



September 18, 2018 | 6:30pm • Room 150

Cathy Taylor, Chair Presiding

Board of Stewards Meeting

APPROVED

Stewards Present:

Art Busbey, Greg Farr, Susan Hill, Ken Hubbell, Mary Ruth Jones, Lindsay Klatzkin, Bill Landreth, Gay McKeever, Keith Miller, Bill Pardue, Jim Smith, Cathy Taylor, Jerre Tracy, Kate Williams, Matthew Smid - Chair of Deacons, Sandra Soria - Chair of Elders

Ex-Officio Members Present:

Rev. Renee Hoke - Executive Minister, Rev. Dr. Russ Peterman - Senior Minister

Guests Present:

Michelle Ingram, Mark Alland, Kristi Hoban

A meeting of the Board of Stewards of University Christian Church was called to order at 6:33 p.m. by the Chair, Cathy Taylor. The opening prayer was given by Bill Pardue.

Listening to UCC Members – No UCC members signed in to speak.

Updates and Reports

Food Fellowship Committee - See FFM policies distributed by Keith Miller on p. 5 below.

Tim Taylor note that efforts are being made to increase the number of opportunities per month to use the kitchen and to provide a more conservative budget than originally planned. External and internal manuals are being prepared for the kitchen.

There was a note of concern that Coburn's was found using UCC kitchen facilities though they had not cleared it with the church.

It was suggested that the FFC be elevated to a church ministry rather than functioning as a committee that reports to the BoS. As a ministry it doesn't report every week and would not need to be directly managed by the BoS.

Annual Giving Campaign

Chad Cline referred members to the August Unified Budget Report (starting on p. 9 below). The Campaign officially started with this BoS meeting where members were urged to make their pledge so that the BOS would be at 100% pledges. Next Tuesday Elders will be asked to pledge, closely

followed by Deacons. All members are encouraged to give more than last year.

CLG ByLaws Update - see notes starting on page 9 below.

Tony Allred presented recommendations for bylaws changes based on suggestions from the BOS. Suggested changes are in the notes starting on page 9. It was noted that any changes need to be posted by September 24 for reading prior to eventual presentation at an Assembly.

Discussion after the presentation focused on the suggested extension of leadership terms. There was concern that this runs counter to previous BoS attempts to avoid long term domination and that this might lead to burnout. It was felt that there could be an optional 3rd year but was also felt that if a 4th year was optional, so was a 3rd year. There was also concern about reintroducing the requirement for monetary donations to hold a leadership position. It was decided to table the discussion and bring up again in the October meeting.

The discussion about contributions also engendered discussion about standards for being a Deacon or Elder and Rev. Hoke pointed out that research shows that the biggest churches make the firmest asks. Discussion will continue.

Risk Management 2700 Rogers - See report from the Carpenter's meeting on page 7.

Susan Hill remarked that we should refer to the 4 bullet points in the Take-Away section of the report that starts on page 7. Risk Management is happy with how the Carpenters have reacted to all events and have been answering major concerns. It was felt that the Rev. Hoke should be responsible for oversight of this group. It was also thought that a more formal training regime should be established for new members. It was reported that this is an interfaith ministry so not all members are members of UCC.

Building & Grounds Report

Jerre Tracy reported that they are busy working on various projects including drainage in lots and the alley and vermin control in the new playground. They have tried coyote urine for vermin control but as that didn't work they are now working on a motion detector that will make threatening noises when vermin are detected. There is a problem with TCU students parking on the grassy lot during the day even though there are signs that clearly say parking is not permitted. Though it was suggested that the lot could be paved over, it was pointed out that the UCC Earth Friends group doesn't like this.

Endowment Report: Q2

Kristi Hoban reported that work continues on endowment posting and giving, and the Legacy Society. Bill Landreth and Ken Hubbell have volunteered to host events at their homes for the Legacy Society. 41 couples have expressed an interest in giving but have yet to make a gift.

Finance Report - See the Finance Report that starts on Page 8 of these minutes.

Mark Alland summarized various aspects of the Finance Report. The Committee moved to adopt committee policies and procedure changes (see page 8 of the finance report, pages 21 to 25 of these minutes) that were discussed. Ken Hubbell seconded the motion and the changes passed. There was some discussion of the approximately \$30K overage to the Youth Mission budget (see Finance page 19 and page 32 of these minutes) and work is underway to avoid this problem in the future.

Personnel Report

Presented by Kay Higgins for Brenda Cline. We are providing additional funds for Shannon

Moore

Report from Deacons

Matt Smid reported that the Deacons continue to help with Ushering. He noted that there is a 'lack of energy' in the second year Deacons and some third year Deacons don't even come to Church.

Report from Elders

Sandra Soria reported that John Tomlinson enjoys ministering to ministers so they will continue to work on this and that Elder praying is going ok.

Senior Minister's Report - See report on p. 7 of these minutes.

Action Items

Approval of August 21 BoS minutes - Art Busbey

Bill Pardue moved to accept and Bill Landreth seconded. These were pursuant to correcting Chad Cline's name and the removal of organizational flow charts.

Assignments for Calls to New Members - Lindsay Klatzkin

Lindsey Klatzkin reported that the responsibility for this has been transitioned from Cyndy to Shannon, who only just found out about it. Lindsay will circulate new members to BoS members.

Final Ministry Division BOS Assignments - Cathy Taylor

All division assignments have been made and BoS members were asked to contact the ministry divisions for which they are responsible.

High Functioning Board Education - Lindsay Klatzkin

On October 21st a 3 hour session will be held related to governance training of BoS and Staff members. Members are urged to attend.

Miscellaneous

Before we went into Executive Session Greg Farr requested that a place should be made in the agenda for members would want to bring up additional items. The Chair noted that such a mechanism exists. Just let the Chair know at least 7 days in advance for items to be added to the agenda. Greg suggested that Elders or BoS members should greet new members during the service in which they join.

Executive Session

Meeting moved into executive session at 9:07 PM with Rev. Peterman, Rev. Hoke and Mark Alland as guests. We moved out of executive session at 9:46 PM.

Post Executive Session

In discussion, Rev. Hoke said her efforts to reposition the staff are done in an effort to cover current organizational issues; even after reconfiguration there are still problems and UCC is still a staff position short. Russ said she is trying to be efficient about what is being done. Compensa-

tion for the new position is \$50K (salary and benefits). Bill Pardue noted this is 0.2% of the budget, increasing the percentage of personnel costs to 67%. He asked if we should hire more to cover or can we can pair down programs to match finances so that there is no deficit budget.

Ken Hubbell said it can take up to 3 years with new minister to get things balanced and he thinks we will be in better shape in a few years. Greg Farr says personnel percentage decreases if budget goes up and we are growing. Mark A. passed out a budget sheet (page 33 of these minutes) showing how personnel percentage drops as money increases. We will need to increase the number of pledges and the number who actually contribute.

Ken suggested calling the vote. Sandra Soria moved and Gregg Farr seconded the motion to approve the Administrative Assistant for Executive and Senior Ministers. The motion passed with 2 opposed.

Closing Prayer

Adjournment

Meeting was adjourned at 10:03

9/19/2018

UCC Food Fellowship Ministry Policies and Procedures

1. **Mission.** We are a people of the table. Central to all we do is Christ's invitation to share in the bread and cup of God's love. Offering opportunities to cook together, eat together, and feed the community together, the Food Fellowship Ministry of University Christian Church provides the welcoming space for health, wholeness and holy encounters with God's people around the table.
2. **Appointment.**
 - a. The Food Fellowship Ministry is a Sub-Committee of the Board of Stewards of University Christian Church (UCC). The Board appoints the Kitchen Chair and members annually.
 - b. The Committee will have not less than 6 voting members and 1 Staff Liaison.
The Voting Members will include the:
 - Chair, as selected by the Board of Stewards.
 - Vice Chair, if selected by the voting members.
 - Secretary, if selected by the voting members and
 - At-large members as accepted by the Board of Stewards.
 - c. Members serve two year terms, preferably staggered with two to three newly appointed members each year.
 - d. A Chair may serve no more than two consecutive one year terms. A one year gap in service is required for a past Chair to be reappointed as the incoming Chair.
 - e. One staff-member, the Executive Minister, also serves on the Committee as a non-voting member.
 - f. The Board of Stewards will also assign a liaison to attend the meetings.
 - g. One third of the at large members should be familiar with kitchen operations.
3. **Meetings.**
 - a. Food Fellowship Ministry shall provide acceptable notice of all meetings during which decisions affecting the congregation will be made.
 - b. All meetings of Food Fellowship Ministry are open to congregation members.
 - c. A copy of the approved minutes of all Food Fellowship Ministry shall be forwarded to the appropriate person for archiving.

4. **Quorum.** A quorum is established if at least half of the Voting Members are present. Additionally, a minimum of three Voting Members must be present for quorum to be considered valid.

5. **Duties and Responsibilities.**

- a. **Management and Maintenance of Walker Hall Kitchen.** The Food Fellowship Ministry carries out its broad responsibilities, by:
1. Making recommendations to the Board of Stewards regarding Walker Hall Kitchen;
 2. Supporting the Executive Minister and Staff;
 3. Preparing facilities that meet the ministry needs of UCC;
 4. Overseeing upkeep and repair of the Walker Hall Kitchen;
 5. Reviewing any planned Walker Hall Kitchen modifications;
 6. Making sure the Walker Hall Kitchen will pass inspection and maintaining certification;
 7. Maintain and modify the Kitchen Manual of checklists, rules and guidelines;
 8. Keeping up with food storage and complying with food safety regulations;
 9. Maintaining an inventory of kitchen wares and serving items;
 10. Assist with the planning and execution of several monthly fellowship events in Walker Hall;
 11. Along with the Executive Minister, maintaining a list of kitchen volunteers to assist with Church events;
 12. Utilizing conservation techniques to lessen UCC's impact on our environment. (From 2008 Mission and Responsibilities).
- b. **Annual Budget.** The Food Fellowship Ministry reviews in detail the annual budget for the Walker Hall Kitchen, prepared in consultation with staff, to recommend to the Finance Committee a spending plan and priorities for the upcoming year.

6. **Review of These Policies.** The policies documented herein shall be reviewed annually by the Food Fellowship Ministry and may be amended at any time. These policies are subject to the approval of the Board of Stewards, which retains its discretion to delegate duties and responsibilities to the Food Fellowship Ministry, which may be changed from time to time.



**Board of Stewards
September 18, 2018**

Senior Minister's Report

Hearing & Healing Event on racism – Sept 19. 170 signed up.

Preaching conference Monday / NextChurch conference Mon-Wed.

Clergy retreat Oct 1-2. Possum Kingdom.

Annual Giving campaign will begin Oct 1. Commitment Sunday will be Oct 21.

*What Shall We
Bring?*

#CrazyBusy – great conversation in our staff meeting today that we are really good at talking about this... but many of us aren't so good at setting a good example. High expectation church. Healthy church requires healthy leadership.

Illus. Clergy are among the worst! Article: *Death By Ministry*. Burnout is high / depression is rampant.

- 70% of ministers work more than 60 hours a week.
- 85% are home 2 or fewer evenings each week (ask my daughter what I do at the church – she'll tell you: "He goes to meetings.")
- 80% of seminary grads will have left the ministry within 5 years!

Really great team.

Board of Stewards Task Force: Oversight of Carpenters Ministry

Final Recommendations

September 13, 2018

Our committee is satisfied that the Carpenters have taken action to address major concerns of the Risk Assessment:

- Major clean-up and re-organization of the site
- Updated liability waiver
- Insurance secured

Committee recommends:

- Rev. Renee Hoke oversee any timeline for remaining work, including work to be performed by licensed professionals.
- Rev. Hoke assume responsibility as minister-liaison, directing awareness of various UCC activities and ministries--outreach, fellowship, building improvements-- when appropriate, to the talents, skills, and opportunities associated with the Carpenters.
- Rev. Hoke oversee any necessary maintenance of the Carpenters' house, over time.
- Carpenters develop and implement a more formal and regularly scheduled training regimen for new members.
- Carpenters members assume a proactive approach in church relationships
 - Contact ministers or staff members directly, with questions, and with invitations for visits, lunch dates, etc.
 - Contact UCC Communications Director, Patty Poling, to discuss ongoing "marketing" of the Carpenters to the UCC congregation in order to increase awareness and involvement. Discuss submission dates for articles.

Respectfully submitted,

Susan Hill

With committee members Steven Harris, Bill Pardue, Jim Smith

TABLE OF CONTENTS

The table of contents is not in correct alignment with the articles. Article 5.1 is resting on page 9, alone and forlorn. Having absconded from the other subsections it has shifted the pages and numbers as they relate the table of contents. It should not remain so lonely. I will ask **Venessa Taber** to please review it and update the document and republish at her earliest convenience. This is a simple clerical issue and altering this information does not change the substance nor intent of the document. The item needs no vote nor further discussion.

THE RECOMMENDATION CARDS

The recommendation cards we handed out have no comment section on them although Article 10.1(b) paragraph 2 clearly states that we will encourage comments. We should redesign the cards for next years leadership recommendations to encourage the submission to include their name, and additional comments as to why they recommend the individual. This item does not require a vote. I will work with **Venessa Taber** to address the issue. When we have a proof, I will present it to everyone for review. This item also does not need a vote.

Article 6 REVISION

This article contains several references to the "Senior Minister or designee." The language is not consistently applied to 6.1, 6.4, and 6.6(b). It does not clearly indicate that the Senior Minister has the authority to designate an individual to act on his behalf when interfacing with the Ministry Division Leaders.

Proposed Change

6.1 Composition.

The Ministry Divisions perform the mission and ministry of UCC by organizing its life and work in such areas as Christian Education, Worship, Outreach, or other areas that the Board of Stewards may designate. The Board of Stewards, in collaboration with the Senior Minister, develops the list of active Ministry Divisions annually and

submits the list to the Assembly for approval. **The Senior Minister or a Ministry representative acting on behalf of the Senior Minister (a Designee)** serves as staff liaison non-voting advisory member on all Ministry Divisions. The Senior Minister, in consultation with the Chair of that Ministry Division and the Board of Stewards Chair, selects the designated staff liaison for a Ministry Division, if appropriate. Other Staff may attend Ministry Division meetings upon the direction of the Senior Minister.

6.4 Selection.

In March or April of each year, the Senior Minister, in collaboration with the Board of Stewards and the existing leadership of the Ministry Divisions, shall nominate a Chair for each Ministry Division, called the Ministry Division Leader. The list of nominated persons will be submitted to CLG to establish their eligibility to serve in a Ministry Division, and then the Ministry Division Leaders shall be presented to the Assembly for approval. The Ministry Division Leaders, in consultation with the Senior Minister or **Designee** ~~for that Ministry Division~~, shall select at least 4 other members for their Ministry Division and report the initial members of the Ministry Division to the Board of Stewards Secretary by May 31.

6.6 (b) Vacancies.

Replacement. If a vacancy occurs in the position of a Ministry Division Leader, then the vacancy shall be filled by an eligible Member selected by the Board of Stewards. If a vacancy occurs in a position for a Ministry Division member, then the vacancy shall be filled for the remainder of that positions' unexpired term by an eligible Member selected by the Ministry Division Leader in consultation with the Senior Minister or **Designee** ~~for that Ministry Division~~. The Ministry Division Leader or Member selected by the Board of Stewards to fill the vacancy shall serve for the remainder of the Program Year.

Article 6.2 (b) Terms of Service Ministry Divisions REVISION

During our meeting I misrepresented the ask for this revision. I have now clarified the request and I am presenting it here.

The request is that leadership terms for Ministry Divisions is not long enough to season the leader to be effective. Reviewing this section we can see that a member may remain on a ministry committee indefinitely with no breaks so long as they are willing to commit to 3 year terms. The leadership position however is 2 years on and 2 years off position. The request is that language be added to extend that position to a maximum of 4 consecutive years. This would bring about an interesting scenario, should someone choose to be a leader for a 4th consecutive year, would they also be accepting an additional 2 years as a regular member? At which time they could return immediately and server again as a leader for 4 more years after that 2nd 3 year term expired. Of course a person could resign at anytime.

6.2(b) Maximum Length of Service.

~~No Member may serve as the Ministry Division Leader for the same Ministry Division for more than 2 consecutive years.~~ **Members may serve as the Ministry Division Leader for 2 years for the same Ministry Division but no more than a maximum of 4 years.** If a person has served as the Ministry Division Leader in a Ministry Division for the maximum consecutive number of years, then a period of at least 2 years must pass before that Member may again serve as the Ministry Division Leader for that Ministry Division. Members of the Ministry Divisions shall serve 3 year terms, and the terms of service for members of each Ministry Division shall be staggered so that the service terms of 1/3 of the Members of any Ministry Division shall expire each year.

8.2 Terms of Service

Again, during our meeting I misrepresented the ask for this revision. I have now clarified the request and I am presenting it here.

This is also regarding the brevity of leadership positions only now we are referring to Administrative Committees.

8.2(b) Maximum Length of Service.

~~No person may serve as the chair of a particular Administrative Committee for more than 2 consecutive years. A person may serve as the chair of a particular~~
Administrative Committee for 2 consecutive years but no more than a maximum of 4 years. A person selected as the chair of an Administrative Committee who has completed a term of service may serve again as the chair of that Administrative Committee, so long as a period of at least 2 years has passed since the last day of his or her prior term of service. No person may serve as a member of an Administrative Committee for more than 4 consecutive years. A person who has completed a term of service may serve again as a member on an Administrative Committee, so long as a period of at least 1 year has passed since the last day of his or her prior term of service.

Article 7.2 (b) REVISION

The proposal was to request an option for a 5th year term as a past chair. The request was voted down however, a change in language was recommended. The recommendation is to simplify and make available the option for anyone to serve a 4th year as the needs of the Board require it.

An alternate or additional statement could demand that no one serves as vice chair the first year on the Board of Stewards. We may need to discuss that proposal in a future meeting if others agree.

Maximum Length of Service.

No person may serve as a Steward for more than 3 consecutive years, except that

a person may serve as a Steward for a 4th consecutive year in any position as the needs of the Board of Steward requires it and the Board of Stewards approves. ~~years if, during the 3rd year, that person is also selected to serve as Board Chair for the 4th year, in which case that person's term as a Steward shall end at the expiration of the 4th year.~~ A person who has completed a term of service as a Steward may serve again as a Steward, so long as a period of at least 1 year has passed since the last day of his or her prior term of service.

Article 10.2 REVISION

The previous By-Laws had a requirement that consideration for a nomination **must** indicate that the nominee tithed. It was removed and the request is that it be put back in. Language would be added as follows:

"Nominees would have contributed in the form of pledges, offerings, or commitments in the form of contributions or financial engagements."

This item was discussed but no consensus materialized. The item was tabled and the meeting was adjourned.

Revisions not discussed:

There is a request to begin adding additional subcommittees to the By-Laws. I have not received the specifics. When I have more information on this request we will likely schedule another meeting to discuss.

**University Christian Church
BOS Written Report Summary
September 18, 2018**

Monthly Reports as of August 31, 2018

Consolidated Balance Sheet – (Page 4) As of August 2018 operating cash balance is positive at \$566K and up comparatively to August 2017 by \$31K. UCC Equity is positive at \$487K which is up \$43K comparatively from this time last year.

| | 8/31/2018 | 7/31/2018 | 8/31/2017 | 12/31/2017 (Audited) |
|--------------|-------------|-------------|-------------|-------------------------|
| Operating | \$566,000 | \$554,000 | \$535,000 | \$789,000 |
| Restricted | \$582,000 | \$660,000 | \$527,000 | 995,000 |
| Capital | \$135,000 | \$176,000 | \$244,000 | 322,000 |
| Endowment | \$3,000 | \$2,000 | \$10,000 | 34,000 |
| Consolidated | \$1,286,000 | \$1,392,000 | \$1,317,000 | \$2,140,000 |

Unified Budget Report - (Page 5-6) Pledges, Contributions & Offering (PCO Income) is behind budget YTD by (\$183K). PCO Income actuals are behind 2017 YTD totals by (\$11K). **Total income** is ahead of 2017 by \$160K. The largest variable that attributes to the positive variance is the increase net from YTD Weekday School and TCU Lease income which was received in August.

On the expense side, a few items to note:

- B&G is over budget for the month due to unscheduled repairs for HVAC and electricity bills are higher during August/September months.
- The 2018/2019 Page Scholarship awards were sent in August. The total amount exceeds the annual estimated budget but the full amount is covered by reserve income.
- Youth mission trips this summer are over budget due to numerous factors. Details found in packet.

Net overall YTD operating income is (\$33K) negative variance to budget.

[For comparison purposes - negative variance to budget in 2017 was (\$45K).]

Capital Budget Report – (Page 7)

The Weekday School Board approved a transfer in the amount of \$67,138 towards the playground remodel project. This will cover the overages expected in the final project.

Playground equipment, kitchen small wares, new HVAC roof top units (RTU), senior minister office furniture, college lounge furniture and child check-in hardware were amongst the expenses this month.

Capital Fund balance remaining for projects is \$109K.

COMMITTEE REPORTS:

Endowment – No report

Personnel –

Staff Updates:

Peggy Ivy will be semi-retiring in October and reducing her hours to part-time. We will be seeking a new full time receptionist.

In August, we welcomed two new Assistant Youth Ministers – Allison Bright and William Judd and a new Assistant Organist Amy Stewart.

Building & Grounds – No report

Outreach – Outreach made a mid-year allocation of \$3,000 to Southwest Good Samaritan in support of a matching grant campaign by Northway Christian Church.

Old Business Items

a) **Committee Policies (Pages 8-12)**

See attached Committee Policies and Procedures for review and approval.

MOTION: The Finance Committee approved the Committee Policies and Procedures and recommends them to the Board of Stewards for approval.

b) **Budget Committee**

Mark Alland, Chair, Bill Alexander, Bill McCoy, Bill Pardue and Kate Williams

The Finance Committee approved the Budget Committee as presented.

New Business Items

a) ***Weekday School Operating Budget 2018-2019 (Pages 13-14)**

See attached report details for review and for enrollment details

MOTION: The Finance Committee approved the Weekday School year Budget for 2018-2019 and recommends the budget to the Board of Stewards for approval as presented.

b) ***Budget Amendments – (Pages 15)**

Fund 1 Operation –

| | | | |
|-----------|---------------------------|---|-------------|
| 8/31/2018 | BBQ Fall Kickoff Dinner | Restrictions Satisfied - Senior Minister | \$ 4,550.00 |
| 8/31/2018 | Southwest Good Samaritan | Restrictions Satisfied - Outreach General | \$ 3,000.00 |
| 8/31/2018 | Leader Prime Retreat 2019 | Senior Minister Advised Fund | \$ 4,000.00 |

CURRENT MONTH Finance Page 2

| | | | | |
|-----------|---------------------------------|-------------------------|----|--------|
| 8/31/2018 | College Lunch Bunch | College General Reserve | \$ | 500.00 |
| 8/31/2018 | Weekday School Budget Amendment | Operating Budget | \$ | 8,661 |

(Pages 16) WDS runs on a July – June fiscal year. Because their budget changes mid-year on the UCC's Calendar year, there is usually an amendment needed to adjust the latter part of the year July – December. This year's amendment is \$8,661 net impact to the Unified Budget.

Net impact to budget is \$8,661

The Finance Committee approved the Budget Amendments having a net impact of \$8,661 as presented above.

Fund 3 Capital – (Pages 17)

| | | | | |
|-----------|---|----------------|----|-------|
| 8/31/2018 | Roof - removal/replacement tiles for brick repair | Capital Budget | \$ | 5,000 |
| | Roof - new drain pipe to redirect water flow | | \$ | 3,700 |

During a rain storm this year, we discovered a couple of leaks that needed immediate attention. The first was cracking in mason work on the south side of the sanctuary. Unfortunately, in order for the mason work to be repaired, our roofer had to come in and remove a patch of tiles so the workers could safely be on the roof without causing more damage. Total for this repair work was \$5K.

The other item was related to a drain pipe that was not replaced during our roof replacement last year. Unfortunately due to the severity of this rain storm, the water gushed through the pipe and was spouting out into the wall of an office location. We needed to replace that pipe and redirect the water flow down and away from the building. Total for this repair work was \$3,700.

Net impact to budget is 8,700

The Finance Committee approved the Budget Amendments having a net impact of \$8,700 as presented above.

c) Youth Mission Trip (Pages 18-19)

According to current actuals, the youth service learning trips that were held this summer are over budget by \$30K. Please reference the report in your packet that identifies numerous contributing factors that led to the overages.

Plan:

- A spreadsheet has been pulled together of trip participants. The Business Office staff are currently reconciling that list against payments and parking fund transfers made. It has been identified that numerous parking transfers need to be confirmed and processed. This will help the overall balance.
- Once balances owed are confirmed, Youth will reach out to parents to collect final payments.
- Youth General reserve has a YTD balance of \$26K. We will transfer funds and identify accounts that youth can underspend on to help offset the overages.
- Youth Staff are working to establish improved processes for future camps/trips.

d) Annual Giving Campaign – approval of Chad Cline, Chair

The Finance Committee approved Chad Cline as the Chair of the Annual Giving Campaign.

UNIVERSITY CHRISTIAN CHURCH
Consolidated Balance Sheet August 2018

| Name | UNIFIED OPERATING FUND | RESTRICTED FUND | CAPITAL FUND | ENDOWMENT FUND | Total All Funds |
|--|------------------------------|--------------------|------------------|-------------------|-------------------|
| ASSETS | | | | | |
| Cash Accounts | | | | | |
| Frost Checking | 44,294 | 332,312 | (115,257) | 2,750 | 264,100 |
| Frost ACH | 32,775 | 0 | 0 | 0 | 32,775 |
| Petty Cash | 3,400 | 0 | 0 | 0 | 3,400 |
| Payroll | 0 | 0 | 0 | 0 | 0 |
| Frost High Interest MM | 213,134 | 0 | 0 | 0 | 213,134 |
| Church Ext Demand Note | 272,893 | 250,000 | 250,000 | 0 | 772,893 |
| Total Cash Accounts | 566,495 | 582,312 | 134,743 | 2,750 | 1,286,301 |
| Current Assets | | | | | |
| Accounts Receivable | (145) | 0 | 0 | 0 | (145) |
| Prepaid Expenses | 124,235 | 0 | 0 | 0 | 124,235 |
| Children's Closet Inventory | 60,847 | 0 | 0 | 0 | 60,847 |
| Beneficial Interests in Trusts | 0 | 0 | 0 | 1,229,446 | 1,229,446 |
| Investments at Market - CCF | 0 | 0 | 0 | 13,565,683 | 13,565,683 |
| Total Current Assets | 184,936 | 0 | 0 | 14,795,129 | 14,980,065 |
| Capital Assets | | | | | |
| Depreciable Assets | 0 | 0 | 16,923,135 | 0 | 16,923,135 |
| Less Accum Depreciation | 0 | 0 | (9,999,781) | 0 | (9,999,781) |
| Land | 0 | 0 | 1,324,205 | 0 | 1,324,205 |
| Other Assets | 0 | 0 | 3,265 | 0 | 3,265 |
| Total Capital Assets | 0 | 0 | 8,250,823 | 0 | 8,250,823 |
| Total Assets | 751,432 | 582,312 | 8,385,566 | 14,797,879 | 24,517,190 |
| LIABILITIES | | | | | |
| Deferred Revenue | | | | | |
| Deferred Revenue - WDS Prepaid | 147,487 | 0 | 0 | 0 | 147,487 |
| Deferred Revenue - WDS Spring Party | 0 | 0 | 0 | 0 | 0 |
| Deferred Revenue - Mission Trip | 0 | 0 | 0 | 0 | 0 |
| Deferred Revenue - Youth | 0 | 0 | 0 | 0 | 0 |
| Deferred Revenue - Rental Income | 0 | 0 | 0 | 0 | 0 |
| Deferred Revenue - Boar's Head Merch | 0 | 20 | 0 | 0 | 20 |
| Deferred Revenue - Boar's Head Tickets | 0 | 0 | 0 | 0 | 0 |
| Deferred Revenue - C&A Trip | 0 | 0 | 0 | 0 | 0 |
| Deferred Revenue - Handbell Trip | 0 | 0 | 0 | 0 | 0 |
| Deferred Revenue - Adult Retreat | 0 | 0 | 0 | 0 | 0 |
| Deferred Revenue - Memorials | 8,741 | 0 | 0 | 0 | 8,741 |
| Prepaid Weddings | 3,300 | 0 | 0 | 0 | 3,300 |
| Total Deferred Revenue | 159,528 | 20 | 0 | 0 | 159,548 |
| Accounts Payable | | | | | |
| Salary | 42,806 | 0 | 0 | 0 | 42,806 |
| Accounts Payable | 0 | 0 | 0 | 0 | 0 |
| Accrued Sabbatical Leave | 65,172 | 0 | 0 | 0 | 65,172 |
| Salary Related Benefits | (3,549) | 0 | 0 | 0 | (3,549) |
| Total Accounts Payable | 104,429 | 0 | 0 | 0 | 104,429 |
| Total Liabilities | 263,956 | 20 | 0 | 0 | 263,976 |
| EQUITY | | | | | |
| Reserve Funds Equity | 89,046 | 582,292 | 26,114 | 0 | 697,452 |
| UCC Equity | 398,430 | 0 | 8,359,452 | 14,797,879 | 23,555,761 |
| Total Equity | 487,475 | 582,292 | 8,385,566 | 14,797,879 | 24,253,213 |
| Total Liabilities & Equity | 751,432 | 582,312 | 8,385,566 | 14,797,879 | 24,517,190 |

Budgeted Financial Statement for Period 8 - August
 UNIVERSITY CHRISTIAN CHURCH
 Fiscal Year Beginning 1/1/2018

| Description | Actual for Month | Budget for Month | Variance for Month | YTD Actuals 2017 | YTD Actuals 2018 | YTD Budget 2018 | YTD Budget Variance | YTD % Variance | 2018 Annual Budget | Annual % Variance |
|---|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|---------------------|----------------|--------------------|-------------------|
| INCOME | | | | | | | | | | |
| Pledges | \$114,468 | \$125,241 | (\$10,774) | \$1,274,844 | \$1,260,953 | \$1,359,841 | (\$98,888) | 93% | \$2,024,961 | 62% |
| Non Pledge Contributions | \$17,319 | \$27,684 | (\$10,365) | \$145,523 | \$143,906 | \$232,528 | (\$88,622) | 62% | \$494,985 | 29% |
| Offering | \$2,258 | \$2,178 | \$80 | \$19,848 | \$24,622 | \$20,555 | \$4,067 | 120% | \$35,867 | 69% |
| Christmas Offering | \$0 | \$0 | \$0 | \$500 | \$350 | \$0 | \$350 | 0% | \$42,000 | 1% |
| TOTAL UNRESTRICTED INCOME BEFORE WDS | \$134,045 | \$155,104 | (\$21,059) | \$1,440,715 | \$1,429,832 | \$1,612,924 | (\$183,092) | 89% | \$2,597,814 | 55% |
| WDS INCOME (NET) | | | | | | | | | | |
| WDS Tuition & Fees | \$17,776 | \$9,709 | \$8,068 | \$377,703 | \$415,719 | \$398,727 | \$16,991 | 104% | \$820,986 | 51% |
| WDS Restricted Income & Reserve Transfers | \$0 | \$0 | \$0 | \$982 | \$1,825 | \$1,042 | \$783 | 175% | \$12,346 | 15% |
| WDS Personnel Expense | (\$41,879) | (\$40,508) | (\$1,372) | (\$376,466) | (\$387,738) | (\$389,027) | \$1,289 | 100% | (\$671,161) | 58% |
| WDS Operating Expense | (\$10,862) | (\$5,041) | (\$5,821) | (\$38,447) | (\$37,745) | (\$42,700) | \$4,955 | 88% | (\$79,368) | 48% |
| TOTAL WDS INCOME (NET) | (\$34,965) | (\$35,840) | \$875 | (\$36,228) | (\$7,940) | (\$31,958) | \$24,018 | 25% | \$82,803 | -10% |
| TOTAL UNRESTRICTED INCOME (FOR OUTREACH FUNDING) | \$99,080 | \$119,264 | (\$20,183) | \$1,404,486 | \$1,421,892 | \$1,580,966 | (\$159,074) | 90% | \$2,680,616 | 53% |
| PROPERTY ASSET INCOME | | | | | | | | | | |
| Church Usage Fees | \$4,431 | \$2,708 | \$1,723 | \$15,822 | \$15,954 | \$21,667 | (\$5,713) | 74% | \$32,500 | 49% |
| Parking Lot Fundraising Income | \$1,950 | \$5,850 | (\$3,900) | \$38,350 | \$37,200 | \$39,000 | (\$1,800) | 95% | \$39,000 | 95% |
| Embry Trust Income | \$32,265 | \$22,750 | \$9,515 | \$14,618 | \$40,094 | \$31,500 | \$8,594 | 127% | \$35,000 | 115% |
| Interest Income | \$505 | \$333 | \$171 | \$2,762 | \$3,491 | \$2,667 | \$825 | 131% | \$4,000 | 87% |
| Mineral Income | \$7,111 | \$5,583 | \$1,528 | \$51,031 | \$50,238 | \$44,667 | \$5,571 | 112% | \$67,000 | 75% |
| Lease & Rental Income | \$119,123 | \$121,300 | (\$2,178) | \$29,017 | \$150,396 | \$151,400 | (\$1,004) | 99% | \$168,600 | 89% |
| Miscellaneous Income | \$173 | \$96 | \$77 | \$50 | (\$265) | \$767 | (\$1,032) | -35% | \$1,150 | -23% |
| TOTAL PROPERTY ASSET INCOME | \$165,558 | \$158,621 | \$6,937 | \$151,651 | \$297,108 | \$291,667 | \$5,441 | 102% | \$347,250 | 86% |
| ENDOWMENT AND RESTRICTED INCOME | | | | | | | | | | |
| General Endowment Income Allocated to Operations | \$0 | \$0 | \$0 | \$87,171 | \$101,109 | \$100,178 | \$931 | 101% | \$201,258 | 50% |
| Restricted and Designated Endowment Income | \$0 | \$0 | \$0 | \$63,561 | \$69,432 | \$68,967 | \$465 | 101% | \$139,065 | 50% |
| Restrictions Satisfied (Reserve Transfers) | \$26,050 | \$26,325 | (\$275) | \$233,593 | \$241,581 | \$243,356 | (\$1,775) | 99% | \$344,597 | 70% |
| Program Participant Income | \$2,021 | \$12,780 | (\$10,759) | \$105,739 | \$70,828 | \$123,248 | (\$52,420) | 57% | \$168,825 | 42% |
| Restricted Income | \$2,510 | \$667 | \$1,843 | \$12,922 | \$17,306 | \$7,933 | \$9,373 | 218% | \$12,600 | 137% |
| TOTAL ENDOWMENT AND RESTRICTED INCOME | \$30,581 | \$39,772 | (\$9,191) | \$502,987 | \$500,256 | \$543,682 | (\$43,427) | 92% | \$866,344 | 58% |
| TOTAL INCOME | \$295,219 | \$317,656 | (\$22,438) | \$2,059,124 | \$2,219,256 | \$2,416,315 | (\$197,059) | 92% | \$3,894,211 | 57% |
| EXPENSES | | | | | | | | | | |
| PERSONNEL | | | | | | | | | | |
| Leadership & Administration | \$58,129 | \$59,587 | \$1,459 | \$434,413 | \$478,035 | \$487,037 | \$9,002 | 98% | \$759,679 | 63% |
| Worship, Music & Weddings | \$28,600 | \$28,163 | (\$437) | \$223,133 | \$257,828 | \$258,690 | \$862 | 100% | \$385,005 | 67% |
| Singers & Musicians | \$480 | \$2,770 | \$2,290 | \$13,350 | \$13,740 | \$16,620 | \$2,880 | 83% | \$27,700 | 50% |
| Congregational Life | \$37,226 | \$36,186 | (\$1,039) | \$322,111 | \$319,579 | \$317,362 | (\$2,217) | 101% | \$478,851 | 67% |
| Childcare | \$7,155 | \$5,661 | (\$1,494) | \$47,222 | \$46,348 | \$47,892 | \$1,544 | 97% | \$61,600 | 75% |
| Payroll Taxes | \$5,720 | \$6,121 | \$401 | \$53,555 | \$49,500 | \$52,294 | \$2,794 | 95% | \$79,040 | 63% |
| Pension | \$11,505 | \$11,961 | \$456 | \$74,264 | \$84,546 | \$91,647 | \$7,101 | 92% | \$140,917 | 60% |
| Healthcare | \$10,358 | \$11,772 | \$1,413 | \$76,632 | \$81,558 | \$86,808 | \$5,251 | 94% | \$133,896 | 61% |
| Health Reimbursement Arrangement (HRA) | \$0 | \$2,333 | \$2,333 | \$1,500 | \$96 | \$18,667 | \$18,571 | 1% | \$28,000 | 0% |
| TOTAL PERSONNEL | \$159,172 | \$164,554 | \$5,383 | \$1,246,182 | \$1,331,229 | \$1,377,017 | \$45,788 | 97% | \$2,094,687 | 64% |

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Budgeted Financial Statement for Period 8 - August
UNIVERSITY CHRISTIAN CHURCH
Fiscal Year Beginning 1/1/2018

| Description | Actual for Month | Budget for Month | Variance for Month | YTD Actuals 2017 | YTD Actuals 2018 | YTD Budget 2018 | YTD Budget Variance | YTD % Variance | 2018 Annual Budget | Annual % Variance |
|--|------------------|------------------|--------------------|--------------------|--------------------|--------------------|---------------------|----------------|--------------------|-------------------|
| LEADERSHIP & ADMINISTRATION | | | | | | | | | | |
| Administration General | \$13,779 | \$17,643 | \$3,864 | \$172,115 | \$131,208 | \$150,909 | \$19,701 | 87% | \$210,450 | 62% |
| Building & Grounds | \$53,915 | \$41,242 | (\$12,673) | \$309,324 | \$351,323 | \$346,140 | (\$5,183) | 101% | \$520,356 | 68% |
| Kitchen Operations | \$1,059 | \$5,273 | \$4,215 | \$0 | \$1,964 | \$10,107 | \$8,143 | 19% | \$62,430 | 3% |
| Communications | \$5,646 | \$8,946 | \$3,299 | \$45,295 | \$58,281 | \$71,567 | \$13,286 | 81% | \$107,350 | 54% |
| Endowment Administration | \$0 | \$0 | \$0 | \$3,000 | \$3,000 | \$3,600 | \$600 | 83% | \$4,600 | 65% |
| TOTAL LEADERSHIP & ADMINISTRATION | \$74,399 | \$73,104 | (\$1,295) | \$529,734 | \$545,775 | \$582,323 | \$36,547 | 94% | \$905,186 | 60% |
| WORSHIP & SPIRITUALITY | | | | | | | | | | |
| Worship | \$401 | \$1,231 | \$830 | \$12,640 | \$8,794 | \$11,350 | \$2,556 | 77% | \$17,585 | 50% |
| Worship Music | \$3,370 | \$5,463 | \$2,093 | \$25,702 | \$49,007 | \$45,964 | (\$3,043) | 107% | \$63,789 | 77% |
| Music Trips | \$0 | \$10,000 | \$10,000 | \$0 | \$0 | \$20,000 | \$20,000 | 0% | \$20,000 | 0% |
| Church & The Arts | \$0 | \$223 | \$223 | \$2,877 | \$9,273 | \$9,633 | \$361 | 96% | \$10,525 | 88% |
| Boar's Head Yule Log Festival | \$0 | \$0 | \$0 | \$16,444 | \$32,532 | \$32,532 | \$0 | 100% | \$32,532 | 100% |
| TOTAL WORSHIP & SPIRITUALITY | \$3,771 | \$16,917 | \$13,145 | \$57,664 | \$99,606 | \$119,480 | \$19,874 | 83% | \$144,431 | 69% |
| CONGREGATIONAL LIFE | | | | | | | | | | |
| Evangelism & Membership | \$63 | \$458 | \$395 | \$1,411 | \$2,239 | \$3,667 | \$1,428 | 61% | \$5,500 | 41% |
| Fellowship | \$354 | \$1,383 | \$1,030 | \$12,618 | \$11,389 | \$11,067 | (\$322) | 103% | \$16,600 | 69% |
| Pastoral Care | \$1,733 | \$1,597 | (\$135) | \$9,374 | \$15,288 | \$12,779 | (\$2,509) | 120% | \$22,169 | 69% |
| Adults | \$379 | \$943 | \$563 | \$8,083 | \$13,431 | \$12,965 | (\$466) | 104% | \$16,810 | 80% |
| Children | \$4,373 | \$1,021 | (\$3,352) | \$15,797 | \$16,555 | \$18,436 | \$1,881 | 90% | \$23,719 | 70% |
| Youth | \$18,488 | \$14,400 | (\$4,088) | \$69,982 | \$92,928 | \$80,238 | (\$12,690) | 116% | \$89,900 | 103% |
| College | \$70 | \$838 | \$768 | \$5,122 | \$3,217 | \$7,450 | \$4,233 | 43% | \$11,550 | 28% |
| TOTAL CONGREGATIONAL LIFE | \$25,459 | \$20,640 | (\$4,819) | \$122,388 | \$155,046 | \$146,601 | (\$8,445) | 106% | \$186,248 | 83% |
| MISSION & OUTREACH | | | | | | | | | | |
| Outreach - UCC Ministries | | | | | | | | | | |
| Children's Closet | \$735 | \$250 | (\$485) | \$127,214 | \$88,382 | \$89,210 | \$828 | 99% | \$117,750 | 75% |
| Prom Dreams | \$0 | \$0 | \$0 | \$827 | \$670 | \$1,500 | \$830 | 45% | \$1,500 | 45% |
| Christmas Angels | \$0 | \$0 | \$0 | \$899 | \$2,348 | \$3,000 | \$652 | 78% | \$30,000 | 8% |
| Homeless Ministries | \$90 | \$1,250 | \$1,160 | \$2,523 | \$10,090 | \$13,750 | \$3,660 | 73% | \$15,000 | 67% |
| Mission Trips | \$1,400 | \$3,542 | \$2,142 | \$79,075 | \$1,440 | \$35,416 | \$33,976 | 4% | \$35,416 | 4% |
| Page Scholarship Fund | \$20,500 | \$12,500 | (\$8,000) | \$17,000 | \$20,500 | \$12,500 | (\$8,000) | 164% | \$12,500 | 164% |
| Other | \$5 | \$188 | \$182 | \$3,233 | \$3,446 | \$1,500 | (\$1,946) | 230% | \$2,250 | 153% |
| Total Outreach - UCC Ministries | \$22,730 | \$17,729 | (\$5,001) | \$230,771 | \$126,877 | \$156,876 | \$29,999 | 81% | \$214,416 | 59% |
| Outreach - Agency Support | | | | | | | | | | |
| Denominational | \$5,250 | \$5,250 | \$0 | \$129,623 | \$151,260 | \$159,250 | \$7,990 | 95% | \$231,000 | 65% |
| Ecumenical | \$875 | \$92 | (\$784) | \$45,469 | \$70,673 | \$70,531 | (\$142) | 100% | \$94,398 | 75% |
| Other | \$3,670 | \$3,375 | (\$295) | \$20,374 | \$51,212 | \$46,752 | (\$4,460) | 110% | \$48,252 | 106% |
| Total Outreach - Agency Support | \$9,795 | \$8,717 | (\$1,078) | \$195,466 | \$273,145 | \$276,533 | \$3,388 | 99% | \$373,650 | 73% |
| Outreach - General | | | | | | | | | | |
| Outreach General Designated for Future Use | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0% | \$9,000 | 0% |
| Total Outreach - General | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0% | \$9,000 | 0% |
| TOTAL MISSION & OUTREACH | \$32,525 | \$26,446 | (\$6,079) | \$426,236 | \$400,022 | \$433,409 | \$33,387 | 92% | \$597,066 | 67% |
| TOTAL EXPENSES | \$295,326 | \$301,660 | \$6,334 | \$2,382,203 | \$2,531,679 | \$2,658,829 | \$127,150 | 95% | \$3,927,619 | 64% |
| TOTAL NET OPERATING INCOME (LOSS) | (\$107) | \$15,996 | (\$16,103) | (\$323,080) | (\$312,423) | (\$242,515) | (\$69,909) | | (\$33,408) | |

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UNIVERSITY CHRISTIAN CHURCH
Fiscal Year Beginning 1/1/2018
Capital Budget Report August 2018

| Account # | Description | YTD Actuals | Budget Annual | Actual to Budget Variance | |
|-----------|---|------------------|------------------|---------------------------|--|
| | Cash Balance as of 12/31/2017 | \$322,324 | \$322,324 | | |
| | Income | | | | |
| | Contributions | \$200 | \$0 | \$200 | *Kitchen remodel donation |
| | Net Rental Income | \$0 | \$0 | \$0 | |
| | Misc. Income | \$0 | \$0 | \$0 | |
| | Trust Income | \$3,584 | \$6,000 | (\$2,416) | |
| | Game Day Parking Income | \$10,143 | \$10,143 | \$0 | |
| | TCU Parking Lease Income | \$0 | \$0 | \$0 | |
| | Transfer from Operating | \$0 | \$0 | \$0 | |
| | Endowment Income | \$98,264 | \$196,353 | (\$98,089) | |
| | Gross Income | \$112,190 | \$212,495 | (\$100,305) | |
| | Non Budget Misc. Expenses | | | | |
| | Misc. Purchases and Repairs | \$3,428 | \$12,000 | (\$8,572) | |
| | Net Columbarian/Memorial Rm | (\$640) | \$0 | (\$640) | |
| | Total Non Budget Misc. Expenses | \$2,788 | \$12,000 | (\$9,212) | |
| | Net Operating Income | \$109,402 | \$200,495 | (\$91,093) | |
| | FUNDING FROM RESERVE TRANSFERS | | | | |
| | Ministry Areas | \$0 | \$0 | \$0 | |
| | SS Classes | \$0 | \$0 | \$0 | |
| | Weekday School | \$67,138 | \$50,000 | \$17,138 | *WDS playground transfer (incl. addtl. Approved amt) |
| | TOTAL RESERVE TRANSFERS | \$67,138 | \$50,000 | \$17,138 | |
| | TOTAL INCOME | \$176,541 | \$250,495 | (\$73,955) | |
| | CAPITAL PROJECTS | | | | |
| | Site | \$132,789 | \$125,000 | (\$7,789) | *Playground - overages covered by WDS fundraising |
| | Structure | \$14,876 | \$14,000 | (\$876) | *Roof additions & tile removal |
| | Interior | \$119,958 | \$134,250 | \$14,292 | *Kitchen smallwares |
| | Elevators | \$0 | \$0 | \$0 | |
| | Mechanical | \$60,787 | \$60,000 | (\$787) | *RTU replacement #1, #2, #4 & #7 |
| | Electrical | \$0 | \$0 | \$0 | |
| | Plumbing | \$0 | \$0 | \$0 | |
| | Fire & Safety | \$0 | \$0 | \$0 | |
| | ADA | \$0 | \$0 | \$0 | |
| | Furniture & Fixtures | \$27,626 | \$41,865 | \$14,239 | *Senior Minister office furniture & College lounge furniture |
| | Technology | \$5,111 | \$17,040 | \$11,929 | *Child Checkin printers |
| | Total Other Capital Projects | \$361,147 | \$392,155 | \$31,008 | |
| | Accounts Payable - expenses from prior year | (\$474) | | | |
| | *Transferred Donation - previous year | (\$2,500) | | | |
| | Cash Balance to GL | \$134,743 | \$180,664 | | |
| | Less Restricted/Deferred Reserves | | | | |
| | Restricted Reserves (Memorial Rm) | 26,114 | \$25,474 | | |
| | Net Cash Balance | \$108,629 | \$155,190 | | |

Policies and Procedures of the UCC Finance Committee

1. Appointment. The Finance Committee (Committee) is an Administrative Committee of the Board of Stewards of University Christian Church (UCC). The Board appoints the Finance Chair and members annually.

The Committee will have ~~nine-seven~~ Voting Members. The Voting Members will include the:

- Chair,
- ~~Vice Chair,~~
- ~~Chair of the Stewardship Sub-Committee, and~~
- Six at-large members, one of which may be the Vice Chair.

The Committee also includes the following Non-Voting, Quorum Counting, members (or ~~an-a~~ designated alternate representative ~~from each of the groups identified below~~):

- Chair of the Board of Stewards, ~~and/or~~
- Vice Chair of the Board of Stewards

Commented [M&MJ1]: Chair BoS requested that this be changed to "or".

The Committee, as a courtesy, provides the following individuals with announcements of meeting times, proposed agenda, documents, and minutes of meetings. These individuals may attend meetings and provide reports. Their presence or absence does not affect quorum.

- Chair of the Stewardship Sub-Committee,
- Chair of the Personnel Committee,
- Chair of the Endowment Committee,
- Chair of the Building & Grounds Committee, and
- ~~Chair of the Communications Committee, and~~
- Chair of Outreach Ministry Division or its Outreach Finance Sub-Committee.

It is recommended that the roster of the Voting Members of the Committee be guided by the following:

1(a) At least one-third of the Committee should have significant financial and/or accounting experience. At least one member should be a Certified Public Accountant.

1(b) Members serve two year terms, preferably staggered with ~~three-two~~ to five-four newly appointed members each year.

1(c) No voting member of the Committee may serve more than four consecutive years, and a minimum one-year gap in service is required prior to re-appointment.

1(d) A Chair may serve no more than two consecutive years. A two-year gap in service is required for a past Chair to be reappointed as the incoming Chair.

1(e) Director of Operations also serves on the Committee as non-voting, non-quorum counting member.

2. Quorum. Following the guidance in the UCC Bylaws, a quorum exists if at least half of the Voting and Non-Voting members are present with a minimum of four Voting Members. Accordingly, a quorum is 6 voting plus nonvoting members present so long as 4 of those are voting members of the Committee.

3. Mission. To oversee UCC's finances for the purpose of securing adequate financial resources and budgeting for the various ministries and outreach missions of UCC, while supporting: (a) the Board, Assembly and other leadership groups of UCC with recommendations for authorized expenditures for their respective ministries and missions; (b) the membership at large and other internal organizations of UCC by responding to inquiries related to the financial condition of UCC; and (c) evaluating the financial reports/budgeting of the organized bodies of UCC, pursuant to the Board of Steward's authorization.

4. Duties and Responsibilities.

4(a) Stewardship Sub-Committee. The Finance Committee appoints the Chair of the Stewardship Sub-Committee and its members annually (no later than August). The Stewardship Sub-Committee conducts an Annual Stewardship-Giving Campaign in the fall of each year seeking pledges for the following year to fund most of the annual operating expenses of the church. It organizes and participates in any solicitation of members for pledges and conducts the follow-up procedures necessary to complete the annual campaign.

Commented [M&MJ2]: Does this need to be revised?

4(b) Planning and Budget Committee. The Planning and Budget (P&B) Committee shall operate as a sub-committee of Finance pursuant to the Bylaws. The P&B shall consist of five members – the Chair of Finance, who will also serve as Chair of P&B; two representatives from the Board of Stewards to be selected by its Chair; and two other representatives from Finance to be selected by its Chair. The Executive Minister, Chair of the Board, and the Director of Operations shall participate as non-voting members. The P&B facilitates the UCC Planning & Budgeting Process in coordination with the Director of Operations.

4(bc) Annual Budget. The Finance Committee reviews in detail the annual budgets, prepared by staff, to authorize the following spending plans and priorities for the upcoming year. The annual budgets include the Unified Operating Budget (which includes all programs, spending from Restricted Funds, and the annual income allocations from UCC's Endowment Funds) and Capital Expenditure (Fund 3) Budget. Additionally, the Finance Committee reviews the Weekday School (WDS) school year budget (a calendar year budget is included in the Unified Operating Budget and the amounts should agree for periods in common) prepared by the WDS staff and its

Advisory Board. The Committee presents its budget recommendations to the Board of Stewards and Assembly for final approval.

4(ed) Financial Reports. The Finance Committee is responsible for reviewing all Financial Reports to monitor that all transactions for the church are properly included and that variances from expectations are understood. These reports will include monthly review of:

- Unified Budget Report (Fund 1)
- Consolidated Balance Sheet (All funds)
- Capital Budget Report (Fund 3)

And include quarterly review of:

- WDS Operating Report (Fund 1)
- Restricted Reserve Report (Fund 2)
- Endowment Reports (fund 4)

These reports are forwarded to the Board of Stewards and reviewed by the Finance Committee Chair or the Director of Operations at the Board of Stewards' meetings. Additionally, the Finance Committee Chair or the Director of Operations reports regularly to the Assembly regarding the Church's financial performance and condition in a level of detail appropriate to the current circumstances and information needs of the Assembly.

4(de) Reporting and Interpreting Financial Data. The Finance Committee is responsible for making financial reports available to church members in either detail or summary formats as appropriate. The Committee assists staff in interpreting data and conducting special studies or analysis of financial data to provide information to church leadership for the purpose of making financial decisions.

4(ef) Selection of banks, auditors and other providers of financial assistance. Annually, the Committee approves a list of authorized banks and investment advisors. The Finance Committee approves in advance changes to banks or investment advisors that take place during the year.

The Committee may make recommendations regarding the selection of external accountants and the services to be performed (audit, review, compilation, etc.); however, the Board of Stewards selects and contracts with external accountants and appoints an internal audit committee that may include members of the Finance Committee. The audit committee generally includes the following:

- Finance Committee Chair,

- Finance Committee ~~Vice-Chair~~at large member,
- ~~Endowment Committee Chair~~At large member from the congregation, and
- One ~~or more~~ Board of Stewards representatives.

4(fg) Vendors. Annually, the ~~Finance~~ Committee approves all vendors whose services are expected to cost in excess of \$25,000 per year. The Committee approves, in advance, new contracts, or agreements for services, with existing or new vendors that are in excess of \$25,000 per year.

4(gh) Risk Management. On an annual basis, the ~~Finance~~ Committee reviews Internal Control Policies provided by the Director of Operations. The Committee approves the procedures for authorizing specific budgeted expenditures. The Finance Committee reviews Insurance Coverage annually and in detail when purchasing new policies. The Committee reports any changes in coverage to the Board of Stewards for approval.

4(hi) Personnel Expenses. The Personnel Committee, among other duties, is responsible for monitoring and evaluating church staff and their compensation. However, the Finance Committee reviews the budget requests of the Personnel Committee and summarizes those figures in church wide budget recommendations. The Finance Committee also provides feedback to the Personnel Committee regarding the ability of the congregation to support the personnel budget request so that the Personnel Committee, along with the staff and Board of Stewards, can prioritize personnel expenditures.

In order to complete annual personnel reviews, the Finance Committee advises staff and the Personnel Committee regarding the job performance of Finance Staff. Additionally, the Finance Committee advises staff and search committees created to replace the administrative head of the Finance Staff.

4(ij) Reserve Accounts. The Board of Stewards constructively establishes a reserve account when it approves a new ministry for UCC. For administrative efficiency, the ~~Accounting Manager~~Director of Operations does not add the reserve account to the general ledger until both of the following occur:

- An event occurs that warrants the use of a reserve account under generally accepted accounting ~~principals~~principles for nonprofit organizations, and
- Either the ministry has existed or reasonably is expected to exist for at least 12 months.

5. Review of Policies. The policies documented herein shall be reviewed annually by the ~~Finance~~ Committee and may be amended at any time. These policies are subject to the approval of the

Board of Stewards, which retains its discretion to delegate duties and responsibilities to the Finance Committee, which may be changed from time to time.

Finance Approved June 13, 2016 September 11, 2018
Board of Stewards Approved on June 21, 2016, Date

WEEKDAY SCHOOL
2018-2019 School Year Budget

| Account# | Name | 2017-18 BUDGET | 2017-18 ACTUAL | 2018-2019 BUDGET | Comments: |
|--------------------------------------|--|-------------------|-------------------|---------------------|--|
| WEEKDAY SCHOOL | | | | | |
| 70403 | WDS - Current Year Contributions | \$0 | \$0 | \$0 | |
| 70413 | WDS - Misc. Income | \$200 | \$0 | \$0 | |
| 70502 | Endowment Income - Weekday School | \$2,016 | \$2,023 | \$2,016 | <i>*Will need updating once forecasted</i> |
| 70505 | WDS - Discovery Time/Early Bird | \$103,000 | \$115,039 | \$110,000 | |
| 70531 | WDS - Tuition | \$596,168 | \$599,919 | \$647,979 | |
| 70532 | WDS - Enrollment Fees | \$28,375 | \$35,175 | \$31,500 | |
| 70533 | WDS - Activity Fees | \$65,000 | \$70,430 | \$71,000 | |
| 70545 | WDS - Tuition Staff Discount | \$20,000 | \$19,113 | \$22,052 | Increased due to a staff benefit |
| 70550 | Restrictions Satisfied - Fundraising | \$10,248 | \$12,715 | \$7,938 | Scholarships approved by committee in Spring |
| TOTAL WEEKDAY SCHOOL INCOME | | \$825,007 | \$854,414 | \$892,485 | |
| 70701 | WDS - Salary Non/Ordained | \$494,758 | \$486,707 | \$511,663 | |
| 70702 | WDS - Staff Bonus | \$14,250 | \$12,089 | \$14,850 | |
| 70703 | WDS - Discovery Time/Early Bird Salary | \$70,000 | \$59,156 | \$63,000 | |
| 70705 | WDS - Childcare Salary | \$7,000 | \$6,167 | \$7,000 | Increase expected in childcare costs due to parent event in October |
| 70706 | WDS - Subs | \$7,000 | \$4,015 | \$10,465 | Includes sick day subs and additional sub due to enrollment final class numbers |
| 70707 | WDS - Contract Labor | \$17,510 | \$17,795 | \$19,500 | Stretch and Grow, Music, Puppet Lady, Mr. Mark, Fort Worth Zoo |
| 70710 | WDS - Pension Expense | \$5,938 | \$7,118 | \$9,850 | |
| 70711 | WDS - FICA Expense | \$45,365 | \$42,274 | \$46,434 | |
| 70713 | WDS - Healthcare | \$9,108 | \$5,417 | \$2,578 | |
| 70718 | WDS - Tuition Staff Discount | \$20,000 | \$19,113 | \$22,052 | |
| 70724 | WDS - School Supplies | \$21,000 | \$20,883 | \$24,000 | Increased number of children enrolled impacts school supply costs |
| 70725 | WDS - Office Supplies | \$3,500 | \$3,002 | \$3,500 | |
| 70726 | WDS - Postage & Freight | \$150 | \$361 | \$300 | |
| 70727 | WDS - Food & Related Supplies | \$4,000 | \$2,742 | \$3,000 | |
| 70730 | WDS - Printing & Copying | \$4,500 | \$3,737 | \$4,500 | |
| 70736 | WDS - Resource Room Expense | \$1,500 | \$1,072 | \$1,500 | |
| 70737 | WDS - Publications | \$150 | \$30 | \$100 | |
| 70740 | WDS - TeacherTraining/Inservice | \$4,000 | \$1,120 | \$6,050 | |
| 70746 | WDS - Insurance | \$50 | \$52 | \$75 | Insurance for field trips - higher due to larger kindergarten class this year |
| 70747 | WDS - Professional Fees | \$3,500 | \$5,617 | \$5,000 | First aid, CPR, background checks, fingerprinting, licensing fees |
| 70748 | WDS - Reaccreditation | \$3,000 | \$390 | \$3,000 | Working toward accreditation with the National Accreditation Commission for Early Learning Leaders |
| 70750 | WDS - Repairs & Maint - Other | \$1,500 | \$174 | \$1,000 | |
| 70755 | WDS - Board Sponsored Activities Exp. | \$0 | \$0 | \$0 | |
| 70760 | WDS - Community Garden Exp | \$8,000 | \$4,263 | \$8,000 | Lower cost last year due to vacancy, new gardener has been contracted |
| 70779 | WDS - Misc. Expense | \$850 | \$623 | \$500 | |
| 70800 | WDS - Capital Expense | \$3,500 | \$0 | \$4,000 | Expected costs to transition Room 110 to classroom use due to increased enrollment |
| 70801 | WDS - Projects from Reserve | \$0 | \$2,467 | \$0 | |
| TOTAL WEEKDAY SCHOOL EXPENSE | | \$750,129 | \$706,384 | \$771,917 | |
| WEEKDAY SCHOOL OVER/UNDER EXP | | \$74,878 | \$148,030 | \$120,568 | |

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**WDS Projected Tuition Income
2018-19 School Year**

| <i>Class</i> | | <i>2018-19 Rate</i> | | <i>2018-19 Monthly Total</i> | <i>2018-19 Annual</i> |
|---------------|------------|-------------------------|----|--------------------------------------|---------------------------|
| Cribs | | | | | |
| One Day | 5 | \$ 90.00 | \$ | 450.00 | \$ 4,050.00 |
| Two Days | 18 | \$ 180.00 | \$ | 3,240.00 | \$ 29,160.00 |
| Three Days | 1 | \$ 270.00 | \$ | 270.00 | \$ 2,430.00 |
| Five Days | 3 | \$ 450.00 | \$ | 1,350.00 | \$ 12,150.00 |
| | 27 | | | | |
| Ones | | | | | |
| T/TH | 25 | \$ 180.00 | \$ | 4,500.00 | \$ 40,500.00 |
| M/W/F | 25 | \$ 270.00 | \$ | 6,750.00 | \$ 60,750.00 |
| | 50 | | | | |
| Twos | | | | | |
| T/TH | 30 | \$ 180.00 | \$ | 5,400.00 | \$ 48,600.00 |
| MWF | 30 | \$ 270.00 | \$ | 8,100.00 | \$ 72,900.00 |
| | 60 | | | | |
| Threes | | | | | |
| MWF | 41 | \$ 270.00 | \$ | 11,070.00 | \$ 99,630.00 |
| T/TH | 45 | \$ 180.00 | \$ | 8,100.00 | \$ 72,900.00 |
| | 86 | | | | |
| Fours | | | | | |
| M-F | 16 | \$ 450.00 | \$ | 7,200.00 | \$ 64,800.00 |
| MWF | 32 | \$ 270.00 | \$ | 8,640.00 | \$ 77,760.00 |
| T/TH | 13 | \$ 180.00 | \$ | 2,340.00 | \$ 21,060.00 |
| | 61 | | | | |
| K | 16 | \$ 495.00 | \$ | 7,920.00 | \$ 71,280.00 |
| All | 300 | | | | |
| | | Tuition | \$ | 75,330.00 | \$ 677,970.00 |
| | | Scholarship | | | \$ (7,938.18) |
| | | Staff Discount | | | \$ (22,052.00) |
| | | Total | | | <u>\$ 647,979.82</u> |

UNIFIED BUDGET (FUND 1) AMENDMENT REQUESTS

FINANCE COMMITTEE

| Date | Description | Account or Reserve impacted | Amount |
|-----------------------|-------------------------------------|--|-------------------------------------|
| 3/31/2018 | <i>Adjustment to Budget</i> | Restrictions Satisfied - Boar's head | <i>\$16,088</i> |
| | Existing Budget | Restrictions Satisfied - Boar's head | \$16,444 |
| | total program cost in 2018 \$32,532 | Fund Reserve total transfer - Boar's Head | <i>(\$32,532)</i> |
| 3/31/2018 | Music stand lights | Youth parking tithe allocation (2017) | \$1,000 |
| | | Restrictions Satisfied – Music General | <i>(\$1,000)</i> |
| *NEW 8/31/2018 | BBQ Fall Kickoff Dinner | Restrictions Satisfied - Senior Minister | \$ 4,550.00 |
| | | Restrictions Satisfied - Senior Minister | <i>\$ (4,550.00)</i> |
| 8/31/2018 | Southwest Good Samaritan | Restrictions Satisfied - Outreach General as approved by Outreach | \$ 3,000.00 <i>\$ (3,000.00)</i> |
| 8/31/2018 | LeaderPrime Retreat 2019 | Senior Minister Advised Fund Senior Minister Advised Fund | \$ 4,000.00 <i>\$ (4,000.00)</i> |
| 8/31/2018 | College Lunch Bunch Donation | College General Reserve College General Reserve | \$ 500.00 <i>\$ (500.00)</i> |
| 8/31/2018 | Weekday School Budget Amendment | Operating Budget | \$ 8,660.64 |

NET IMPACT \$ 8,660.64

GROSS TRANSACTION TOTAL \$ 37,798.64

BOARD OF STEWARDS

NET IMPACT \$ -
GROSS TRANSACTION TOTAL \$ -

ASSEMBLY

NET IMPACT \$ -
GROSS TRANSACTION TOTAL \$ -

| Approval permitted by | Budget Impact | Transaction limits | Annual Limits |
|-----------------------|---|--------------------|---------------|
| Finance Committee | Net effect of \$0 - Reserve fund expenses | \$50,000 | \$125,000 |
| | Net cost to General Operating Fund | \$10,000 | \$20,000 |
| Board of Stewards | Net effect of \$0 - Reserve fund expenses | \$100,000 | \$250,000 |
| | Net cost to General Operating Fund | \$50,000 | \$100,000 |

001 UNIVERSITY CHRISTIAN CHURCH
Financial Spreadsheet from Audit(*) to December
000 OPERATING FUND
Budget Figures

| Account | | | ORIGINAL | ADJUSTED | |
|--------------------------------------|------|--|------------------|------------------|-----------------|
| Fund | Dept | # Name | UNIFIED | July - Dec | |
| | | | BUDGET | 2018 | DIFFERENCE: |
| WEEKDAY SCHOOL | | | | | |
| 0 | 70 | 70403 WDS - Current Year Contributions | \$0 | \$0 | \$0 |
| 0 | 70 | 70413 WDS - Misc. Income | \$100 | \$0 | (\$100) |
| 0 | 70 | 70502 Endowment Income - Weekday School | \$1,056 | \$1,008 | (\$48) |
| 0 | 70 | 70505 WDS - Discovery Time/Early Bird | \$63,023 | \$67,269 | \$4,246 |
| 0 | 70 | 70531 WDS - Tuition | \$291,060 | \$317,177 | \$26,117 |
| 0 | 70 | 70532 WDS - Enrollment Fees | \$2,380 | \$2,579 | \$199 |
| 0 | 70 | 70533 WDS - Activity Fees | \$66,300 | \$70,483 | \$4,183 |
| 0 | 70 | 70545 WDS - Tuition Staff Discount | \$10,000 | \$11,026 | \$1,026 |
| 0 | 70 | 70550 Restrictions Satisfied - Fundraising | \$10,248 | \$7,938 | (\$2,310) |
| TOTAL WEEKDAY SCHOOL INCOME | | | \$444,168 | \$477,480 | \$33,312 |
| 0 | 70 | 70701 WDS - Salary Non/Ordained | \$252,733 | \$268,247 | \$15,514 |
| 0 | 70 | 70702 WDS - Staff Bonus | \$5,000 | \$5,453 | \$453 |
| 0 | 70 | 70703 WDS - Discovery Time/Early Bird Salary | \$29,467 | \$29,563 | \$96 |
| 0 | 70 | 70705 WDS - Childcare Salary | \$4,659 | \$4,942 | \$283 |
| 0 | 70 | 70706 WDS - Teacher Subs | \$2,625 | \$4,605 | \$1,980 |
| 0 | 70 | 70707 WDS - Contract Labor | \$8,378 | \$9,906 | \$1,529 |
| 0 | 70 | 70710 WDS - Pension Expense | \$3,713 | \$4,783 | \$1,070 |
| 0 | 70 | 70711 WDS - FICA Expense | \$22,528 | \$23,930 | \$1,402 |
| 0 | 70 | 70713 WDS - Healthcare | \$1,289 | \$1,289 | (\$0) |
| 0 | 70 | 70718 WDS - Tuition Staff Discount | \$10,000 | \$11,026 | \$1,026 |
| 0 | 70 | 70724 WDS - School Supplies | \$14,544 | \$15,830 | \$1,286 |
| 0 | 70 | 70725 WDS - Office Supplies | \$2,444 | \$1,871 | (\$572) |
| 0 | 70 | 70726 WDS - Postage & Freight | \$120 | \$245 | \$125 |
| 0 | 70 | 70727 WDS - Food & Related Supplies | \$1,774 | \$2,466 | \$692 |
| 0 | 70 | 70730 WDS - Printing & Copying | \$3,114 | \$2,250 | (\$864) |
| 0 | 70 | 70736 WDS - Resource Room Expense | \$1,118 | \$574 | (\$544) |
| 0 | 70 | 70737 WDS - Publications | \$150 | \$100 | (\$50) |
| 0 | 70 | 70740 WDS - Teacher Training/Inservice | \$3,000 | \$3,025 | \$25 |
| 0 | 70 | 70746 WDS - Insurance | \$38 | \$54 | \$16 |
| 0 | 70 | 70747 WDS - Professional Fees | \$1,300 | \$1,626 | \$326 |
| 0 | 70 | 70748 WDS - Reaccreditation | \$1,000 | \$0 | (\$1,000) |
| 0 | 70 | 70750 WDS - Repairs & Maint - Other | \$615 | \$1,000 | \$385 |
| 0 | 70 | 70755 WDS - Board Sponsored Activities Exp. | \$0 | \$0 | \$0 |
| 0 | 70 | 70760 WDS - Community Garden Exp | \$4,040 | \$4,112 | \$72 |
| 0 | 70 | 70779 WDS - Misc. Expense | \$580 | \$250 | (\$330) |
| 0 | 70 | 70800 WDS - Capital Expense | \$1,500 | \$3,232 | \$1,732 |
| 0 | 70 | 70801 WDS - Projects from Reserve | \$0 | \$0 | \$0 |
| TOTAL WEEKDAY SCHOOL EXPENSE | | | \$375,728 | \$400,379 | \$24,652 |
| WEEKDAY SCHOOL OVER/UNDER EXP | | | \$68,440 | \$77,101 | \$8,661 |

| | |
|---|-----------------|
| WDS Tuition & Fees | \$35,622 |
| WDS Restricted Income & Reserve Transfers | (\$2,310) |
| | \$33,312 |
| WDS Personnel Expense | \$23,353 |
| WDS Operating Expense | \$1,299 |
| | \$24,652 |
| TOTAL | \$8,661 |

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CAPITAL FUND BUDGET (FUND 3) AMENDMENT REQUESTS

FINANCE COMMITTEE

| | Date | Description | Account or Reserve | Amount |
|-------------|-----------|--|--------------------|-----------|
| | 6/1/2018 | Senior Minister Office - update project (paint, furniture, bathroom sink, lighting) | Capital Budget | \$ 12,500 |
| *NEW | 8/31/2018 | Roof - removal/replacement tiles for brick repair | Capital Budget | \$ 5,000 |
| | | Roof - new drain pipe to redirect water flow | | \$ 3,700 |

NET IMPACT \$ 21,200

GROSS TRANSACTION TOTAL \$ 21,200

BOARD OF STEWARDS

NET IMPACT \$ -

GROSS TRANSACTION TOTAL \$ -

| Approval permitted by | Budget Impact | Transaction limits | Annual Limits |
|-----------------------|---|--------------------|---------------|
| Finance Committee | Capital or Reserve fund expenses | \$50,000 | \$125,000 |
| BOS | UCC Bylaws 7.6(d)[4]: BOS may approve capital expenditures during a fiscal year up to an aggregate of 5% of total approved operating budget (\$180,958 in 2017) | | \$188,537 |

Budgeted Financial Statement for Period 8 - August
Company#: 1 Name: UNIVERSITY CHRISTIAN CHURCH
Fiscal Year Beginning 1/1/2018
Fund Name: 0 OPERATING FUND

| Account #/Description | 2018 YTD Actuals | 2018 Annual Budget | 2018 Variance Actuals to Budget fav/(unfav) |
|--|----------------------|-----------------------|--|
| Department Name: 50 Youth Ministry | | | |
| YOUTH MINISTRY OVER/UNDER EXP. | | | |
| YOUTH GEN INCOME | | | |
| 50526 Restrictions Satisfied -Student Acct- Mission Trip | \$2,280.00 | \$7,000.00 | (\$4,720.00) |
| 50535 Participant Income - Mission Trip | \$2,870.00 | \$7,000.00 | (\$4,130.00) |
| TOTAL YOUTH GEN INCOME | \$5,150.00 | \$14,000.00 | (\$8,850.00) |
| YOUTH GEN EXPENSE | | | |
| 50745 Youth Gen - Mission Trip | \$41,552.31 | \$20,000.00 | \$21,552.31 |
| TOTAL YOUTH GEN EXPENSE | \$41,552.31 | \$20,000.00 | \$21,552.31 |
| TOTAL YOUTH MINISTRY OVER/UNDER EXP. | (\$36,402.31) | (\$6,000.00) | (\$30,402.31) |

A brief account of travel expenditures | CYF Service Learning Trip | Rev. Jamie Plunkett

Please see below for a bulleted list of incidents that resulted in additional travel expenditures for the CYF Service Learning Trip to Portland/Yakama, which ultimately led to going over budget.

- There was a miscommunication related to booking flights for the trip, which delayed the booking, resulting in a larger cost for flights than what we originally planned. A tweak to the process for booking transportation should prevent this miscommunication in the future.
- On Sunday, July 1, the first day of the trip, three students who were not on our (UCC Youth Team) registration list arrived at the airport. They did not have flights booked, because they weren't on our list.
 - At least one of the youth that didn't have a flight (Maddy Putman) had proof of registration for the trip. How they didn't end up on our master list is still in question. It is possible that a second (Maddie Hendrix) was also registered, but I haven't seen proof of that.
 - Since the trip ended, it was discovered that one of the other youth (KaLeigh Jones) was accidentally registered for the Chi Rho service learning trip, which is why she wasn't on our list.
- After a conversation with other adults present (Rev. Jessica Vacketta, Kyle Klatzkin, Pam Miller, Keith Miller, Tyler Heston, and Josh Jackson), we decided that the right call was to book flights for the three students.
 - Our airline (Spirit Airlines) did not have any seats available on our flight, nor did they have seats on any other flight that day to Portland.
 - We booked three flights on an American Airlines flight that arrived in Portland about 30 minutes after our Spirit flight would land.
 - Because these three youth were underage, an adult had to fly with them, so Tyler Heston gave up his seat on Spirit, and flew with two of the youth on the American flight.
 - The third youth took Tyler's seat on the Spirit flight. Spirit Airlines does not transfer seats, so we had to pay a second time for that seat, for the youth's ticket.
- Because we were adding three more students (and their belongings) to the trip, we needed an extra vehicle, resulting in a 6th SUV being paid for, for the full week of the trip.
- We also incurred small costs throughout the week, due to adjusting our food costs to account for three more people.

Income vs Personnel Costs

Calculated Income Requirements

| | | | | | | |
|---------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Unrestricted Income | \$ 3,080,000 | \$ 3,136,364 | \$ 3,184,615 | \$ 3,234,375 | \$ 3,285,714 | \$ 3,338,710 |
| Personnel Costs | \$ 2,070,000 | \$ 2,070,000 | \$ 2,070,000 | \$ 2,070,000 | \$ 2,070,000 | \$ 2,070,000 |
| Relative Cost | 67% | 66% | 65% | 64% | 63% | 62% |

| | | | | | | |
|------------------------|-----------------|------------------|-------------------|-------------------|-------------------|-------------------|
| Increase Income | Baseline | \$ 56,364 | \$ 104,615 | \$ 154,375 | \$ 205,714 | \$ 258,710 |
|------------------------|-----------------|------------------|-------------------|-------------------|-------------------|-------------------|

| | | | | | | |
|------------------------------|----|-------|----|-------|----|-------|
| Average Pledge | \$ | 3,805 | \$ | 3,805 | \$ | 3,805 |
| Req # of Ave. Pledging Units | | 15 | | 27 | | 41 |
| | | | | | 54 | 68 |

Notes:

- Baseline income based on July ME projection of 2018 unrestricted income
- Personnel baseline costs based on 2018 Personnel costs plus \$50k