>							
Dividend & Interest Income	883	1,309	(426)	-	883	-	
Unrealized Stock Gain (Loss)	(53)	(583)	530	-	(53)	-	
<b>Net Investment Income (Loss)</b>	<b>830</b>	<b>726</b>	<b>104</b>	<b>-</b>	<b>830</b>	<b>-</b>	
<b>Operating Surplus (Deficit)</b>	<b>52,004</b>	<b>85,885</b>	<b>(33,881)</b>	<b>(31,353)</b>	<b>83,357</b>	<b>-</b>	
Buchan Principal Payment including FY18 funded + Burn the Mortgage	1,424,460						
Budgeted loan payment	42,960	76,255	(33,295)	36,969	5,991		
<b>Total Loan Payment</b>	<b>42,960</b>	<b>76,255</b>	<b>(33,295)</b>	<b>36,969</b>	<b>5,991</b>	<b>44,363</b>	
<b>Net Cash Effect</b>	<b>9,044</b>	<b>9,630</b>	<b>(586)</b>	<b>(68,323)</b>	<b>77,367</b>	<b>-</b>	
Special Projects Funded	14,164	30,002	(15,838)	-	14,164		
<b>Adjusted Net Cash Effect</b>	<b>23,208</b>	<b>39,632</b>	<b>(16,424)</b>	<b>(68,323)</b>	<b>91,531</b>	<b>-</b>	
<b>Allocation from FY17 Annual Op Reserve</b>						<b>24,003</b>	
<b>Payroll Adjustments</b>						<b>86,208</b>	
<b>End of Year Net Cash Effect</b>						<b>0</b>	

<b>First Unitarian Church</b>						
<b>Monthly Operating Summary</b>						
<b>4/30/2018</b>						
		<b>ACTUAL OPERATIONS CURRENT MONTH</b>	<b>OPERATIONS PREVIOUS MONTH</b>	<b>OPERATIONS MO to MO VARIANCE</b>	<b>BUDGET CURRENT MONTH</b>	<b>BUDGET VARIANCE</b>
<b>Church Operations</b>						
	<b>Operating Income</b>					
	Pledge Income	100,911	98,742	2,170	96,451	4,461
	Contributions	6,437	5,285	1,152	6,095	342
	Program Income	11,181	10,416	765	8,878	2,302
	Rental Income	36,658	31,892	4,766	36,515	143
	Other Income	2,689	2,744	(55)	2,215	474
	Transfer In	-	-	-	59,000	(59,000)
	<b>Total Operating Income</b>	<b>157,876</b>	<b>149,080</b>	<b>8,797</b>	<b>209,153</b>	<b>(51,277)</b>
	<b>Operating Costs</b>					
	Payroll Expenses	122,632	120,264	(2,368)	128,984	6,352
	Reimbursible Expenses	-	872	872	-	-
	Occupancy Expense	35,498	26,063	(9,435)	22,346	(13,152)
	Program Expense	42,215	23,875	(18,341)	26,457	(15,759)
	Rental Expense	1,401	622	(779)	1,568	167
	Administration Expense	3,935	4,307	372	3,571	(363)
	Interest Expense	3,602	3,168	(434)	5,190	1,589
	Other Expense	-	-	-	350	350
	<b>Total Operating Costs</b>	<b>209,283</b>	<b>179,170</b>	<b>(30,113)</b>	<b>188,467</b>	<b>(20,817)</b>
<b>Net Church Operations</b>		<b>(51,407)</b>	<b>(30,091)</b>	<b>(21,317)</b>	<b>20,687</b>	<b>(72,094)</b>
	<b>Reserve Account Deposits</b>					
	Annual Operating Reserve	3,678	3,678	-	3,678	-
	<b>Total Reserve Deposits</b>	<b>3,678</b>	<b>3,678</b>	<b>-</b>	<b>3,678</b>	<b>-</b>
<b>Net Church Operations After Reserve Deposits</b>		<b>(55,085)</b>	<b>(33,769)</b>	<b>(21,317)</b>	<b>17,009</b>	<b>(72,094)</b>
<b>Investment Income</b>						
	Dividend & Interest Income	25	25	0	-	25
	Unrealized Stock Gain (Loss)	(105)	52	(158)	-	(105)
<b>Net Investment Income (Loss)</b>		<b>(81)</b>	<b>77</b>	<b>(158)</b>	<b>-</b>	<b>(81)</b>
<b>Operating Surplus (Deficit)</b>		<b>(55,166)</b>	<b>(33,691)</b>	<b>(21,474)</b>	<b>17,009</b>	<b>(72,175)</b>
	Buchan Principal Payment	5,416	5,719	(303)	3,697	1,719
	Mar receipt + payoff amount**	940,650	10,200	930,449	-	-
<b>Total Loan Payment</b>		<b>946,066</b>	<b>15,919</b>	<b>930,146</b>	<b>3,697</b>	<b>942,369</b>
<b>Net Cash Effect</b>		<b>(60,582)</b>	<b>(39,410)</b>	<b>(21,171)</b>	<b>13,312</b>	<b>(73,894)</b>
	Special Projects Funded	-	872	(872)	-	-
<b>Adjusted Net Cash Effect</b>		<b>(60,582)</b>	<b>(38,539)</b>	<b>(22,043)</b>	<b>13,312</b>	<b>(73,894)</b>

<b>First Unitarian Church</b>					
<b>Dashboard Report</b>					
April 2018					
<b>CAMPAIGN MONTHLY TRACKING</b>					
<b>Pledge Drive Statistics</b>	<b>2018 Campaign</b>	<b>2017 Campaign</b>	<b>2016 Campaign</b>		<b>2015 Campaign</b>
<b>As Of</b>	<b>04/30/18</b>	<b>04/30/17</b>	<b>04/30/16</b>		<b>04/30/15</b>
<b>All Members--</b>					
Pledge Goal	1,459,000	1,545,000	1,500,000		1,425,000
Pledges Received	1,447,179	1,416,741	1,503,180		1,397,893
				JBAH	114,135
Percent of Goal	99.19%	91.70%	100.21%		98.10%
Pledging Households	950	976	960		1,010
Average Pledge Received	1,523	1,452	1,566		1,384
Payments Received	620,198	58,058	610,479		613,660
Justice Begins At Home Received			-		35,255
Total					
Percent of Pledge	42.9%	4.1%	40.6%		43.9%
<b>Attendance</b>	<b>***Apr'18</b>	<b>***Apr'17</b>		<b>**Apr'16</b>	<b>Apr'15</b>
For the month (in sanctuary + livestream)	4,343	4,514	-3.79%	2,924	3,692
Total LiveStream (included above)	696	566	22.97%	214	196
Total for the Fiscal Year	30,880	32,274	-4.32%	33,171	30,887
Average per Sunday for month	869	903	-3.79%	731	923
Average per Sunday YTD	702	717	-2.14%	771	718
** = 5-Sunday month					
Christmas Eve services; snow day					
<b>New Members</b>	<b>Jul '17 - Apr '18</b>		<b>Jul '16 - Apr '17</b>		
Enrolled	58	-19.44%	72		
Number of Pledges Received	41	-30.51%	59		
Total Amount of Pledges Received	29,762	-25.17%	39,771		
Average Pledge	726	7.69%	674		
<b>Plate Contributions</b>	<b>FY18</b>	<b>Recipient(s)</b>		<b>FY18</b>	<b>Recipient(s)</b>
Jul	2,971	Muslim Educ Trust; Partner Church	Jan	3,403	Friends Stay Warm
Aug	2,795	Family Forward OR; Chesney Fund	Feb	10,736	BLUU (100%)
Sep	4,902	Street Roots, UUSC Harvey	Mar	4,279	Mosaic, UUVJ,COA, Poor People's
Oct	6,191	UUUNO, PHFS, Hispanic Fed	Apr	4,592	Just Transition; YRUU
Nov	2,676	Q Center	May		
Dec	7,677	Call to Safety, FirstU Emergency Fund	Jun		
			Fiscal YTD	50,222	



# First Unitarian Church

## Statement of Cash Flows

For the Month Ending 4/30/2018

<b>Beginning Cash &amp; Equivalents Balance</b>	<b>1,435,797.64</b>
<b>Receipts</b>	
Pledges & Contributions Received	107,348.47
Events/Weddings/Memorials	1,990.00
Rents Received	34,667.70
Program Receipts	27,113.72
Special Events	136.00
Miscellaneous Receipts	2,947.77
Interest/Gain-Loss on Investments	170.18
Increase/Decrease Accounts Receivable	4,061.00
Restricted Fund Receipts	16,840.00
Buchan Building Receipts	843,257.22
<b>Total Receipts</b>	<b>1,038,532.06</b>
<b>Payments</b>	
Payroll/Taxes/Benefits	(122,631.99)
Operating Expenses	(64,299.54)
Program Expenses	(33,346.23)
Special Events	(625.00)
Increase/Decrease Prepaid Expenses	2,587.26
Acquisition of Property & Equipment	380.00
Increase/Decrease Accounts Payable	9,944.73
Reserve Transfers	(3,392.01)
Miscellaneous Expenses	(6,871.35)
Wells Fargo Buchan Building Loan	(946,065.70)
<b>Total Payments</b>	<b>(1,164,319.83)</b>
<b>Net Cash In/(Out)</b>	<b>(125,787.77)</b>
<b>Ending Cash &amp; Equivalents Balance</b>	<b>1,310,009.87</b>



**First Unitarian Church**  
**Balance Sheet**  
**Operating Fund**  
**4/30/2018**  
ASSETS

Cash

Petty Cash	500.00
Wells Fargo Checking	287,545.80
Wells Fargo Money Market	575,622.79
Wells Fargo Required Loan Reserve	111,828.16
Wells Fargo Tax Rebate	42,593.66
Wells Fargo Justice Begins at Home	14,290.98
OnPoint Anniversary	14,958.74
WF Sleger's Fund for Music Ministry	32,604.76
Rental Income Reserve	60,000.88
Wells Fargo MM SUI	20,946.74
Investments	<u>149,117.36</u>

Total Cash 1,310,009.87

Current Assets

Prepaid Expenses	4,998.00
Prepaid Insurance	4,021.76
Accounts Receivable Events/Weddings/ Memorials	19,667.00
Pledges Receivable Pledges	725,828.54
Pledge Receivable Allowance Uncollectable	(110,205.13)
Bookstore Inventory	<u>21,335.50</u>

Total Current Assets 1,975,655.54

Fixed Assets

Furniture & Equipment	522,081.56
Property 1011 SW 12th	1,070,285.58
Property 1211 SW Main St. Sanctuary	758,685.24
Property SW Salmon	6,993,838.75
Property 1030 SW 13th House	28,000.00
Property 1126 32 SW 13th Outside In Real Estate	332,755.00
Property 1034 SW Main Office	483,545.50
Improvements	1,807,193.83
Accumulated Depreciation	(4,683,640.85)
Lease Origination Costs	15,000.00
Accumulated Amortization	<u>(4,646.00)</u>

Total Fixed Assets 7,323,098.61

Other Assets		<hr/>
TOTAL ASSETS		<u>9,298,754.15</u>
LIABILITIES & FUND BALANCES		
Current Liabilities		
Accounts Payable		29,099.71
Accounts Payable Foundation		(8,504.11)
Events/Weddings/Memorials Clearing		38,282.31
Accrued Vacation		69,308.77
WB Fund Payable		113.54
Section 125 W/H Health Benefits		67.43
		<hr/>
Total Current Liabilities		128,367.65
Long Term Liabilities		
Wells Fargo Buchan Building Loan		(1,170.08)
Deferred Lease Revenue		383,956.00
		<hr/>
Total Liabilities		511,153.57
Fund Balances		
Fund Equity Operating		302,412.86
Fund Equity General Capital		165,246.28
Fund Equity Salmon Street		592,187.80
Fund Equity Buchan Building		5,141,260.96
Fund Equity Commemoration		17,695.89
Fund Equity		40,342.26
Fund Equity MJS Lecture Series		114,345.81
Fund Equity Hessler Deale		26,285.84
Fund Equity Hollingsworth Anniversary Fund		14,922.56
Fund Equity Program Designate		212,213.62
Fund Equity Mark Sleger's Fund for Music Ministry		32,597.46
Rental Income Reserve		60,000.88
Fund Equity Pledges		(3,511.76)
Reserved Funds		685,453.60
Profit (Loss) Year to Date		1,377,411.67
Unrealized Gains (Losses)		8,734.85
		<hr/>
Total Fund Balance		<u>8,787,600.58</u>
TOTAL LIABILITIES AND FUND BALANCES		<u>9,298,754.15</u>

<b>First Unitarian Church</b>			
<b>Notes to Financials -March 2018 (department transactions greater than \$2,000)</b>			
<b>OPERATING INCOME</b>			
	Pledge income	YTD surpassed budget; still Dec 2017 effect	47,465
		monthly receipts also above budget	4,461
		underbudget for the year	-5,246
	Program Income		
	Scrip		3,365
	Adult classes		2,276
	Bookstore	sale during PNW regional assembly	4,153
	Rental Income		
	Tenants		26,604
	Events		6,938
	Other Income		
	Sexton reimbursement from renters' events		2,445
<b>OPERATING COSTS</b>			
	Occupancy		
	Utilities		7,139
	Contract services		3,771
	Repair & Maintenance		18,615
	Program Expenses		
	Scrip		4,442
	Raiser's Edge annual fee	congregants' database	4,818
	Adult progrm retreats		4,340
	Guest Musicians	for Vivaldi concert	2,400
	Miscellaneous Ministry expense	CRE consultants services	6,382
<b>PAYROLL</b>			
	Monthly	see notes from previous months	
<b>DASHBOARD</b>			
	New members		1
	New pledges received		1
<b>CASH/SECURITIES BALANCE</b>			
	Rental Income Reserve	new account set-up per FY17 ending memo	60,000
	Chesney-Deale (intern minister)	added Deale to the title; received contribution to the fund	15,000
	MJS Lecture Series	Sewell lecture net expenses	(5,442)
	Auction Fund		
	(in Program Designated)		
		Auction Balance	6,478
	Buchan Building Capital		
		Balance as of 3/30/18	139,890.15
		Principal loan payment from March Burn the Mortgage	(137,780.15)
		pledge payments	
		Burn the Mortgage payments received	39,982.22
		Receipt from original pledge	275.00
		Balance as of 4/30/18	42,367.22
	Buchan Building Loan		
		Wells Fargo estimated pay-off amount as of 4/23/18	
		plus 12 days of interest	802,965.84
		Amount wired from Foundation's Schwab account, 4/27/18	803,000.00
		Actual pay-off amount per 4/27/18 statement	801,829.92
		Expected adjustment from Wells Fargo	1,170.08
		Account balance	zero

*A Joyful Evening:*  
*Celebrating Cathy Cartwright-Chow*

Saturday, June 9, 5:00 pm - 8:00pm

Eliot Center – Buchan Reception Hall

1226 SW Salmon St., Portland OR 97205

Please join us in celebrating Cathy Cartwright-Chow's retirement after 15 years as First Unitarian Church's Director of Family Ministries and 30 years as a religious educator in our broader faith.

We will gather for a family-friendly potluck dinner, kids' activities, tributes, music and a few surprises! The evening will conclude with a cake-and-ice-cream bar.

**RSVP by June 1 to [cathysretirement@firstunitarianportland.org](mailto:cathysretirement@firstunitarianportland.org)**

Please help coordinate our potluck dishes by [clicking here](#)

and listing your dish.

We want to honor Cathy with a wonderful retirement gift.

To contribute, [please click here](#).

# MEMO

**May 31, 2018**

**TO: Board of Trustees**

**FRM: Executive Team**

**RE: Proposal: Energy Efficiency Projects**

Following this memorandum is the document “Energy Efficiency Projects via PropertyFit” dated May 17, 2018. It proposes two projects that were identified by an Energy Trust of Oregon audit as offering significant cost-effective reduction in our energy consumption. Both projects were discussed at the May 22 Finance Committee meeting.

The Finance Committee fully supported the LED/lighting project. It makes financial sense and, per discussions with Jason Chapman, can be readily implemented by August 18, 2018—the date by which the project must be completed to receive the \$12,000 incentive. The estimated cost for this project is \$79,000 (including the \$12,000 incentive). As noted by committee members, it could be financed entirely through church reserves. The Finance Committee approved this project, and asked the ET to offer a financing proposal.

(More discussion is needed on the HVAC proposal so we’re not prepared to act on that right now.)

Proposal:

The E.T. proposes funding the LED/lighting project with funds in the Required Loan Reserve Acct #1012-10. This account had an April 30 balance of \$111,828. This was the account that Wells Fargo required us keep in reserve during the first several years of our mortgage.

- Bill, Tom & Kathryn

**The Project.** The proposal is to install two energy efficiency improvements in the church buildings. These improvements were identified by an Energy Trust of Oregon audit as being of highest priority for cost-effective reduction in energy consumption.

1) LED Lighting. Bulb replacement with LED lamps where controls have already been installed and new LED integrated fixtures throughout the rest of the church’s buildings.

2) Modernize heating and controls for the Main Street Sanctuary by separating its heating from the Eliot boiler. Four small gas boilers with ducted air return will be installed in the Sanctuary. Outside air for the boilers will be pre-heated by coming through the duct system with high efficiency variable electric fans.

**Benefits.** New lighting will save electricity while providing better quality lighting and reducing cooling loads from waste heat. The estimated energy savings are about \$9,000 in the first year and the estimated payback period is 8 years from this improvement.

The new heating system will result in estimated energy savings of more than 30% of our total energy requirements. The sanctuary will be brought to a comfortable temperature much more quickly, and heat will be more evenly distributed throughout the sanctuary. The new system will provide limited cooling when outdoor air temperatures are cooler than indoors.

**Cost and financing.** Financing will be arranged through PropertyFit, a program through Prosper Portland (formerly the Portland Development Commission), Multnomah County and the Energy Trust of Oregon. PropertyFit provides Multnomah County commercial property owners with long-term financing to install approved improvements with payments scheduled over the estimated useful life of the improvements. The financing is secured with a lien on the buildings.

**Partners.**

- 1) Energy Trust of Oregon has completed an energy audit, estimated the energy savings, and proposed the measures to be installed.
- 2) Prosper Portland promotes and administers the program, enrolls contractors and prepares the contract and loan documents.
- 3) Redds Electric will install the lighting improvements.
- 4) Imagine Energy is the installer for the HVAC system.

**Cost and Cash flow.** After the estimated Energy Trust of Oregon incentive of about \$20,000, the total cost of the two projects will be \$268,000. PACE financing over 18 years at 6.5% interest per year will cost a total of \$459,000, and project savings are estimated to be \$324,000 over the 20 year estimated life of the projects, a difference of \$135,000. PACE payments in excess of

estimated energy savings will be about \$9,500 per year initially. This difference is expected to decrease annually as energy costs increase.

Energy savings and environmental improvements. The projects are expected to save 26% of the church's total electrical consumption and 50% of natural gas consumption, combined savings of 40.5% of energy consumption. With the solar project already planned, the church will save about half of energy loads over 2015 consumption.

Choices for proceeding:

- 1) Do the entire project with costs and savings as described in this outline.
- 2) Do lighting only. The lighting project would cost \$79,000. PACE payments over the 15 year finance period would be \$124,222, and projected savings would be \$156,000. The church's cash flow would be positive from the first year (savings over financing). Lighting alone is estimated to save 26% of our electricity needs and 10% of energy consumption for the church overall.
- 3) Do the entire project with a down payment to minimize negative cash flow in future years. A down payment of \$96,000 would result in financing \$169,000. Projected savings would be \$324,000 and PACE payments would total \$289,000. After the down payment, cash flows would be positive each year.

May 24, 2018

From: Executive Team

To: Board of Trustees

Annual Executive Team "Monitoring Report"

**We have attempted to better organize the information in this report to connect the church mission and the vision statement and the five-year goals set by the board. The report will begin with the overview statement of the church year that was part of the annual ballot that went to voting members in April. Following that will be specific highlights under each of the five-year goals. Next will be the mission elements as currently articulated by the board, our interpretation of those elements, our assessment and results of the congregational survey on each element. The report will include an index of key indicators in the life of the church. Many of those will be updated in August to reflect data for the entire fiscal year 2018. Finally you'll see a link to a detailed report on the Music Program from this year. This "deeper dive" is intended to highlight the year in one key area of church life.**

### **First Unitarian Church of Portland Mission**

The mission of First Unitarian Church is to create a welcoming community of diverse individuals; to promote love, reason and freedom in religion; to foster lifelong spiritual growth; and to act for social justice.

### **Church Vision Statement**

First Unitarian Church is a beacon of hope for us and for our community, a spiritual center in the heart of our city that helps each of us to find our moral compass, calling and challenging us to build the beloved community with an ever deepening sense of spirit, diversity and inclusion.

### **Board's 5-year goals**

1. Focus on collaborative governance, revising policies for clarity and brevity and creating linkages between the Congregation, the Board, and the Executive Team.
2. Increase church funding through enhanced giving, including goal to reduce or retire the Buchan Building mortgage.
3. Make a cultural transition from program-focused church to mission-driven church, with priority on building beloved community between generations.
4. Develop a long-term plan for development and sustainability of church campus given changing dynamics of West End and downtown Portland



## Overview of year

*Letter from Bill Sinkford and Randy Russell that was included in the Annual Ballot mailing in April:*

### **Toward the Beloved Community: First Unitarian 2017-18**

Transitions have continued with the challenges they pose, but a growing sense of accomplishment and energy is the more important story in this church year.

Successful “all-church” events on immigration, environmental justice (Sewell Lecture) and our on-going focus on the culture of white supremacy (Seminary for a Day) are signs of deepening reflection and engagement. Greater collaboration is becoming the norm for our dedicated staff. Our role as host and as partner for community groups continues to fill our campus.

Intentional efforts by the Board of Trustees through their Forums and Bill’s quarterly Q&A’s have increased access to information about decision-making and provided welcome new channels of communication. The Board completed revision of a number of our governing policies after several years of reflection.

Staff transitions have continued this year as we knew they would. Dana Buhl has recently been selected as permanent Social Justice Director, allowing us to build on her very effective year as Acting Director. Cathy Cartwright-Chow announced her retirement at the end of this church year, following 15 years of wonderful service. (We expect to announce the appointment of an Interim Director of Religious Education soon.) Mary Gear’s service as Acting Assistant Minister, while supervising our Adult Programs, has laid the ground work for a new imagination for Lifespan Faith Development.

Worship continues to lead us, with changes to our liturgy well established and our multi-faceted music ministry continuing to thrive under DeReau Farrar’s leadership. Attendance has maintained its high level of last year<sup>1</sup> with virtual attendance now representing 15% of the total on an average Sunday, sometimes higher. Coming of Age and Our Whole Lives (OWL) classes reached record size.

The Annual Fund Drive reached its goal for the first time in several years, making up partially for the significant shortfall last year. The success of the Burn the Mortgage effort is one of the major accomplishments of the year and will remove a significant expense going forward. However, we will continue to use reserves as we navigate staff transitions. We need to continue the excellent progress made this year toward financial sustainability.

As the church year draws to a close, positive energy continues to shape our congregational life. Change will continue in the years ahead, but we have solid positive energy to build on as we continue to work toward the Beloved Community at First Unitarian.

We are both grateful for the privilege of serving.

Board moderator Randy Russell and Senior Minister Bill Sinkford

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<sup>1</sup> See attendance chart in Appendix. Further analysis of the most current attendance data shows a slight drop in attendance through April.

## **Additional reporting on each of the five-year goals:**

**Goal #1:** Focus on collaborative governance, revising policies for clarity and brevity and creating linkages between the Congregation, the Board, and the Executive Team.

- Board approved extensive revision of policies to simplify and clarify.
- Board and Executive Team have worked to clarify roles, build trust throughout the year.
- Board and ET have been intentional on linkages with congregation, especially through Board forums and Question and Answer sessions with Bill Sinkford.

**Goal #2:** Increase church funding through enhanced giving, including goal to reduce or retire the Buchan Building mortgage.

--Burn the Mortgage effort began when the Foundation Stewards decided to make the generous bequest of a home in NE Portland into a challenge to pay off the mortgage on the Buchan Building that was held by Wells Fargo Bank. Congregant gifts raised a total of \$1,150,000 (as of 5-16-18) in the effort. While many people worked hard on this effort, the relative ease of the campaign is a sign of generosity in the congregation.

--The 2018 Annual Fund Drive is expected to reach goal of \$1,459,000. Pledges received as of 4-30-2018: \$1,447,179.10 (91.2% of goal). Average pledges received between April 30 and Dec. 31 in the previous three years: \$15,847. Assuming this holds true, achieving or exceeding our goal is probable. (See Appendix for further statistics and comparisons to past years.)

--New three-year lease was successfully negotiated with Northwest Academy with an increase in revenue and no reduction in space rented.

**Goal #3:** Make a cultural transition from program-focused church to mission-driven church, with priority on building beloved community between generations.

--Staff meetings have been reorganized to increase communication and work between program areas. Program leaders (ministers, religious educators, Music director, Social Justice director and Church Administrator) meet weekly to guide ministry of the church.

--On Homecoming Sunday, Sept. 10, church held a multi-generational rally on Main Street as a prelude to a march against hate in a downtown park.

--On Jan. 7, 130 congregants attended an all-church dialogue on Sanctuary

--This year there has been more coordination and collaboration among programs, especially between adult programs and social justice program.

--More programs have offered child care to increase accessibility for families.

--As an example of work to be more intentional about how programs are connected to church mission, Adult Program Committee decided to not continue annual book sale.

--In response to the #MeToo movement, women on the staff came together and organized a service in December.

--Call to challenge White Supremacy Culture has happened in church in a number of ways including Board work on privilege, Book groups to discuss topic and Robin DiAngelo as the keynote or Seminary for a Day discussing concept of white fragility.

--The Sewell Lecture this year featuring Jacqueline Keeler was part of a broader and deeper engagement with leaders, often young women of color, from front line, marginalized communities. Our land recognition statement is a tangible sign of our growing awareness and relationship with these communities.

--Church will have annual themes for the next three years that come directly out of the church vision statement (A Moral Compass, Beloved Community and A Spiritual Center). Monthly themes will continue and will be connected to those annual themes. The annual themes will be reflected in things like annual fund drive theme, Seminary for a Day speakers, etc.

--In addition to Goal #3's "building beloved community between generations" here at First Unitarian, we also aim to build beloved community beyond our walls through the developing of community partnerships. Go to [www.tinyurl.com/1stu-community-partners](http://www.tinyurl.com/1stu-community-partners) to see the list of organizations and community groups that our Social Justice Program has supported this church year.

**Goal #4:** Develop a long-term plan for development and sustainability of church campus given changing dynamics of West End and downtown Portland.

--Bill Sinkford signed on to a letter to City Council regarding proposed West End zoning changes calling leaders to prioritize needs of marginalized residents.

--This goal is a work in progress as we continue to study in person and online attendance and parking needs. This year we have scheduled more programming on Sundays based on feedback from the congregation who tell us that coming downtown on weekdays and weeknights is not as convenient as it once was.

--A great deal of work has been done this year around a long-range staffing plan for the church which will be a key factor in the long term sustainability of the congregation.

--Long-term sustainability also assumes regular and sustainable rental income from our community partners. Successful renegotiation of the Northwest Academy lease is part of that effort.

Final note on work with five year goals: Program leaders identified the following challenges:

--Looking to the future, there is a need to devote more resources to ministry to millennials and young adults.

--Sustainable funding for ministry of church. While the church has made significant progress towards this goal—in particular with the Burn the Mortgage effort this year—there continues to be a gap between our aspirations and our capacity to support them.

--Need to manage ongoing staff transitions.

**Elements with ET interpretation and assessment along with survey results.**

\* Survey results are on a five-point scale. With one exception congregant rankings on their experience of how we are doing on each mission element was up from last year. More than 300 congregants took this year’s survey compared to about 100 last year. It should be noted that with the discrepancy in sample size, numerical comparisons are far less reliable. We would also mention that the general “spirit” in the congregation was a lot more positive this year than last.

**1) Is a welcoming and loving community that provides a safe haven where a diverse people of various ages and cultures may gather to build nurturing relationships.**

E.T. Interpretation: We interpret this element to mean that the church, through its worship life, programs, institutional goals and policies, models radical hospitality to welcome the diversity of people who come through its doors and offer them opportunities to grow spiritually once they are here. It will strive to support people on their life journey through pastoral care and through one-on-one and group interactions. It will strive to build the Beloved Community through a variety of group experiences and will be intentional in its work to be anti-racist and multi-cultural. It will establish policies to insure that the church is a safe place for everyone, and particularly those who are the most vulnerable.

E.T. Assessment: We believe we are in reasonable compliance with this aspirational Element of our Mission. We note our collective reflection on White Supremacy Culture continues to reveal that this is a work in progress.

Measures/Indicators:

2018	2017	2016	2015	2014	2013	2012
3.88	3.68	3.98	3.92	4.11	4.18	3.93

**2) Is a congregation that nurtures the human spirit, in its rich diversity, and creates the Beloved Community in which each person is safe to grow and serve.**

Interpretation: First Unitarian offers opportunities, across the lifespan, for learning and understanding grounded in UU values. We also provide forums for exploring difficult contemporary religious issues.

E.T. Assessment: We continue to move into greater compliance with this element as we move towards more mission-focused lifelong faith formation approach.

Measures/Indicators:

2018	2017	2016	2015	2014	2013	2012
3.99	4.04	4.18	4.26	4.43	4.54	4.48

**3) Enhances the capacity of congregants, of all ages, to engage the world and transform it, grounded in UU values.**

E.T. Interpretation: First Unitarian offers excellent quality worship and programming that not only nurtures/affirms, but also inspires/challenges congregants to spiritual depth.

E.T. Assessment: We believe we are substantially in compliance—acknowledging that we are meeting the needs of some groups more than others.

Measures/Indicators:

2018	2017	2016	2015	2014	2013	2012
4.06	3.83	4.28	4.26	4.39	4.53	4.47

**4) Uses policy-based governance and decision-making processes that are transparent, clear and easily accessible, offering opportunities for the voices of congregants to be respectfully heard.**

E.T. Interpretation: Responsibilities and authority of ET, Board, Staff and Ministers, within the governance system, are clearly delineated and understood by interested and concerned parties. Efforts to make information available are on-going. Multiple ways to have concerns heard by decision-makers are provided and promoted. ET, ministers and staff all function with robust accountabilities to lay program and support committees in virtually every ministry area.

E.T. Assessment: Much good work continues in this area, including revision of board policies and continued work to clarify roles and responsibilities between Board and ET. This year intentional opportunities for congregant input have happened through Bill Sinkford’s Q and A sessions, through Board forums and through regular Moderator columns.

Measures/Indicators:

2018	2017	2016	2015	2014	2013	2012
3.43	2.79	3.31	3.42	3.87	3.82	3.58

**5) Maintains the ongoing health of the church community by recruiting, developing, supporting, and providing a meaningful experience for a succession of new leaders.**

Interpretation: First Unitarian provides a variety of easily accessible pathways for congregants to deepen their spiritual lives through leadership service to the church and supports those who offer leadership in the wider community.

E.T. Assessment: First Unitarian continues to be an institution in and through which individuals demonstrate leadership in a variety of ways. We held a Learning and Serving Sunday in the fall to invite congregants into service. In addition about 35 people took part in the Wellspring program, which, we hope, will also be a way to bring them into leadership. All that said, we acknowledge that this is an area where we could do more.

Measures/Indicators:

2018	2017	2016	2015	2014	2013	2012
3.60	3.27	3.71	3.64	3.92	3.82	3.58

**6) Is a sustainable church community in which congregants, Board, staff and ministers share stewardship of both our tangible and our human resources.**

E.T. Interpretation: First Unitarian is supported, financially, by congregants at a level that sustains our existing, multi-faceted ministry, and allows the church to build toward a vibrant future. Monitoring of our financial health is shared among Board, ministers, staff, and lay leaders. Annual fund-raising is the responsibility of E.T. and staff with the critical support and collaboration of lay leaders/volunteers.

E.T. Assessment: We made real progress towards sustainability this year. Our successful Burn the Mortgage effort will eliminate a major draw on the operating budget, and the favorable renegotiation of the Northwest Academy lease is one less question mark on the financial horizon. But we have work to do. Even though we will reach our Annual Fund Drive goal this year, total pledges remain more than \$50,000 below AFD2016’s results.

Measures/Indicators:

2018	2017	2016	2015	2014	2013	2012
3.75	3.06	3.60	3.42	4.05	4.32	4.10

**7) The ministers and congregation develop and maintain relationships with other Unitarian Universalist congregations and institutions and the local interfaith community, providing leadership in the larger Unitarian Universalist movement.**

E.T. Interpretation: Individual leaders, both ordained and lay, will continue to offer their gifts of leadership to our larger family of faith and the local religious community. That leadership grows out of the vibrancy of our ministry and the caliber of our leaders. Relationships will be maintained with the neighboring congregations, area UU ministers and the interfaith community.

Bill Sinkford’s service as Interim UUA Co-President was recognized by the UUA as a significant contribution by the congregation. DeReau Farrar has served on the Commission on Institutional

Change this year. Bill and Tom Disrud continue to help facilitate a Unitarian Universalist Ministers Association investigation of 2nd Ministries.

E.T. Assessment: We believe we are in compliance.

Measures/Indicators:

2018	2017	2016	2015	2014	2013	2012
3.76	3.63	3.88	3.81	NA	NA	NA

**8) Witnesses as a voice of conscience in our community and beyond, collaborating with other justice-seeking institutions, encouraging congregants to join others in building a more equitable, sustainable, and peaceful future for all.**

E.T. Assessment: We believe we are in compliance as indicated by the extensive involvement of congregants in our justice work and the on-going witness of our ministers. More of our lay leaders are effectively representing the church in community and interfaith engagements. The Social Justice leaders are working to “de-silo” our ministries. One example this year has been increased collaboration between social justice and adult programs. Bill Sinkford has also been more visible in the public witness part of our ministry.

Measures/Indicators:

2018	2017	2016	2015	2014	2013	2012
4.23	3.82	4.39	4.24	4.47	4.61	4.51

## Appendix of Annual Data

*(to be updated in August when full fiscal year data is available)*

### New Member Annual Enrollment

FY 2018	FY 2017	FY 2016	FY 2015	FY 2014	FY 2012	FY 2011	FY 2010	FY 2009	FY 2008	FY 2007	FY 2006	FY 2005
TBD	80	56	84	78	69	67	41	46	70	75	53	78

### Pastoral Support:

Pastoral care is provided to congregants by all First Unitarian ministers and an active team of lay ministers. This year lay ministers have continued to offer one-on-one care to individuals. They have also been offering more support through facilitation of small groups including a grief group, parent support group, a group for parents with young adults who are struggling.

### Lay Ministry Support to Congregants

	FY2018	FY2017	FY2016	FY2015	FY2014	FY2013
# of Congregants Served	TBD	113	158	96	78	86
# of Meetings /Calls	TBD	466	587	476	741	693

### Learning Community for Children and Youth

Learning Community Registrations ... September-June

	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>	<u>2014-15</u>	<u>2013-14</u>	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>
<u>Children</u>						*	390	404	362
<u>Youth</u>						*	105	120	132
<b>Total</b>	<b>423</b>	<b>451</b>	<b>424</b>	<b>465</b>	<b>475</b>	<b>490</b>	<b>495</b>	<b>524</b>	<b>494</b>

\*Beginning in 2012 the Learning Community discontinued the breakout of children and youth, instead measuring total registrations.

NOTE: In 2012 we adjusted programming for youth from a program that separated out 7<sup>th</sup> grade, combined 8<sup>th</sup>/9<sup>th</sup> and had 10<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> grades in YRUU, to the current program that combines 7<sup>th</sup>/8<sup>th</sup> and moved 9<sup>th</sup> graders into YRUU. Our registration numbers have increased in both of these groups maintaining numbers as children grow into the older grades.



## Adult Programs

Total Registrations (Classes & Retreats)	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10
	TBD	947	1,108	1,027	998	1,001	1,315	984	1,157

## Music Program

	2017-2018	2015-2016	2014-2015	2013-2014	2012-2013	2011-12
Chamber Choir	38	49	46	43	40	38
Unitarian Choir	60	75	85	80	80	80
Chalice Choir	63	80	82	80	83	75
UU Women's Choir	27	22	30	30	29	28
Bell Choirs	57	75	72	65	65	60
<b>Totals</b>	245	301	315	298	297	281

This has been DeReau Farrar's first year in the role of permanent director of music. Go to: [www.tinyurl.com/1stU-Music-2018](http://www.tinyurl.com/1stU-Music-2018) for a comprehensive report that offers the Board a "deeper dive" into one important area of church life.

## Attendance Analysis

Attendance: Homecoming Thru April (34 Sundays)						
	2014-15	2015-16	2016-17	2017-18	% Diff.	
9:15	12,337	11,631	11,072	10,481	-5.30%	
11:15	13,905	12,343	13,426	11,938	-10.90%	
TOTAL in Sanctuary	26,242	23,974	24,498	22,419	-8.50%	
Livestream	1,532	4,328	4,352	4,557	4.70%	
<b>Grand Total</b>	<b>27,774</b>	<b>28,302</b>	<b>28,850</b>	<b>26,976</b>	<b>-6.50%</b>	
				27,600	-4.50%	(Adjustment for holiday weather/single service Xmas Eve)
YTD attendance through April has declined vs 2016-17. Adjusting for December weather reduces decline, but does not eliminate it.						

(continued on next page...)

*(Attendance Analysis, cont'd.)*

Possible explanations:	
<ul style="list-style-type: none"> <li>Continued trend to less frequent attendance (increasingly well-documented in the larger religious world)</li> </ul>	Change from 3X to 2x per month could explain much more than entire variation
<ul style="list-style-type: none"> <li>End of "Trump Bump"/generalized "depression"</li> </ul>	Likely
<ul style="list-style-type: none"> <li>Aging congregation</li> </ul>	A factor on an ongoing basis
<ul style="list-style-type: none"> <li>Transportation/parking increasingly difficult</li> </ul>	No indication
<ul style="list-style-type: none"> <li>Satisfaction with Church</li> </ul>	No indication

**Annual Fund Drive 2018**

2018 AFD Goal: \$1,459,000

Pledges received as of 4-30-2018: \$1,447,179.10 (99.2% of goal)

Average pledges received between April 30 and Dec. 31 in the previous three years: \$15,847

Assuming the above holds true, we'll achieve (if not exceed) 100% of goal by year's end.

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837 individuals and families pledged for both 2017 and 2018:

- 392 Pledge increases
- 348 Pledges stayed the same
- 97 Pledges decreased

In addition to the above, there were 99 new or returning pledgers. There were 165 individuals or families who pledged in 2017 but not in 2018.

See following pages for comparative data on the AFD results for 2015 through 2018.

## Campaign Performance Analysis

### 2018 AFD - Pledges as of 4/30/18

Campaign ID	Description	No. Donors	Avg/Donor	Total Given	Goal	Over(Under)	%Goal
2018 OperatingPled; 2018 Operating Pledge		950	\$1,523.35	\$1,447,179.10	\$1,459,000.00	(\$11,820.90)	99.19%

### 2017 AFD - Pledges as of 4/30/17

Campaign ID	Description	No. Donors	Avg/Donor	Total Given	Goal	Over(Under)	%Goal
2017 OperatingPled; 2017 Operating Pledge		976	\$1,451.58	\$1,416,740.76	\$1,545,000.00	(\$128,259.24)	91.70%

### 2017 AFD - Pledges as of 12/31/17

Campaign ID	Description	No. Donors	Avg/Donor	Total Given	Goal	Over(Under)	%Goal
2017 OperatingPled; 2017 Operating Pledge		1,003	\$1,429.35	\$1,433,635.76	\$1,545,000.00	(\$111,364.24)	92.79%

### 2016 AFD - Pledges as of 4/30/16

Campaign ID	Description	No. Donors	Avg/Donor	Total Given	Goal	Over(Under)	%Goal
2016 OperatingPled; 2016 Operating Pledge		960	\$1,565.81	\$1,503,180.22	\$1,500,000.00	\$3,180.22	100.21%

### 2016 AFD - Pledges as of 12/31/16

Campaign ID	Description	No. Donors	Avg/Donor	Total Given	Goal	Over(Under)	%Goal
2016 OperatingPled; 2016 Operating Pledge		984	\$1,539.11	\$1,514,484.22	\$1,500,000.00	\$14,484.22	100.97%

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(Campaign Performance Analysis, cont'd.)

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### 2015AFD + Justice - Pledges as of 4/30/15

Campaign ID	Description	No. Donors	Avg/Donor	Total Given	Goal	Over(Under)	%Goal
2015 OperatingPled, 2015 Operating Pledge		1,010	\$1,384.05	\$1,397,893.47	\$1,425,000.00	(\$27,106.53)	98.10%
JusticeAtHome	Justice Begins At Home	355	\$321.51	\$114,134.94	\$120,000.00	(\$5,865.06)	95.11%
<b>GRAND TOTALS:</b>		<b>1,365</b>	<b>\$1,107.71</b>	<b>\$1,512,028.41</b>	<b>\$1,545,000.00</b>	<b>(\$32,971.59)</b>	<b>97.87%</b>

### 2015AFD + Justice - Pledges as of 12/31/15

Campaign ID	Description	No. Donors	Avg/Donor	Total Given	Goal	Over(Under)	%Goal
2015 OperatingPled, 2015 Operating Pledge		1,035	\$1,369.31	\$1,417,236.47	\$1,425,000.00	(\$7,763.53)	99.46%
JusticeAtHome	Justice Begins At Home	361	\$319.25	\$115,249.94	\$120,000.00	(\$4,750.06)	96.04%
<b>GRAND TOTALS:</b>		<b>1,396</b>	<b>\$1,097.77</b>	<b>\$1,532,486.41</b>	<b>\$1,545,000.00</b>	<b>(\$12,513.59)</b>	<b>99.19%</b>

## FY 2018 Year-to-Date Operating Results – through April 2018

<b>First Unitarian Church</b>							
<b>Year-To-Date Operating Summary</b>							
<b>4/30/2018</b>							
	<b>ACTUAL OPERATIONS YEAR TO DATE 4/30/2018</b>	<b>ACTUAL OPERATIONS YEAR TO DATE 4/30/2017</b>	<b>ACTUAL VARIANCE FY 2018 TO 2017</b>	<b>BUDGET YEAR TO DATE 4/30/2018</b>	<b>BUDGET VARIANCE 4/30/2018</b>	<b>ANNUAL BUDGET FY2018</b>	
<b>Church Operations</b>							
<b>Operating Income</b>							
Pledge Income	1,248,635	1,227,606	21,029	1,201,170	47,465	1,380,245	
Contributions	99,154	115,856	(16,703)	104,400	(5,246)	115,000	
Program Income	140,414	148,026	(7,612)	112,779	27,635	178,408	
Rental Income	358,101	349,171	8,929	374,647	(16,546)	447,676	
Other Income	32,067	35,956	(3,888)	30,127	1,940	37,500	
Transfer from Foundation						50,000	
Transfer In	-	-	-	59,000	(59,000)	72,200	
<b>Total Operating Income</b>	<b>1,878,371</b>	<b>1,876,615</b>	<b>1,756</b>	<b>1,882,123</b>	<b>(3,752)</b>	<b>2,281,029</b>	
<b>Operating Costs</b>							
Payroll Expenses	1,197,997	1,182,823	(15,174)	1,289,848	91,851	1,550,010	
Reimbursible Expenses	14,164	30,002	15,838	-	(14,164)		
Occupancy Expense	219,499	209,678	(9,821)	230,408	10,909	293,500	
Program Expense	250,369	227,054	(23,314)	239,959	(10,409)	325,215	
Rental Expense	10,939	8,699	(2,240)	15,683	4,744	18,820	
Administration Expense	51,322	36,201	(15,120)	45,393	(5,929)	48,710	
Interest Expense	46,074	52,818	6,745	51,904	5,830	62,285	
Other Expense	53	4,175	4,122	3,500	3,447	4,200	
<b>Total Operating Costs</b>	<b>1,790,416</b>	<b>1,751,451</b>	<b>(38,965)</b>	<b>1,876,695</b>	<b>86,279</b>	<b>2,302,740</b>	
<b>Net Church Operations</b>	<b>87,955</b>	<b>125,164</b>	<b>(37,209)</b>	<b>5,427</b>	<b>82,527</b>	<b>(21,711)</b>	
<b>Reserve Account Deposits</b>							
Annual Operating Reserve	36,781	40,005	3,224	36,781	-		
<b>Total Reserve Deposits</b>	<b>36,781</b>	<b>40,005</b>	<b>3,224</b>	<b>36,781</b>	<b>-</b>		
<b>Net Church Operations After Reserve Deposits</b>	<b>51,174</b>	<b>85,159</b>	<b>(33,985)</b>	<b>(31,353)</b>	<b>82,527</b>	<b>44,137</b>	
<b>Investment Income</b>							
Dividend & Interest Income	883	1,309	(426)	-	883		
Unrealized Stock Gain (Loss)	(53)	(583)	530	-	(53)		
<b>Net Investment Income (Loss)</b>	<b>830</b>	<b>726</b>	<b>104</b>	<b>-</b>	<b>830</b>		
<b>Operating Surplus (Deficit)</b>	<b>52,004</b>	<b>85,885</b>	<b>(33,881)</b>	<b>(31,353)</b>	<b>83,357</b>	<b>-</b>	
Buchan Loan payoff	(1,424,460)						
Buchan Loan payoff funded by pledge payments and Foundation	1,424,460						
Budgeted loan payment	42,960	76,255	(33,295)	36,969	5,991		
<b>Total Budgeted Loan Payment</b>	<b>42,960</b>	<b>76,255</b>	<b>(33,295)</b>	<b>36,969</b>	<b>5,991</b>	<b>44,363</b>	
<b>Net Cash Effect</b>	<b>9,044</b>	<b>9,630</b>	<b>(586)</b>	<b>(68,323)</b>	<b>77,367</b>		
Special Projects Funded	14,164	30,002	(15,838)	-	14,164		
<b>Adjusted Net Cash Effect</b>	<b>23,208</b>	<b>39,632</b>	<b>(16,424)</b>	<b>(68,323)</b>	<b>91,531</b>		
Allocation from FY17 Annual Op Reserve							24,003
Payroll Adjustments							86,208
<b>End of Year Net Cash Effect</b>							<b>0</b>