

Unitarian Universalist Congregation of Fairfax
Annual Meeting
June 4, 2017, 11:15 a.m.

Call to Order Karen Wolf, Board President
Determination of Quorum Judy Gallimore, Secretary

Chalice Lighting Rev. David Miller

Introduction of Parliamentarian Wini Atlas and Steve Gold

Meeting Covenant Karen Wolf

Consent Agenda
Approval of the minutes of the Jun. 5, 2016, Annual Meeting

Congregational Year in Review Karen Wolf

New Business:

1. Elections

- Election of new members for the Board of Directors, Nominating Committee and Endowment Fund Committee: Mary Gaskins, Nominating Committee

2. Proposed changes to the bylaws

- To create a General Endowment Fund: Deborah Boehm-Davis, Generosity Team

3. Approval of 2017-2018 Operating Budget Steve Myles, Treasurer, and Rich Sider, Director of Administration

4. Awards

- Sollenberger Award – Presenter: Wini Atlas, Lay Minister for Social Justice
- Birnbaum Volunteer Award – Presenters: Rev. David Miller; Rev. Laura Horton-Ludwig
- Founders Award – Presenter: Karen Wolf, Board of Directors

5. Recognition and Thanks

- Leaders Finishing Terms of Service: Karen Wolf
- Announcement of Board President for 2017-2018: Karen Wolf

6. Announcement of Election Results

- Board and Committees: Mary Gaskins

Motion for Adjournment

Minutes of the 2016 Annual Congregational Meeting

Unitarian Universalist Congregation of Fairfax

June 5, 2016

Call to Order: Board President Nigel Astell called the meeting to order at 11:17 am and welcomed those present.

Determination of a Quorum: Judy Gallimore, Board Secretary, was called to the podium and reported that at that time, 145 members had been admitted and that number more than met the requirement for a quorum.

Chalice Lighting: Reverend David Miller presented the blessing and the chalice was lit.

Introduction of Parliamentarians: Nigel Astell introduced the parliamentarians for the meeting, Steve Gold and Wini Atlas

Consent Agenda: The minutes of the June 7, 2015 Annual **Congregational** Meeting were approved by consent

Congregational Year in Review: Nigel Astell, Board President, described the highlights of the past year.

New Business

Elections: Chair of the Nominating Committee, Betsy Bicknell, presented the slates of candidates for the Board of Directors, Nominating Committee and Endowment Fund Committee. Members present voted and ballots were collected to be counted along with the absentee ballots.

Proposed Revisions to UUCF Bylaws: After a brief introduction, Nigel asked for any members that had questions about the proposed changes to bring them forward. After a few questions and answers, a motion to accept the changes was made by David Addis, seconded by Mary Frances Kordick and passed unanimously.

Approval of 2016–2017 Operating Budget: Steve Myles presented the operating plan and budget for the coming fiscal year. There were several questions. Answers were provided. Bob Kaminski made the motion to accept the budget as presented. The motion was seconded by Bob Carr. It passed with one dissenting vote.

Awards

The Howard & Agnes Sollenberger Award: Wini Atlas, Lay Minister for Social Justice, presented the award to Martha Ades for her outstanding work and leadership for social justice.

The Founders Award: Karen Wolf, Board member, presented the award to Rich Sider for his hard work, service and dedication to UUCF.

Recognition and Thanks

Jennifer Caires, Board Vice-president, recognized **leaders finishing their terms of service**. They are John Cunningham (Coordinating Team lay member), Kelly Schlageter (Lay Minister for Caring and Wellness), Lydia Lewis (Lay Minister for Education), John Kun (Lay Minister for Membership and Outreach), and Board members Nigel Astell, Janice Cooper, and Linda Hunt.

Nigel announced that Karen Wolf will be the **Board President** for 2016–2017.

Election Results: Betsy Bicknell returned to the podium to announce the election results for the contested positions on the Nominating Committee. They were: Janet Sifers, Maya Dhavale and Scott Lundgren. The other offices were non-contested. Those results - for Board of Directors: Paul Atelsek, Peggy Hillman and Anthony Salvi; for Endowment Fund Committee: Steve Gold and Jim Johnson.

Adjournment was at 12:10 pm

Planned Giving Proposal and Plan to Add a General Endowment Fund

The Generosity Team wants to be sure that individuals who bequeath money to UUCF know their money will be used for the purpose(s) they desire. Some individuals will want to give money that can be used at any time; others will want to give to an endowment, where the principal donated remains invested and the money spent comes from the interest earned on that account (like the current Endowment Fund).

The current Endowment Fund is set up such that decisions about how to spend income generated from the Fund are made by the committee and approved by the Board. The principal purpose of this fund is to fund grant applications from congregants and committees. The Generosity Team believes that there are individuals who want to give to the endowment for the specific purpose of generating long-term funding for annual operations. The current structure does not allow for this. The Generosity Team also believes that a UUCF Planned Giving Program needs to provide more options than the current Endowment Fund. The proposed options are described below and would be reflected on a revised bequest form.

1. Grants Endowment Fund – principal restricted, distributable income fund managed by the Endowment Fund Committee (EFC), used for member and committee initiated projects and other needs apart from normal operations. This is essentially what we now have.
2. General Endowment Fund – principal restricted, distributable income fund administered by the EFC and used for highest priority organizational needs as determined by the Board. At this point, we have no money in this fund so it would take some work to build this up over time.
3. Wherever needed most – no restriction on use of the principal. Funds designated for this purpose on the bequest form would be applied wherever the Coordinating Team (CT), in consultation with the Board, agrees is the highest priority.
4. Other donor designated purposes – if a donor specifies a purpose other than one of the above, the CT, in consultation with the Board, would need to decide whether to accept the gift. If not, the Generosity Team would engage the donor (if possible) in a conversation about mutually agreeable alternatives.

This proposal requires changes in the current bylaws and a draft of these changes is attached. A second UU Common Endowment Fund account would be opened for the General Endowment Fund when the first contribution is received. The following committee structure is recommended:

Planned Giving Committee: Charged with increasing planned giving. Will promote all four categories listed above in publicity and conversations with potential donors. This committee would report to the Generosity Team (as does the Annual Campaign and other fundraising activities) and would include a Chair, two other congregants selected by the GT for their knowledge and experience with planned giving, and one representative from the current EFC. The Chair would serve as a member of the Generosity Team.

Endowment Fund Committee: The charge to the EFC would be changed as per the draft bylaws changes.

Generosity Team: Current membership plus one member each from Endowment Fund Committee and Planned Giving Committee

Undesignated bequests (bequests received without a completed bequest form or other indication of the donor's intent) would be split 50/50 between the Grants Endowment Fund and Wherever Needed Most.

Proposed Changes to the UUCF Bylaws

ARTICLE XII: ENDOWMENT FUND COMMITTEE

1. Members. The Endowment Fund Committee shall consist of six (6) elected members, two (2) of whom shall be elected at each annual meeting to serve three-year terms, plus the Treasurer, as an ex-officio (voting) member. All terms shall begin July 1 of the year of election. Each year, before the annual meeting, the Committee shall select one of its elected members, whose term does not expire that year, to serve as the Chair for the coming year.

2. Duties. The Endowment Fund Committee (EFC) shall administer two endowment funds on behalf of the Congregation, the Grants Endowment Fund and the General Endowment Fund. The EFC shall develop policies and procedures governing fund management and distribution, monitor the status of invested funds and provide timely reports to the Board on the funds available for distribution.

3. Endowment fund descriptions.

- Grants Endowment Fund - a principal protected fund whose income is used to provide grants for projects that enhance the purpose and strategic goals of the Congregation apart from its general operation. The EFC will conduct a transparent grant application process and will recommend grants to the Board for approval.
- General Endowment Fund – a principal protected fund whose income is used to support current priority operating, capital or programmatic needs as determined by the Board.

4. Growth and Maintenance of Principal. Income from the Grants Endowment Fund shall not be distributed unless there is a threshold of \$250,000 in the fund. Income from the General Endowment Fund may be distributed annually with no minimum principal requirement. Except where specified otherwise in the terms of a particular gift to a fund, all principal amounts will be retained and only the income generated by the fund's investments, less expenses and an amount to offset inflation, may be expended.

5. Investment Policy. As much as practical, all investment decisions shall be consistent with "Socially Responsible Investments" as defined by the UUA. Investments shall be based on a policy of seeking to maximize total return (income and capital gains) while maintaining a reasonable degree of safety of principal.

6. Loans to the Congregation. Up to 30 percent of the total Grants Endowment Fund may be loaned to the Congregation. Such loans must be approved using the same requirements as a Bylaws amendment. Interest on such loans shall be set at prime rate, adjusted annually and paid annually along with at least 1/10 of the original loan amount, until the loan is repaid.

7. Reports. The Endowment Fund Committee shall report annually to the Board on contributions to the funds, the current investment portfolio, incurred expenses, past actions and future intentions. The Committee shall render a complete account of the administration of the funds during the preceding year in each year's Annual Report.

8. Meetings. The Endowment Fund Committee shall meet at least quarterly and at other such times as it deems advisable. A quorum shall be four (4) Committee members. Meetings shall be open to all members, except when the Committee votes to go into executive session.

9. Removal. The Board may remove a member of the Endowment Fund Committee for malfeasance, negligence, or incapacitation.

10. Vacancies. The Board shall fill any vacancy in the membership of the Endowment Fund Committee after consultation with the Nominating Committee. Anyone so appointed shall hold office until the end of the budget year. The remainder of the term shall be filled by election at the next annual meeting.

11. Re-election. Endowment Fund Committee members may serve two (2) consecutive terms, after which there shall be at least one (1) year before another term of office, except that anyone appointed for a term of one (1) year or less may serve a total of seven (7) consecutive years.

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Operating Plan 2017-2018

Unitarian Universalist Congregation of Fairfax

Submitted to the Board of Directors by the Coordinating Team (CT)

May 16, 2017

Current year context

The current year has been challenging as staff and lay leadership have attempted to respond to the emerging political and social environment of increasing xenophobia and racism preceding and following the 2016 election. The process to determine how UUCF will respond generated a lively internal discussion with some dissent. However, lay leadership, staff and the congregation remain resolute in the commitment to speak and act in the public arena on behalf of vulnerable populations and to do serious internal work on countering systemic racism. It will likely take some time for the impact of this direction to become clear and for it to become an integral part of the UUCF mission and culture.

UUCF experienced a small drop in membership from May 1, 2016, to May 1, 2017 - from 719 to 704. The low point was 691 members at the end of 2016. However, since the November election we have seen an overall increase in attendance from the prior year, which we hope is a predictor of growth in membership in the coming year.

This data seems to indicate that UUCF continues a period of transition. For the coming year, we are projecting a small reduction in the number of pledges compared to last year and it appears the average pledge will also be slightly lower, resulting in a \$65,000 reduction in total pledges. In addition, we will be without \$54,000 in other sources of income that were used to balance the budget last year. All of this presents a challenging financial situation as we balance congregational needs with available resources.

Laura Horton-Ludwig's announced departure also adds to the feeling of transition. The plan is to seek an Assistant Minister for Congregational Engagement and Spiritual Enrichment to replace Laura, beginning Sep. 1, 2017. The focus of this position will be on increasing membership and member engagement in the life of the congregation while continuing leadership of the pastoral care function.

Income projection for 2017-2018

The attached budget projects a 11.2% decrease in income from last year's budget based on \$900,000 in projected pledge income for the year. The reduction in income is largely due to lower projected pledge and other contribution income. Rental income is the only category we expect to continue to grow. The total income budget is \$1,101,618.

It's important to understand the current income shortfall in the context of the budget situation over the past 5 years.

- In congregational year **2012-2013**, UUCF had the highest budgeted pledge total in the last 5 years with \$1,075,000. That year the total operations budget was \$1,277,127.
- In **2013-2014**, pledge income was \$1,057,000, down \$18,000 from the prior year. The balance was met by using Reach funds to pay for the new audio visual technician's wages and eliminating contributions to the operating and capital reserves.
- In **2014-2015**, pledge income was \$1,005,000, down \$52,000. The total budget was \$1,266,674, about \$15,000 less than the prior year. We also had extra expenses related

to the ministerial search and interim ministry and the congregation approved a budget deficit of \$48,000, with the understanding we would do a second ask that fall. That supplemental campaign netted \$40,000. We made \$8,000 in cuts to balance the budget. There were no staff pay increases that year.

- In **2015-2016**, pledge income was reduced to \$960,000 and the total budget was \$1,183,878. To balance the budget, we eliminated the intern position; delayed hiring the Music Director; changed the Executive Director position to Director of Administration, including a pay reduction; cut Unitarian Universalist Association (UUA) and UUA Central East Region (CER) dues by 50%; again eliminated staff pay increases; and scheduled a 2-week staff furlough. We later received the generous Stan Richards bequest, enabling us to designate \$68,000 to restore the UUA/CER dues, give staff a 3% pay increase and eliminate the furlough. We also added money back into depleted operating and capital reserves.
- In **2016-2017**, the current year, the pledge income budget is \$965,000 and the total budget is \$1,239,907- \$16,000 less than the year before after the Richards money was added. To replace the Richards funds, we funded the intern with \$14,000 from the Endowment Fund and \$5,000 from the Reach Campaign. We also ended the 2015-2016 year with a cash surplus, in part due to the Richards funds and lower-than-expected pledge default and expenses, and included \$35,000 in the 2016-2017 budget from this surplus. Finally, due to paying off part of the mortgage with Reach money, our debt service costs are \$28,000 less than the prior year.

Expense budget for 2017-2018

This background demonstrates that our current budget situation has been developing over the past few years and this year we have to make the cuts necessary to bring our total spending in line with current income potential. The total proposed expense budget is \$1,101,611, also 11.1% (\$138,188) lower than last year. To balance the budget from the initial pre-Annual Giving Campaign draft budget, we propose the following changes.

- Reduce the UUA and CER dues by 50%.
- No pay increases for staff for the second year in a row and three out of the last four.
- Close the campus for two weekends in July, hopefully coordinated with the public sewer connection project, and all staff to take a 1-week unpaid furlough.
- A 7.8 % pay cut for the Senior Minister.
- Replace the Associate Minister with an Assistant Minister for Congregational Engagement and Spiritual Enrichment beginning Sep. 1.
- Eliminate the Member Services Coordinator position. Leadership of the membership function will be assumed by the Assistant Minister with support provided by the Administrative Coordinator.
- Reduce the Director of Administration position to three-quarter time and hire a half-time event coordinator to manage rentals and event set-up and support.
- Eliminate contributions to the operating and reserve funds.
- Reduce a number of miscellaneous administrative and program expenses.

Priorities for the coming year

The priorities for the Coordinating Team's work in the coming year are outlined below and are largely driven by the 2017-2020 strategic plan.

- Based on the Program Evaluation Committee's report on the UUCF membership function, change the Associate Minister position to an Assistant Minister with a major

emphasis on membership development. The new Assistant Minister will be charged with developing a plan, using the recommendations from the PEC report, to increase membership numbers and member engagement in the life of the congregation.

- To make room for membership growth, we are exploring a third worship service and RE program time that will draw people from the current Sunday morning times. Without that, we will continue to bump up against facility (parking, worship and classroom space) limitations to growth. A task force is currently studying various alternatives.
- The Innovation Fund project to establish a gathering place for young adults and people in transition who may not be drawn to a traditional congregation in Fairfax County will start this year. The first step will be to recruit a task force to conduct a feasibility study.
- Establish a rapid response network to be able to quickly mobilize congregants who choose to join the network when a threat to vulnerable populations comes to our attention.
- Increase UUCF's visibility and witness in the local community on social justice issues.
- Continue the work already begun by the Racial Justice Steering Committee to increase congregants' cultural competency and address systemic racism.
- Sharpen the focus on the UUCF mission in all programming and small groups through spiritual grounding work, small group covenanting and a clearer path to engagement for new congregants.
- Complete the Reach Campaign fundraising and the scheduled public sewer connection and central yard upgrade projects.
- Determine how the Reach Campaign social justice funding will be managed and distributed.
- Establish a planned giving committee with the participation of the Endowment Fund Committee and under the direction of the Generosity Team.
- Maintain our core programming: high-quality worship services, RE, adult programs and social justice programming.

Conclusion

As we look to the new congregational year, we are challenged by all that needs to be done to *transform ourselves, our community, and the world through acts of love and justice*. We recognize that the current political and social environment in which we live is causing uncertainty and anxiety among many of our members and friends and it is our desire to be a healing and transformational sanctuary for all who choose to join us in this mission.

UUCF Operating Budget - 2017-2018													
							2016-2017 Budget	2016-2017 Projected	2017-2018 Budget	Notes (see below)	Prior year % change	Prior year \$ change	
Income													
	Pledges												
	Operating Pledges						\$965,000	\$913,000	\$900,000	#1			
	Operating Fund Contributions -Non Pledged						\$27,000	\$20,000	\$20,000				
	New Pledges after 7/1						\$20,000	\$5,000	\$7,000				
	Pledge Default						-\$38,600		-\$36,000	#2			
	Contributions Over Pledged Amount						\$22,500	\$12,000	\$14,000				
	Total Operating Pledges/Donations						\$995,900	\$950,000	\$905,000		-9.1%	-\$90,900	
	Plate Collections						\$17,500	\$14,000	\$14,000				
	Auction Income						\$45,000	\$45,000	\$45,000				
	Rental Income						\$112,104	\$125,000	\$118,618		5.8%		
	Other Income						\$64,403	\$65,000	\$19,000	#3			
	From the Reach Campaign						\$5,000	\$5,000	\$0	#4			
	Total 40000 · Operating Income						\$1,239,907	\$1,204,000	\$1,101,618		-11.2%	-\$138,289	
Expenses													
	Programs												
	Lay Ministry-Caring & Wellness						\$300	\$150	\$300				
	Fellowship						\$3,000	\$3,000	\$3,000				
	Membership and Outreach						\$1,750	\$1,100	\$2,250	#5			
	Education						\$12,650	\$12,000	\$12,550				
	Social Justice						\$10,000	\$10,000	\$11,000	#6			
	Stewardship						\$4,100	\$500	\$3,600	#7			
	Worship and Arts						\$13,300	\$13,000	\$12,750				
	Total Programs						\$45,100	\$39,750	\$45,450		0.8%	\$350	
	Programs Administration												
	Board						\$1,000	\$1,250	\$1,750				
	Coordinating Team						\$3,000	\$5,000	\$4,000				
	Denominational Affairs												
		UUAAPF					\$42,480	\$35,530	\$20,730	#8			
		JPD					\$19,824	\$16,590	\$9,674	#8			
	Total Denominational Affairs						\$62,304	\$52,120	\$30,404				
	Total Programs Administration						\$66,304	\$58,370	\$36,154		-45.5%	-\$30,150	
	Personnel												
	Parish Minister						\$177,947	\$177,000	\$167,455				
	Other Personnel						\$739,491	\$744,500	\$671,945	#9			
	Other staff related expenses						\$5,750	\$4,000	\$7,750	#9			
	Total Personnel						\$923,188	\$925,500	\$847,150		-8.2%	-\$76,038	
	Buildings and Grounds						\$75,300	\$74,000	\$75,800				
	Office Administration						\$49,750	\$50,000	\$49,800				
	Operating Reserve							\$0					
	Capital Reserve							\$0					
	Debt Service						\$80,000	\$77,716	\$47,100	#10	-41.1%	-\$32,900	
	Total Operating Expenses						\$1,239,642	\$1,225,336	\$1,101,454	#11	-11.1%	-\$138,188	
	Net Income						\$265	-\$21,336	\$164				
Notes:													
1. Pledge income is based on actual pledge results.													
2. We are budgeting the pledge default rate at 4% based on the last two year's experience.													
3. Other income includes various other contributions, event income, RE fees and Amazon income. Last year's number included reserve and Endowment contributions, which are not available this year.													
4. Last year's Reach support for the Intern is now covered by operating funds.													
5. A small budget for Young Adult ministries has been added to the Outreach budget.													
6. \$750 has been added for the Racial Justice Steering Committee and \$250 for the Partner Church Council dues.													
7. No Annual Giving Campaign event was held this year, which accounts for the lower than budgeted amount.													
8. UUA and District dues are budgeted at 50% of fair share based on membership certified in February (691) and we will not pay two months of this year's dues to help reduce the year-end deficit.													
9. See the Operating Plan for an explanation of the personnel budget reductions necessary to balance the budget.													
10. The lower debt service budget reflects the new mortgage after paying \$625,000 on the loan in Dec. 2016.													
11. We are projecting a year-end deficit at the end of June 2017 of a little over \$20,000, which will be covered by operating reserves.													

	16-17	16-17	17-18	
	Budget	Projected	Proposed	Comments
61000 · Personnel-Parish Minister				
61001 · Salary and Housing	\$139,945.00	\$139,945.00	\$129,180.00	\$10,000 pay cut
61003 · Pension	\$13,000.00	\$13,000.00	\$12,000.00	10% of salary and housing w/o FICA
61004 · Health Benefits	\$13,147.00	\$13,147.00	\$14,400.00	
61005 · LTD Insurance	\$1,080.00	\$1,080.00	\$1,100.00	
61010 · Life Insurance	\$775.00	\$775.00	\$775.00	
61011 · Travel/Prof. Expenses	\$10,000.00	\$9,000.00	\$10,000.00	
Total 61000 · Personnel-Parish Minister	177,947.00	176,947.00	167,455.00	