



March 19, 2019 | 6:30pm • Room 150

Cathy Taylor, Chair Presiding

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## Board of Stewards Meeting

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### Approved

#### Stewards Present:

Art Busbey, Susan Hill, Ken Hubbell, Lindsay Klatzkin, Bill Landreth, Gay McKeever, Bill Pardue, Alice Phillips, Jim Smith, Cathy Taylor, Jerre Tracy, Kate Williams, Sandra Soria - Chair of Elders

#### Ex-Officio Members Present:

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

#### Guests Present:

Kristi Hoban, Michelle Ingram, Andrew Oxley, Mike Shannon, Monty Phillips, William Butler, Zach Muckleroy,

A meeting of the Board of Stewards of University Christian Church was called to order at 6:39 p.m. by the Chair, Cathy Taylor. The opening prayer was given by Jim Smith.

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

#### Reports and Action Items

Strategic Consultant - Rev. Dr. Russ Peterman (page 5 of these minutes)

Russ Peterman reminded us about a strategic planner coming in to align four significant initiatives. With a new senior minister it is time to move forward on many things. Russ, Renee, Cathy, and David & Anita Minor have interviewed 2 consultants in person and reviewed a written proposal by a third. David Minor spoke in length to all. They have identified the winning proposal (Michael Bonem) and it is a 2 year process (see page 5). The cost is \$27K and \$29K with an optional survey. This was the lowest of all quotes, the highest being \$193K. Before Michael was chosen it turned out that Russ and Renee had read his book "*Leading From the second Chair*" in the past and Michael was the author. The Minors will fund the entire project to get us off the ground. Cathy told us they will increase their pledge for the year and those funds will be designated exclusively for this. Michelle said this was ok. Such an action requires a vote. Art Busbey moved to accept and Mary Ruth Jones seconded the motion to use a consultant and it passed. To accept Michael Bonem's bid Mary Ruth made a motion, Bill Landreth seconded, and it passed.

Hospitality Building Enhancement & Architect's Vision - Zach Mukleroy - (starting on page 7 of these minutes)

Zach began introducing the guests present (William Butler, Mike Shannon and Andrew Oxley). He noted that this was the work of the building hospitality group that Ken Hubbell set up as Chair of the BoS. They realized that the facility needed to be updated to increase its hospitality.

5 different firms were interviewed about master plan and improvements. Andrew and his firm were accepted and they have been meeting with the hospitality group for several months and have come together with a plan (see page 7 and beyond) to make physical improvements to the facility for improving hospitality and excitement. When Zach finished Andrew walked us through the graphics starting on page 7.

Andrew thanked the BoS and the Committee for the invitation. He realized that the building must be aligned with the church's vision for the future. Building can be a deterrent. Facility should convey our inclusive and welcoming nature. The estimated total cost is \$12.9 million for **all** work done at once (including a slight adjustment for inflation). They propose 5 phases of design. This is done so that the church doesn't pay an entire architectural fee only to discover we can't execute the project. Design fee alone is almost a million.

When Oxley undertakes development phase production they go to 80% to get good estimates of real cost. Then a capital campaign can be launched knowing what the capacity is to fund the project. The last 20% is done is to align design with actual budget. Next phase is design development when the architects are actually at their desks getting ready for construction documents.

Jim Smith asked if this includes closing Rogers and was told that it does. Though a garage is pictured in the plans the proposal does not include garage. The designers would like for TCU to build a garage but is not on the radar for at least 5 to 10 years. If the contemporary service grows will UCC will need more parking space. Accessibility to the sanctuary from the first floor was discussed and it was suggested that some ramps are required in the new commons. There was also some discussion about the future of the Butram House and how we might acquire the property. Oxley noted that nowadays the security of children's areas is now very important so must be an important consideration.

Annual Giving Campaign Update - Bill Landreth

Since the annual campaign was cut off in January an additional \$26.5 K has come in from phone calls to members, so there is confidence in numbers estimates.

Outreach Finance Report - Monty Phillips and Kim Baker - (page 20 of these minutes)

UCC has a target of 10% of annual budget in annual spending for outreach spending. Last year there was close to \$375K in outreach disbursements. On page 20 is the 2019 budget approved by board. Ken Hubbell asked Monty to step in as Chair of the Outreach Committee. The committee meets separately from the budget committee and prepared the document on page 20. In the report the actuals from last year are in green and show how close we were to the percentages that were allocated. DOC was estimated as 45% to 55% and we hit 55% and are on target for the same this year. The first quarterly disbursement for DMF is our polity payment back to Disciples and is the largest outlay we make as part of outreach. DOM is 20% and local Disciples

support now is done by CCSW, so we dispersed \$21K last year and \$22.5K for this year. See the report for additional details. The Outreach committee asked the BoS to approve the budget. Lindsay Klatzkin moved to accept, Ken Hubbell seconded the motion and it passed.

Endowment (January 2019) - Kristi Hoban - (starting on page 21 of these minutes).

Market performance was down 9.61% in December, taking the value of the endowment down to \$1.6 million. Following the bad December we had one of the best Januarys ever, with funds recovering 60% of what they lost in 2018 and the trend is continuing. They distributed \$125K for ministry spending and invested \$26K in new gifts. They continue to have gathers at homes to increase the awareness of endowment giving. They are doing a planned giving seminar on Sunday, May 5, at a Legacy Society Luncheon where all are invited. They are working on a new report on how the endowment impacts ministry and programs. This will include stories of growth and how to participate and three stories will be chosen. The details will be in the June UCC journal.

Elders - Sandra Soria

Cheryl McDonald and Sandra met with Russ to formalize the way in which the vice-chair is elected. They want transparency, so will start emailing the senior 8 elders and they will be nominating committee and will select someone to be the next vice-chair (after checking with the person first). By June they will have a new vice-chair in place.

Deacons - Rev. Renee Hoke - see the paper on pages 22 and 23

Renee passed out two handouts from Shannon (22, 23). Renee and Shannon have worked on the responsibilities for Deacons and produced the handout (22) being given to all Deacons to see what we are asking them to do. The paper shows Deacons have had few specifics about what we want them to do, there have been no good expectations for them. It is time for a reboot. All Deacons have been invited to a lunch and will be given duties to be fully deployed under hospitality program including ushering and greeting.

Senior Minister's Report - Rev. Dr. Russ Peterman - (page 24 of these minutes)

Rev. Peterman presented on the contents of his report which are summarized on page 24 of these minutes.

Approval of February BoS Minutes - Art Busbey

Susan Hill moved to accept, Alice Phillips seconded the motion and it passed.

Assignments for Calls to New Members - Lindsay Klatzkin

Gabriella Campbell - Sandra Soria

Emma Crider - Alice Phillips

Alicia Crone - Jerre Tracy

Laura Overstreet - Cathy Taylor

The Peningers - Lindsay Klatzkin

Shane & Sandy Smith - Ken Hubbell

Miranda Sullivan - Mary Ruth Jones

Buildings and Grounds - Jerre Tracy (page 25 of these minutes)

They have had two meetings since the last BoS meeting. The Rogers Road house used by carpenters was residential but the Fire Marshall says it must have an industrial permit and there was discussion about this.

Chair Taylor says that further discussion has resulted in dropping the requirement for new zoning but an updated certificate of occupancy is required. To get this done is going to take quite a bit of paper work but at least there is a rosier outlook. They also discussed accessibility and think that the sanctuary door on Canty should have valet service.

They spent more time on HVAC because of mechanical issues that were brought to the forefront due to the basement flooding.

Normally we need three bids and so had our main consultant evaluate the situation and if all problems are resolved we are looking about \$1.7 million. The hot water pumps must be replaced no matter what happens and this will cost \$32K to \$42K. They voted to do this with funds in budget because it **must** happen. Other components may malfunction but pump replacement must be done and we have money in budget. They have chosen from bids and are pleased to have a regular person who works on system at the meeting because he really knows the old hardware. They asked why should we have 3 bids when there is a person knows the system so well.

The Risk Management group has a Chair, John Andrus, who will help finish the Emergency Preparedness policy. We need a policy about what to do if a person gets sick in the sanctuary but refuses to Leave. We need something to be signed so that we have cleared ourselves.

#### Capital Campaign & Stewardship - Cathy Taylor - (see pages 26 through 29)

Just heard presentation about building changes and how much required. B&G says antiquated HVAC needs replacement. Antiquated galvanized plumbing is breaking down. We also need to help hearing-impaired members and we have reasons and needs to increase the endowment. This all means we need to have a capital campaign. We have two bids (p. 26-29). Missy Gale and Horizons Stewardship. Missy Gale notes from a conversation with Kristi Hoban. Also Horizons is from Clif Christopher (wrote book and did presentation for UCC). Cathy working on a 3<sup>rd</sup> bid and when Michelle gets more information she will pass on to Cathy. It is time where we need to get a campaign going. Study proposals by the April meeting and we will talk about this. We had a mini campaign in 2005 and the last large campaign was for 9 to 10 million.

#### BoS Goals - Cathy Taylor - (page 30)

This (p. 30) is to be proposed to the Assembly at the next meeting. Note that the Goals are the BoS vision for the Congregation. BoS and Leadership goals should include our focus to evaluate the efficacy of our ministries as mentioned in ministers report.

**Executive Session** - moved into session at 8:40 and out at 9:12

**Talking Points** - exciting new plan for the building; proposals for capital campaign; many new members including TCU students; member funding consultant.

**Closing Prayer** - Rev. Dr. Russ Peterman

**Adjourned** - 9:15

**Next Meeting** - Tuesday, April 15, 2019



MIKE BONEM  
CONSULTING, LLC  
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P.O. Box 2272  
Bellair, TX 77402

February 25, 2019 (revised)

University Christian Church  
Attn: David Minor  
2720 S. University Dr.  
Fort Worth, TX 76109

Dear David:

Thank you for the invitation to submit this proposal to serve as a consultant to University Christian Church (UCC). The proposed strategic discernment project will have a significant impact on the church's future, and I am excited about the possibility of working with you, UCC's leaders, and the congregation in this process. The remainder of this letter outlines the scope and arrangements for the proposed consultation.

## OBJECTIVE

Each congregation is unique in its heritage, culture, strengths, and place in God's Kingdom. A strategic discernment process allows a congregation to build on this uniqueness and pursue God's calling. My use of the term "strategic discernment" is intentional. "Strategic" speaks to the importance of thinking long-term, analyzing different options, and making decisions as wise stewards. "Discernment" recognizes that we need to seek God's wisdom and follow the Spirit's guidance in this process.

The specific objectives of the proposed project are to:

- ✦ Define UCC's current reality to create the impetus for the rest of the project.
- ✦ Finalize the vision for UCC and develop a plan to roll-out the vision.
- ✦ Design the visionpath that will best enable the church to move toward the vision.
- ✦ Provide follow-up support as UCC implements the visionpath.

Two definitions are important in this proposal. I define *vision* as a clear, shared, and compelling description of God's preferred future for a specific congregation. The vision is typically a concise, memorable phrase or sentence that can be expanded to unpack its full meaning. The *visionpath* describes how the congregation will move toward the vision. It is more detailed and practical than the vision, and is usually articulated in a limited number of strategic priorities or initiatives that flow out of the vision. Each strategic priority should have specific plans and goals.

For example, the vision may have an emphasis on discipleship (whether or not that specific word is used). The visionpath may focus on involving adults in life-changing small groups for discipleship. Plans might include writing discussion guides to accompany seminars or training group leaders or communicating the value of small groups. A goal could be developed for the number of small group leaders or participants.

## PROPOSED PROCESS

My recommendation for the strategic discernment process is divided into three phases as outlined below. The phases correspond to the objectives listed above, with the middle two

University Christian Church – Strategic Discernment Proposal  
February 25, 2019 (revised)



and executive minister to discuss questions about the process and offer leadership coaching. I will prepare a brief recap after these meetings as appropriate, but I will not produce a written report for this phase.

My on-site day can be an afternoon and evening to accommodate the work schedules of volunteers. The timing of Phase 2 is dependent on the work that will be done by the working groups between my monthly visits. If the work is delayed, or if significant conflict or divisions exists, this phase may take longer.

My primary role in this phase is to be an "active facilitator," guiding the overall process and facilitating the discussion. The "active" part of my facilitation is to surface insights, find common themes, bring fresh perspective to things that may not be obvious, and enable the right conversations. A consultant should not be seen as an "answer man" who gathers data and tells the congregation what to do. Instead, the church's leaders should be deeply committed to the conclusions we reach because they have been actively involved in the process and because they are confident that God has guided them. At the same time, I recognize that my experience with other churches and my work in Phase 1 gives me valuable insights, and I will share those insights when appropriate.

**Phase 3: Provide Follow-up Support.** At this point, UCC should be ready to implement the visionpath. I will be available to provide support to insure that the church is successful in its implementation efforts. My support typically falls into one (or more) of the following categories:

- ✦ Follow-up meetings with the strategic discernment team – the team may provide ongoing oversight for the vision, and if so, may desire to have facilitation for those meetings.
- ✦ Organizational design – in some cases, the vision points to a need for significant organizational changes.
- ✦ Coaching for the senior minister – 1-on-1 leadership coaching and support for the senior minister (or other senior leaders) may be helpful during the implementation process.
- ✦ Implementation design – UCC may request help in the more detailed design of certain aspects of the visionpath.

## QUALIFICATIONS

My ministry is to work with congregations, denominational bodies, and other ministries to enable them to turn their visions into results. My personal experience includes over 20 years of consulting with churches and other Christian organizations, authoring or co-authoring four books on ministry leadership, and leading a variety of conferences. My background includes an MBA from Harvard Business School, a BS from Rice University, and corporate consulting with McKinsey & Company. I also served for more than 10 years as the executive pastor of West University Baptist Church, a role that has sharpened my consulting skills by giving me a better perspective on the challenges of ministry leadership from the "inside." A more complete biographical summary and references are attached.

Several other qualifications should be of specific interest to UCC:

- ✦ I tailor each consulting assignment to the unique needs of the church. There are no "cookie cutter" projects.
- ✦ Having served in business and ministry roles, I have a unique ability to bring important perspectives from both arenas to every project and relate well to staff and lay leaders.
- ✦ Strong critical thinking and analytical skills allow me to develop vital and innovative insights for clients.

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objectives being combined into Phase 2. The first two phases are expected to last approximately 8-9 months, and the third phase is to be defined later.

**Phase 1: Define Current Reality.** A clear description of the church's current reality is essential for raising awareness and creating a shared consensus among church leaders that the status quo is not acceptable. The insights developed during this phase will be foundational for the next phase.

During Phase 1, I will make a 2-day visit to UCC on a Sunday and Monday. On Sunday morning, I will attend UCC's worship services. On Sunday afternoon or evening, I will meet with the church's board and with the current vision task force (separate meetings). On Monday, I will meet with the senior minister and with key staff members. The purpose of these meetings will be to obtain the data and to understand current programs, systems, and practices at UCC, so that I can develop a clear understanding of the church's current reality.

After this visit, I will continue to work with UCC staff to develop the data that is needed for my assessment. In addition to my 2-day visit to UCC during this phase, I will:

- ✦ Obtain and assess external demographic data on the community around UCC.
- ✦ Review and evaluate UCC's internal data (e.g., worship attendance, addition and loss of members, assimilation, participation in discipleship programs, volunteerism, member demographics, giving, and budget).

Optionally during this phase, I can conduct a congregational survey. A survey is one way to seek broad input from the congregation and to include them in the process. If UCC chooses to include this option, I will design and administer the survey, with input from UCC's leadership. The survey will be conducted online and will be primarily composed of ranking or rating questions, with up to 3 open-ended questions. UCC will be responsible for distributing the survey by email. Paper surveys can be made available, but UCC will be responsible for entering those results into an online form.

Once these activities are complete, I will prepare a brief report to describe my assessment of UCC's current reality. My report will also highlight key areas where UCC lags behind the practices of effective congregations. I will return to UCC to present the report to the board and/or other leadership group(s). This will be an interactive presentation that will also include discussion of plans for Phase 2.

**Phase 2: Finalize Vision and Design Visionpath.** The heart of this project is finalizing UCC's vision and determining the visionpath to move toward the vision. Since UCC has a task force that is working to discern the church's vision and values, I intend to build on the work that is being done by this group. Specifically, I will review and offer feedback on the vision and values, and will then work with the task force and the board to develop a communication/roll-out plan for the vision and values. While this is being done, we will begin to determine the visionpath. As described above, the visionpath is typically a limited number of strategic priorities, each with its own plan(s) and goal(s). The visionpath should incorporate other major initiatives at UCC, such as the capital campaign. At the end of this phase, UCC will have a clear vision and visionpath.

Phase 2 will last for 6 months, and I will be on-site at UCC one day per month during this time. Initially, I will meet with the vision task force. Later in this phase (probably beginning in the third month) we will create working groups for each of the strategic priorities that comprise the visionpath. The working groups should include relevant staff members and volunteers. Once these groups are established, I will meet with the leaders of the groups for progress reviews, problem-solving, coaching, and accountability. I may meet with a specific group during these visits if necessary. Additionally, my monthly visits will include meetings with the senior minister

University Christian Church – Strategic Discernment Proposal  
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Formal qualifications are important, and so is the less tangible chemistry you feel with a potential consultant. I hope you view both as positives as you evaluate my proposal. If not, I would understand your decision to choose someone else for this significant project.

## COST

My consulting fee for Phases 1 and 2 of the proposed project as described above will be \$27,000. If UCC chooses to include the optional survey, my fee will be increased by \$2,000. For any additions to the base scope of work, including additional meetings or other support, my fee will be \$2,000 per day (\$250 per hour). No incremental work will be conducted unless authorized by UCC's designated representative in writing or by email. Out-of-pocket expenses (e.g., travel, meals, hotel, etc.) will be documented and invoiced as separate line items in addition to my consulting fees.

Phase 3 is not included in the base fee above since the associated needs and scope will be determined later. Estimates of the fees for possible Phase 3 activities are shown below. These estimates do not include out-of-pocket expenses. If UCC requests that I conduct work for Phase 3, the actual fees will be based either on the daily rates shown above or a fixed price quotation that will be submitted later.

- ✦ Follow-up meetings with the strategic discernment team – typically 3-4 times per year, \$2,000 per meeting (\$8,000 to \$8,000 for a year).
- ✦ Organizational design – approximately \$5,000.
- ✦ Coaching for the senior minister or other leaders – \$200 per one-hour telephone coaching session, once a month (\$2,400 for a year for one person).
- ✦ Implementation design – this is entirely dependent on the area(s) where assistance is needed and the extent of that assistance.

These estimates are for standalone activities. It may be possible to combine activities (e.g., a follow-up meeting with the strategic discernment team plus a coaching session) to reduce the overall cost.

Invoices will be submitted monthly based on actual work completed and will be payable within 15 days. UCC will have the right to cancel this agreement at any time, in which case you will only be obligated to pay for actual services performed up to that point in time.

Thank you again for this opportunity. If you have any questions about this proposal, please do not hesitate to contact me by phone or email. To accept this proposal, you can countersign in the space provided below and return a copy to me. I look forward to talking to you again soon, and to the possibility of working with you and University Christian Church.

In Christ's service,

Accepted and authorized by:

Mike Bonem

\_\_\_\_\_  
University Christian Church



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Bellaire, TX 77402

## BIOGRAPHICAL SUMMARY

### MIKE BONEM

Mike Bonem is a consultant, author, speaker, church leader, businessman, husband and father. He loves to help ministries and their leaders grow in effectiveness to reach their God-given potential.

In his consulting, Mike works with congregations, denominational bodies, and other ministries to discern God's vision, develop plans to translate vision into results, establish effective organizational design, and build high-performing teams. Mike has developed and taught seminars for The Purpose-Driven Church (Saddleback), Willow Creek Association, Leadership Network, Texas Methodist Foundation, Church of the Resurrection (Methodist), the Network for Churchwide Transformation (Presbyterian Church USA), the Diocese of Sydney, Australia (Anglican) and others. He also serves as a coach for ministry leaders, helping them to grow in their capacity.

Mike's newest book is *Thriving in the Second Chair: Ten Practices for Robust Ministry (When You're Not in Charge)*. He is also the author or co-author of three other books: *In Pursuit of Great AND Godly Leadership* (2012), *Leading from the Second Chair* (2005), and *Leading Congregational Change* (2000).

Mike obtained his MBA, with distinction, from Harvard Business School in 1985, after having obtained a BS in chemical engineering from Rice University in 1981. His business endeavors have included consulting as a senior manager with McKinsey & Company and serving in senior leadership role in two environmental service companies.

Mike served for more than 10 years on the staff of West University Baptist Church in Houston, Texas, as Executive Pastor. Prior to this, he served local churches in a variety of volunteer roles including deacon and a Bible study leader. Mike and his wife Bonnie have been married for 35 years and have three sons, one daughter, and two daughters-in-law.



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## REFERENCES FOR MIKE BONEM

West University United Methodist Church, Rev. Carol Bruse, Senior Pastor, (713) 666-8111, cbruse@westumethodist.org.

Bethany Christian Church, Scott Clingan, scott.clingan@clingan.net.

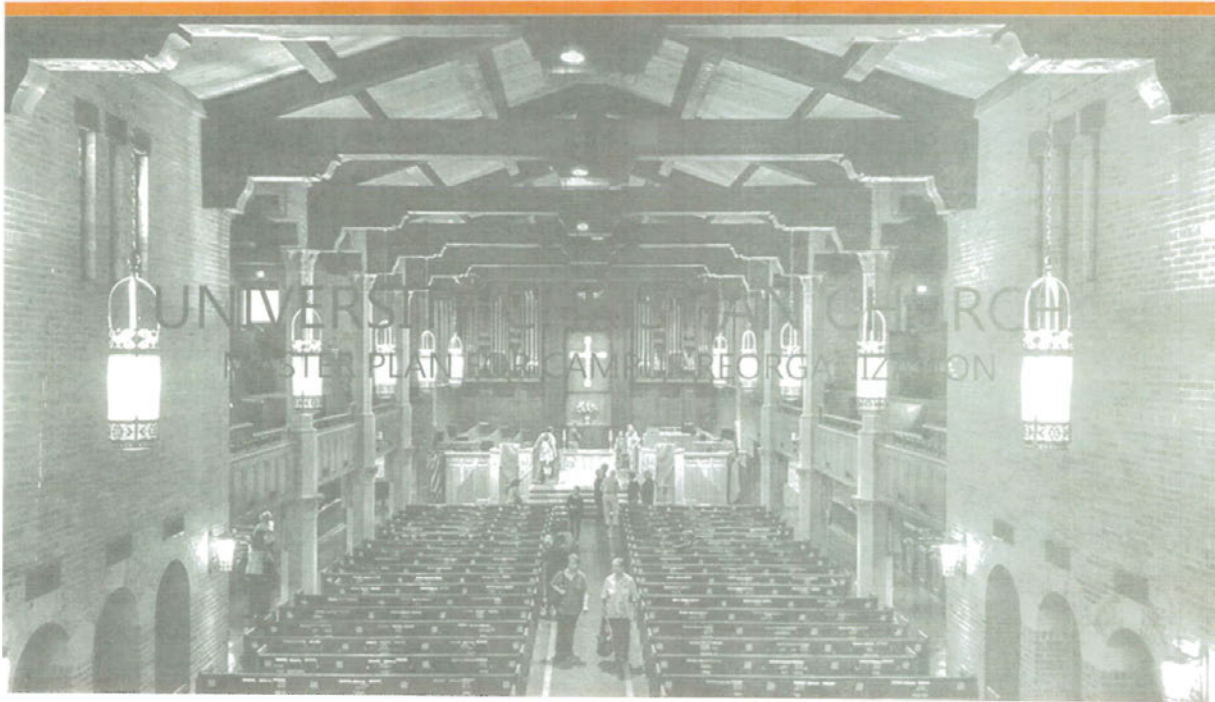
Northwest Texas Conference of the United Methodist Church, Rev. Wendell Horn, Director of Mission and Administration, (806) 762-0201, horn@nwtxconf.org.

First United Methodist Church, Mansfield, Rev. David Alexander, Senior Pastor, (817) 477-2287, davida@fmcmm.org. (My work was done while Mike Ramsdell was senior pastor.)

Highland Park United Methodist Church, Rev. Susan Robb, Executive Minister, (214) 523-2210, robbs@hpumc.org.

*All references except Highland Park are for strategic discernment projects. My work at Highland Park focused on organizational design for their multi-site model. My work at Bethany Christian is almost complete and is included to provide a Disciples reference.*





## UNIVERSITY CHRISTIAN CHURCH

### EXISTING SITE

1.59 ACRES  
 + 0.6 ACRES  
 + 0.45 ACRES  
 + 0.46 ACRES  
 + 0.4 ACRES

7.55 ACRES

ZONING: B - TWO FAMILY  
 BULFORD OVERLAY DISTRICT

### MASTER PLAN GOALS

The facility should convey our  
 inclusive and welcoming nature.

- DEVELOP A COMMUNITY SPACE FOR FELLOWSHIP
- MORE STRAIGHTFORWARD WAY FINDING, INTUITIVE NAVIGATION
- IMPROVE ACCESSIBILITY
- MORE SECURE CHILDREN'S AREA
- GENERATE EXCITEMENT AND ATTRACT YOUNGER FAMILIES



GWT

UNIVERSITY CHRISTIAN CHURCH  
CAMPUS (2012)  
2012 PHOTO COURTESY OF UCC



GWE

UNIVERSITY CHRISTIAN CHURCH  
CAMPUS (2012)



GWE





QW3



QW3



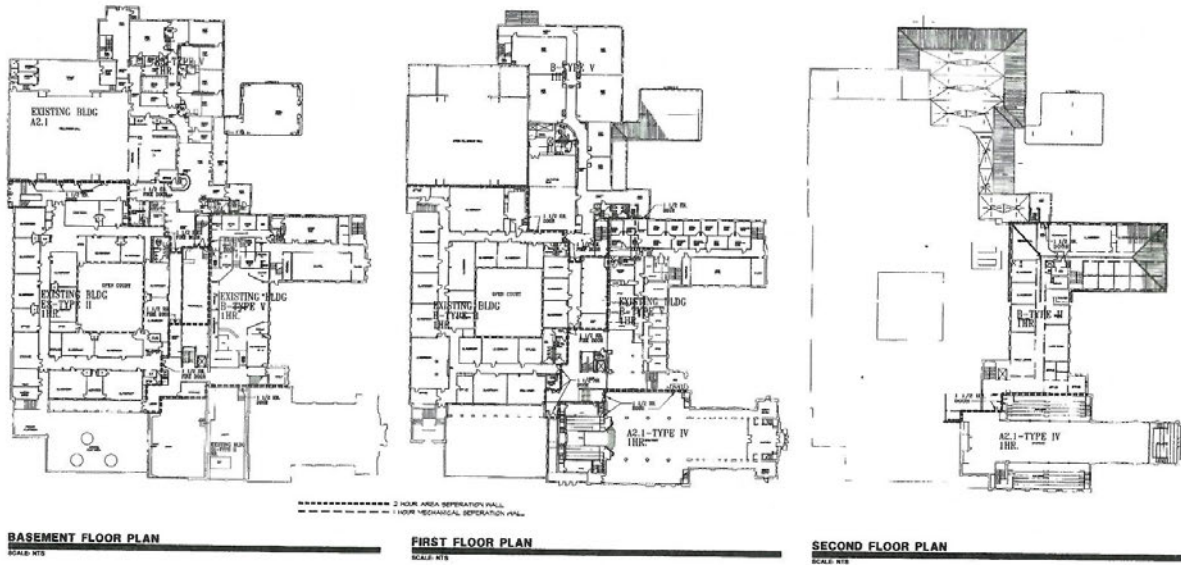
QW1



QW1

# UNIVERSITY CHRISTIAN CHURCH

EXISTING FLOOR PLANS

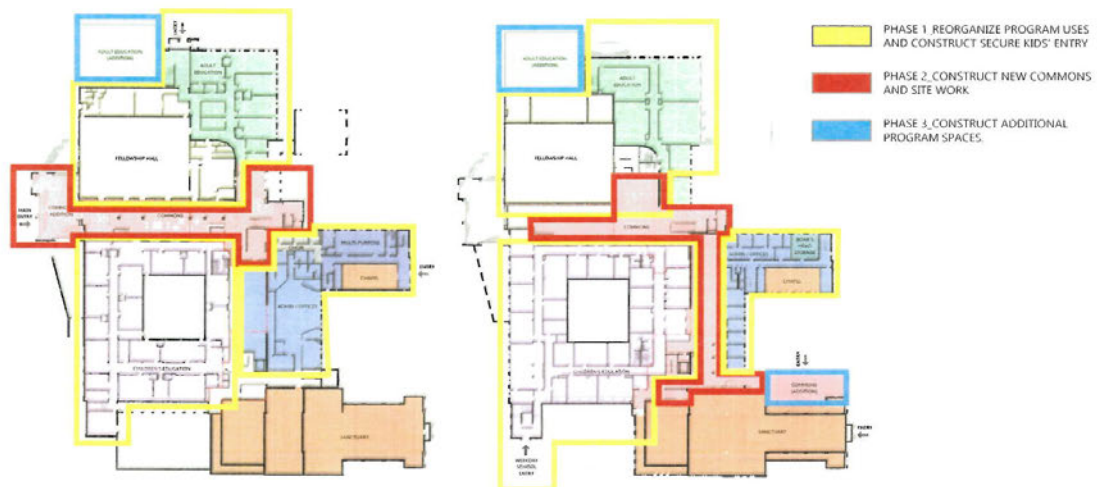














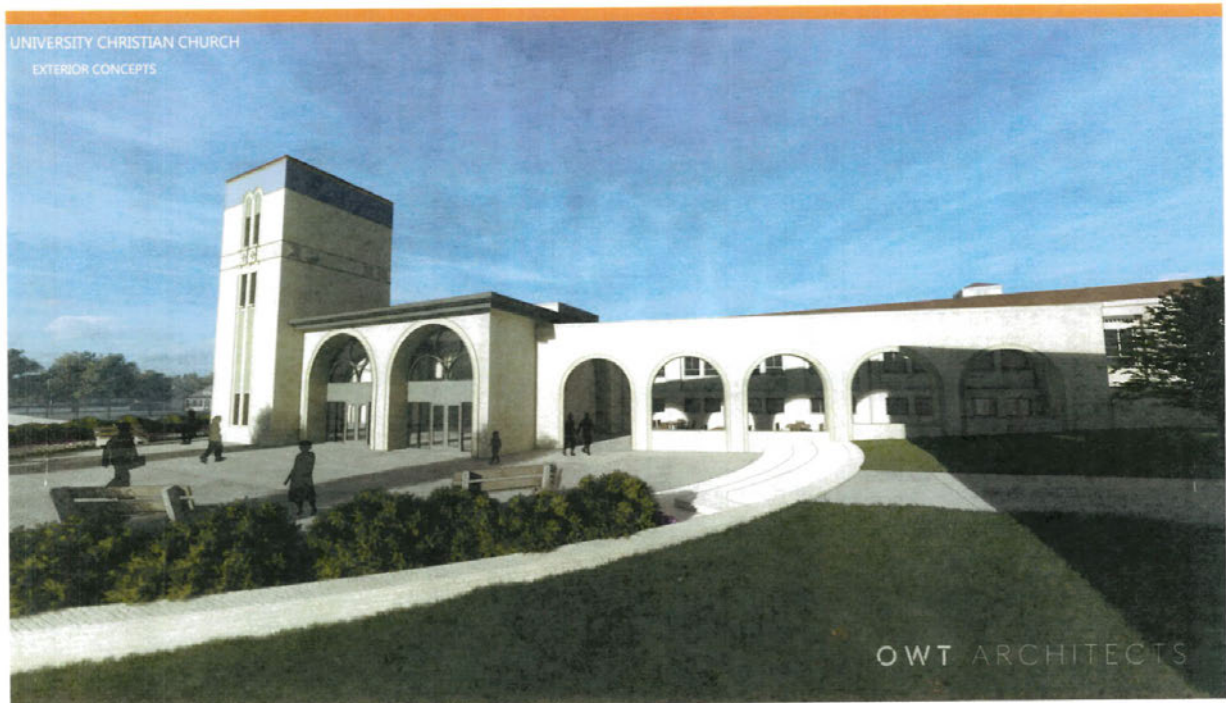




UNIVERSITY CHRISTIAN CHURCH  
EXTERIOR CONCEPTS



UNIVERSITY CHRISTIAN CHURCH  
EXTERIOR CONCEPTS







## UNIVERSITY CHRISTIAN CHURCH

### PRELIMINARY PROJECT SUMMARY

#### GROUND FLOOR

NEW COMMONS: 2,556 SF x \$275 = \$700,000  
 RENOVATED COMMONS: 7,859 SF x \$225 = \$1,800,000  
 ENCLOSED PORTE COCHERE: 795 SF x \$125 = \$100,000  
 RENOVATED CHILDREN'S AREA: 14,685 x \$150 = \$2,200,000

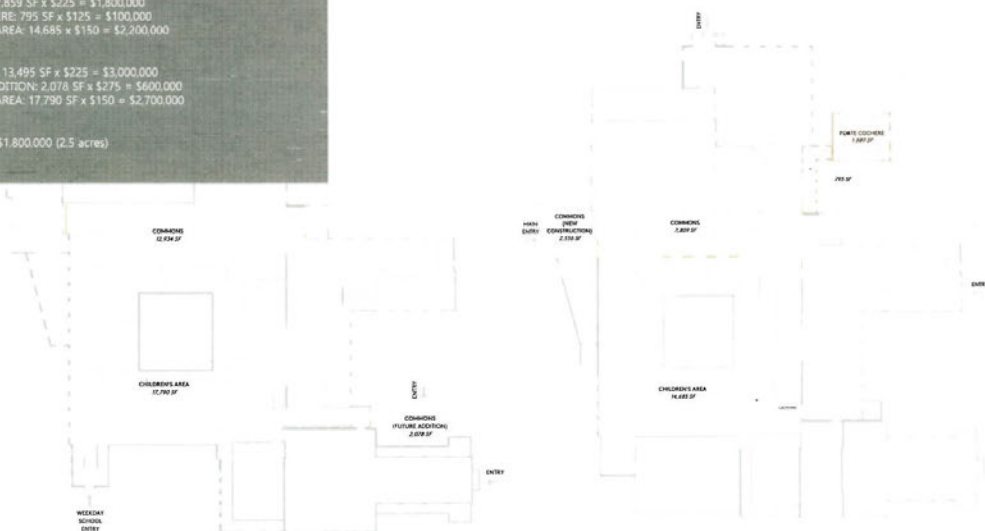
#### SECOND FLOOR

RENOVATED COMMONS: 13,495 SF x \$225 = \$3,000,000  
 (FUTURE) COMMONS ADDITION: 2,078 SF x \$275 = \$600,000  
 RENOVATED CHILDREN'S AREA: 17,790 SF x \$150 = \$2,700,000

#### SITE WORK

ROUGH APPROXIMATION: \$1,800,000 (2.5 acres)

COMBINED TOTAL: \$12.9 MILLION





## UNIVERSITY CHRISTIAN CHURCH

### PROJECT PLANNING AND DESIGN PHASES

#### SCHEMATIC DESIGN (20%)

REFINE THE ACTUAL DESIGN WITH INPUT FROM UCC  
DEVELOP RENDERINGS AND ANIMATIONS FOR PRESENTATIONS  
GENERATE 80% SCHEMATIC DESIGN DOCUMENTS FOR COST ESTIMATE  
COORDINATE WITH CAPITAL CAMPAIGN CONSULTANT  
ONCE CAP. CAMPAIGN IS COMPLETE, ALIGN DOCUMENTS TO REVISED BUDGET

FEE: \$191,500  
DURATION: 8 TO 10 WEEKS

#### DESIGN DEVELOPMENT (30%)

DEVELOP STRUCTURAL AND MECHANICAL SYSTEMS IN LAYOUT OF THE  
REVISOR RENDERINGS AND ANIMATIONS FOR PRESENTATIONS  
GENERATE DESIGN DOCUMENTS FOR BIDDING/PERMITTING

FEE: \$290,250  
DURATION: 10 TO 12 WEEKS

#### CONSTRUCTION DOCUMENTS (30%)

PRODUCE DETAILED WORKING DRAWINGS  
REVISOR RENDERINGS AND ANIMATIONS FOR PRESENTATIONS  
GENERATE DESIGN CONSTRUCTION DOCUMENTS FOR BIDDING/PERMITTING

FEE: \$290,250  
DURATION: 10 TO 12 WEEKS

#### BIDDING/NEGOTIATIONS (15%)

FEE: \$46,775  
DURATION: 4 WEEKS

#### CONSTRUCTION CONTRACT ADMINISTRATION (15%)

FEE: \$145,125  
DURATION: 18 MONTHS

TOTAL DESIGN FEE: \$967,500

001 UNIVERSITY CHRISTIAN CHURCH  
Fiscal Year Beginning 1/1/2019  
Budgeted Financial Statement for 2019

\*\* Approved by UCC outreach committee March 3, 2019 \*\*

Description	2018 Actual Annual	2019 Outreach Proposed Allocations	% of Spend	Reserve Balance 12/31/2018	Past Allocations: \$\$/YEAR
<b>BUDGETED</b>					
<b>Disciple Support: National/International</b>					
58764 - Disciples Mission Fund	125,000	125,000	n/a		
58742 - Food Resource Banks	-		n/a		
58770 - Division of Overseas Ministries	20,000	20,000	n/a		UCC Clergy Involvement 2019
58771 - Rambo Foundation	-		n/a		
<b>TOTAL Disciple Support</b>	<b>145,000</b>	<b>145,000</b>	<b>42%</b>		
<b>Disciple Support: Local</b>					
58778 - Brite Scholarships/Other	5,000		n/a	\$5K 16/17/18	
58816 - Trinity Brazos Area	21,000		n/a	Replaced 2019 by CCSW	
58734 - Disciple's Crossing	-	5,000	n/a	UCC Clergy Involvement 2019	
58739 - Galileo Church (new Church start)	7,500	7,500	n/a	\$7,500 - 17/18/19	
58740 - Bethany Fellows	12,500	10,000	n/a	\$10K - 18/19/20	
<b>NEW -- CCSW</b>		<b>22,500</b>		\$2,500 one time only	Increase Support
<b>TOTAL Local Disciple Support</b>	<b>46,000</b>	<b>45,000</b>	<b>13%</b>		
		<b>55%</b>		<b>DOC Support</b>	<b>Target = 45% - 55%</b>
<b>Community/Church Support: Local</b>					
58731 - Habitat for Humanity	10,000		n/a	\$10K one time only	
58773 - South Central Alliance	27,000	27,000	n/a	UCC Laity Involvement 2019	
58775 - Covenant Memberships	400	600	n/a		
58815 - Tarrant Churches Together	16,000	16,000	n/a	UCC Laity Involvement 2019	
58817 - TCT Freedom School	8,000			Dissolved	
58818 - Texas Reentry Services	-		n/a		
58819 - Refugee Services of TX	1,135			3,857	
58774 - Emergency Relief Support	-			1,135	
58732 - Rippling Hope	7,000		n/a	\$7K - 16/17/18	
58758 - Center for Transforming Lives	10,000		n/a	\$10K one time only	
58757 - Cypress Christian Church	20,000		n/a	\$20K one time only	
58756 - Iglesia Cristiana Betania	3,000		n/a	\$3K one time only	
58743 - Haitian Surgical Mission	5,000		n/a	\$5K one time only	
58736 - Northside Inter-Community	10,000		n/a	\$10K one time only	
58744 - Texas Interfaith Center	1,000		n/a	\$1,000 - 17/18	
58769 - Southwest Good Samaritan	3,000		n/a	\$3000 one time only	
<b>TOTAL Local Community/Church Support</b>	<b>121,535</b>	<b>43,600</b>	<b>13%</b>		
		<b>13%</b>		<b>Local Faith-Based Support</b>	<b>Target = 10% - 20%</b>
<b>UCC Ministries</b>					
58822 - Caring for God's Creation	158	750	n/a		
58823 - Community Garden	-			2,591	
<b>NEW - Mayor's 3rd Grade Reading Initiative</b>		<b>25,000</b>		Seed in 2019	
<b>Children's Closet Net</b>	50,000	60,000		77,506	More in 2019
<b>Prom Dreams Net</b>	0	2,500		757	More in 2019
Mission Pilgrimage NET	323	12,000		14,714	
Page Scholarship NET	2,000	2,000		26,786	
Homeless Ministry NET	10,000	5,000		6,389	Mayor's Breakfast - allocated from reserve one time only
Kid's Hope Ministry NET	-	3,100		1,182	
		<b>110,350</b>	<b>32%</b>		
		<b>32%</b>		<b>UCC Ministries</b>	<b>Target = 25% - 35%</b>
<b>GRAND TOTAL:</b>		<b>343,950</b>	<b>&lt;</b>	<b>358,000</b>	Outreach spending limit 2019 (assumes a \$20K balance remaining in unallocated)
<b>AVAILABLE FUNDS TO ALLOCATE M Ingram 2/10/2019</b>					
Dept 58 Unallocated	12,364	36,650			Recommend leaving a balance of \$10K
Outreach General Reserve	76,815	15,200			Recommend leaving a balance of \$10K
		<b>51,850</b>			

**UCC Endowment Committee Report**  
**Tuesday, March 19, 2019**

**4<sup>th</sup> QTR Endowment Report:**

- Market performance during 4<sup>th</sup> QTR was down (9.61%) bringing the current Endowment value to \$13,491,940 (down from \$15,065,143 last QTR).
- We distributed \$145,152 earned income for Ministry spending, invested \$26,435 in new gifts this quarter.

**Upcoming Endowment Giving Information Gatherings:**

- Sunday, April 7 – Home of Chad and Brenda Cline
- Sunday, May 5 – *Legacy Society Luncheon – Ways to Make a Gift to UCC*, following the 11 a.m. service
- Wednesday, May 15 – Home of Ken and Janet Hubbell
- September – Home of Bill and Gail Landreth
- September – Home of Urbin and Gay McKeever

**2018 Annual Endowment Report –**

In the past, Brian Gibson, former endowment committee member, volunteered his time in producing an annual endowment report between the years of 2011-2015. A report has not been published since 2015, but will be written and produced for fiscal year 2018. The report will highlight stories of how the endowment fund impacts ministry and programs.

The report will include:

- Opening article with information on: the purpose and growth of the endowment, the Legacy Society, and ways to participate
- Stories highlighting several named endowment funds, showing the various ways one might make a gift:
  - Harold & Ruby Cline - as a result of a planned gift, through the Christian Church Foundation; unrestricted support of UCC (written by Bobby Hawley)
  - Butler Family Charitable Fund (William & Anjie Butler), for General Endowment (written by Amanda Stallings)
  - Charles and Anne Sanders, for pastoral care (written by Leri Smith)
- Brief investment update (written by Urbin McKeever, Investment Committee Chair)
- List of Endowment funds sorted by ministry area, including total earnings for that ministry area

The 2018 Annual Endowment Report will be included in the June UCC Journal.

## UCC Deacons

**Background** - The Deacons at UCC have been struggling over the past several years for a variety of reasons. However, the primary problem seems to be lack of clear expectation for their role as servant leaders in this faith community.

**Current Responsibilities** - The Deacons have the following list of expectation/responsibilities that were given to them at their meeting last June:

- Deacons are the Lay Leaders of the Congregation
  - In performance of duties expressly delegated to you
  - In committed participation and support of the ministries of the church
  - In stewardship of your time, talents and resources
- Responsibilities
  - To follow the Mission Statement
  - To seek opportunities for intellectual and spiritual growth, giving attention to prayer and study in one's commitment of leadership of the church and followers of Christ.
  - To participate in the life of the church and support it with time, talent and resources
  - To regularly attend a worship service
  - To participate as a delegate at meetings of the Assembly on the fourth Tuesday of January, May, and October, as well as scheduled Deacon meetings
  - To serve as ushers and greeters for worship services and to provide support at other special events at UCC
  - To provide hospitality on Sunday mornings, which includes greeting at entrances and providing general information about UCC, worship services and Sunday School classes

**New Structure Needed** - Following the departure of Deacon Chair Matt Smid, Cathy Taylor (Board Chair) met with Rev. Shannon Moore (staff liaison for Deacons) and Rev. Renee Hoke (Executive Minister) to devise a plan to help the Deacons re-group for the remainder of this term and to develop a strategy to empower and engage Deacons to be committed to serve in the future.

The role and expectations of Deacons is not clear, and needs to be simplified. The following are the plans to reboot our Deacon ministry.

- A lunch meeting is scheduled for March 24 at 12:15 in Room 150 with Cathy, Shannon, and Renee present
- The Deacons will now be under the umbrella of the Hospitality Committee, with the Chair of Hospitality also serving as the Chair of the Deacons. Stacy McCoy is the current Hospitality Chair and will also be present at the lunch.
- The primary responsibility of the Deacons will be to serve as greeters and/or ushers at worship services and special events or in another service role **at least twice a month**
- At the lunch, the current Deacons will be given the opportunity to bow out of the role of Deacon if they are unable to commit to these expectations
- These expectations will be clearly communicated to the upcoming roster of Deacons



## THE TEN COMMANDMENTS OF VOLUNTEER SERVICE

### **1. SERVE WITH JOY!**

Seek opportunities to share with others how you love serving. If you're not happy in your service role, please speak to your team leader or a staff member. We want you to find a place of service where you grow spiritually and find great joy!

### **2. SEEK BALANCE IN YOUR LIFE.**

Your relationship with God is your top priority, and serving is an outgrowth of that relationship. We want you to serve out of the overflow of your cup, and not burn out. Make time to rest and renew.

### **3. RADIATE ENTHUSIASM.**

Others will notice when they see you serving with gladness. Positive energy and enthusiasm are contagious!

### **4. BE CHRIST-LIKE.**

Try to see others through the eyes of Jesus – eyes of love. You are Christ's ambassador to every person you interact with, in every way that you serve.

### **5. BE ENCOURAGING.**

Words either build others up or tear them down. Choose to encourage others. If difficult conversations are necessary, remember to offer constructive feedback in private; praise in public.

### **6. BE GENEROUS.**

Make the words "thank you" the most commonly used words in your vocabulary.

### **7. VALUE THE TIME OF OTHERS.**

Be responsive. When your leader sends you an email or text, respond. Arrive on time, or communicate with your leader if you're going to be late. Being responsive and prompt shows that you value others as you do yourself – and helps your leader avoid stress.

### **8. BE LOYAL.**

We may not agree with every decision that is made, but as leaders in this church we are called to be faithful and loyal. It's perfectly appropriate to share your opinions and feedback with your leader and staff liaison when you disagree, but it is not appropriate to complain to your team members or members of the congregation. Doing so spreads negativity and creates a toxic environment.

### **9. SHARE YOUR KNOWLEDGE.**

Teach and mentor other volunteers about your service role. That way, when the Lord leads you into another area of ministry, transitions will go smoothly.

### **10. MOVING ON ...**

...when you hear a call to another ministry, or a time of renewal, let us know. If you feel called to a new area of ministry we will applaud your service and seek to help you make a new service connection. If you feel called to a time of respite for renewal, we will celebrate your service and support your decision.





## Board of Stewards

March 19, 2019

### Senior Minister's Report

Sent the attached letter to the Imam of the Mosque here in Fort Worth this week. There will be an interfaith prayer service in the next week. Group meeting on Thursday afternoon to play that. We will promote that as soon as details become available.

In response to our literacy initiative, I've become involved in Read Fort Worth's Faithbased workgroup. They are putting together a video in which I will be interviewed.

Very excited about working with the consultant who will help to ensure that we are going about these next steps in very intentional, strategic path. I was very impressed with Mike and feel very confident that we will work well together.

Working with the clergy staff to closely examine all of the current ministries and programs in terms of relevancy and "effectiveness." Keep coming back to this notion that we need to look closely at doing fewer things better – or maybe different things. Will be asking them to consider, as we heard in the fall, "if you weren't doing this program/ministry, would it be important enough to start?" If not, then maybe it needs to go away. Sometimes things must die, so that something else can be born. Feel strongly that this season in our life/ministry together is the time to look at these things – especially in light of the strategic planning we will be undertaking.

Memorial service of Dan Jenkins was held last week at Christ Chapel rather than UCC (where they consider themselves to be members). The reason behind that was that June can't hear when she comes to UCC. Recently came to a memorial service, and couldn't hear very well... and she wanted people to be able to hear. She'd also gone to a service at Christ Chapel and could hear everything. Needless to say, I was not happy about this. This is a complaint I've heard several times. It came up in January at the Worship Life Committee. I've asked Jack to look into adding a t-coil loop that would enable people with hearing aids to connect directly into our sound system. This could be expensive, but I feel very strongly that this is incredibly important and would be easy to fund.

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## REPORT FOR THE MARCH 19, 2019 BOARD OF STEWARDS MEETING

### Building & Grounds Meeting February 3, 2019

- Accessibility was discussed at length and it was recognized that valet service by the sanctuary door on Cantey Street on Sunday mornings would be most helpful, and that this service should be reserved for those with special needs.
- A lengthy discussion was held on the church's HVAC system, especially given a recent incident where a boiler pipe burst in a Weekday School classroom. Marty Prellwitz from GTP Consulting developed a plan and proposal to resolve the HVAC issues that totaled \$1,773,000. Of the items on that plan, UCC's 2019 budget can fund the replacement of two hot water pumps in the church basement for a total of \$32,000.

It was recognized that UCC would need to get two more bids for the water pump replacements. Jerre Tracy suggested Harold James for one of the other bids. The Committee was not eager to commit to major work on the HVAC system until it was known how the recommendations for improving the hospitality areas would impact the existing needs of the air conditioning and heating systems.

### Building & Grounds Committee meeting March 3, 2019

Concern continues for the leaking water/flooding caused by the under-maintained HVAC system, especially the hot water pumps and piping. Both are "pushing" at a high-pressure rate and they cannot be replaced until the chillers are replaced. While insurance covered the recent flood, insurance may not cover a second occurrence.

Although we typically require 3 bids for maintenance on building systems, it was recognized that experience is extremely valuable with older systems and that "rule" may need to be "relaxed" when complex systems are involved. Marty Prellwitz offered much insight.

The committee asked how the plans for the new hospitality area and dedicated contemporary worship space would impact the configuration of the existing HVAC system. The answer was that this is a "jury out." It was acknowledged that the total expenditure to repair the HVAC system in the *current* building *configuration* could run between \$100,000 and \$300,000. Thus, a MOTION WAS MADE, SECONDED AND PASSED TO SPEND \$40,000 ON THE MOST URGENT NEED IN THE WDS AREA ONLY. We do have \$40,000 in the budget that can be used for this purpose and regardless of the configuration of the building, this work must be done.

Respectfully submitted,  
Jerre Tracy  
Board of Stewards

M. Gale and Associates, LLC  
Missy Gale, President and CEO  
UCC Endowment Campaign  
Conversation 9/21/2018

M. Gale and Associates have not handled a church campaign and would not normally work with a church on an annual fund campaign. However, Missy stated that endowment campaigns are very similar for any organization, so they would consider handling a church endowment campaign.

**Services:**

- I. **Feasibility Study:** flat fee of \$45,000 (for an estimated 3 months)

**Components:**

- Case for Support – Work with church to develop a formal case for support that provides information about why the support is important, what the funds raised would accomplish and why it's worth the donor's resources and investment. It would be a fold over, professional piece (printing/design included)
- Wealth Screening – Used to assist in determining a donor's capacity. Would run a list of names through a combination of different data bases that are public records, to look at: real estate holdings, stock holdings found in corporate reports and political campaign contributions as well as using the census and other demographics to look at neighborhoods, etc. They would also analyze any data or giving history provided (look at the current support to determine the likelihood that a member would support a campaign).

**Process:**

- Ask church to identify 30 to 35 couples (possible more since a church is a closed community – easier to identify and interview).
- Develop an "A" and "B" list. Then if some members decline to participate, move to the "B" list of interviewees.
- A letter would go out to those being interviewed, along with the case for support, asking them to participate in the study. Church/volunteers would call to set up the appointments, since they know the members.
- Company would provide a team of 5 or 6 trained staff that would conduct the interviews.
- Note: Could also send out a survey, putting the case for support out there, asking if this campaign is a good idea (would not ask for a giving range or estimated amount of giving in survey)

**The Call with Members:**

- Would make sure they understand the case/entertain questions (walk through the case)
- Determine feelings about the church – why it is important to them
- Ask if a campaign was conducted, would they support it, and if so, what would be the range or amount they would donate
- (might ask who should lead the campaign – who people would respond to)



**Following the study:**

- Company would assist in determining how much to raise
- Would provide a table that would show the range of gifts, for example the number of gifts possible in the 7 figure range, etc., along with number who responded that they would not participate.
- Would provide the high and the low that can be raised based on this information.

II. **Campaign Management** - \$15,000 a month – estimated 6 months (\$90,000)

Note: Cost of campaign should come out of the funds raised during the campaign. The campaign goal would be set, with the costs added on top of the goal (would include campaign dinners, materials, mailings, etc.)

- The company could handle various levels of the campaign, from running the entire campaign to just setting it up or assisting in the coaching process only.

**Components Could Include:**

- Assisting in developing the campaign cabinet and the formation of the committee
- Training committee members to make calls
- Assisting with the prospect process – helping to determine the ask amount and the action plan for each ask
- Joining members on calls with volunteers. Their role would be to thank volunteers for participating in the feasibility study and to share what was decided based on the feasibility study



## PROPOSAL TO UNIVERSITY CHRISTIAN CHURCH

Horizons Stewardship Company, Inc. (Horizons) proposes the following to University Christian Church of Ft. Worth, Texas (UCC):

To conduct a Stewardship Discovery Audit (SD) in the spring of 2019. The SD will examine all aspects of the current UCC Christian Financial Stewardship program and compare practices and procedures with current best practices known today. Observations and recommendations will be made and a timeline for implementation suggested in the final report. The SD will be performed using historical data information, oral interviews, and focus group sessions. From the time of initiation, the SD should be ready for presentation in oral and written form within eight to ten weeks.

Cost for the Stewardship Discovery Audit will be \$15,500 plus expenses. Payment will be made with half down upon receipt of the contract and half upon completion and presentation of the SD Report.

ALL OF THE BELOW ENGAGEMENTS ARE CONTINGENT UPON THE STEWARDSHIP DISCOVERY REVEALING A REASON FOR THEIR IMPLEMENTATION.

To commit to a Coaching process to assist in implementation of the SD recommendations. Coaching will be done with on-site visits with staff and lay leadership, video conferencing, and unlimited email and phone calls for pastor and staff with the assigned strategist.

Cost for coaching for six months with four to six on-site visits will be \$16,000 plus expenses. This figure may be adjusted up or down depending upon length of time and on-site necessities that the SD may reveal. Maximum cost for six months will not exceed \$20,000. Minimum cost could be \$12,000. Payments would be made monthly.

To conduct the annual stewardship program Taking the Next Step (TTNS) in the fall of 2019. Said program will be fully led and managed by Horizons staff and will culminate in commitments from the congregation for operational budget giving.

Cost for conducting TTNS will be \$19,900 plus expenses. This amount would be paid in equal amounts over a four-month period beginning in September 2019 and going through December 2019.



horizons

To conduct a Capital Stewardship Campaign in 2020. Horizons would conduct a Potential and Possibility Study in the fall of 2019 to determine if a Capital Campaign is warranted and can succeed. The Board of UCC will receive the results of the study and have two weeks to determine if they feel the results warrant continuing with a campaign. If they choose not to continue, only the payments for the study are due. All other payments are nullified. If the decision is to continue, Horizons will recruit and train all leaders for the campaign, assist in preparation of the Case Statement and all manuals or materials needed, lead all training sessions, prepare the strategic plan and timeline, train staff and/or laity in major gift solicitation, conduct advance gift gatherings, plan and review all communication pieces, work with staff on utilization of worship and education settings for the campaign, plan congregational gatherings, and solicitation processes. This campaign may be conducted in either late spring or fall of 2020.

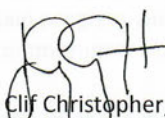
Cost for the Capital Campaign will be \$79,000. All expenses for the strategist are included in this figure. Payment is made with 10% due with the contract and 10% upon presentation of the Feasibility Study. If the campaign continues, additional and equal payments are made beginning with the month orientation occurs with the leadership team and continues for eight months. If upon completion of the campaign the church body is not fully satisfied with the work of Horizons, a full refund of the fee will be made.

Total for all work described above is \$130,400 plus noted expenses, if contracted separately and fully implemented.

If UCC wishes to contract for the total package, assuming the SD so warrants, the total fee would be \$115,000.

I hope this is helpful to the Board of UCC. If further information is needed please let me know.

Sincerely,

  
J. Clif Christopher, MDiv., CFRE  
President

Annual Statement of Goals to present at the May Assembly Meeting  
The Board of Stewards Vision for the Congregation

1. Find ways to tell the story of our impact on the world.
2. Create a culture of Welcome <sup>extending</sup> with the same radical hospitality with which God Welcomes us.
3. Teach and follow the path of Discipleship.
4. Create a Vision-path and strategic <sup>P</sup>riorities to move us into the future God is calling us toward. <sup>Strategic programs.</sup>

**University Christian Church  
BOS Written Report Summary  
March 19, 2019**

**Monthly Reports as of February 28, 2019**

**Consolidated Balance Sheet – (Page 3)** As of February 2019 operating cash balance is positive at \$841K and down comparatively to February 2018 by **(\$58K)**. UCC Equity is positive at \$726K which is down **(\$67K)** comparatively from this time last year.

	2/28/2019	1/31/2019	2/28/2018	12/31/2018 (Unaudited)
Operating	\$841,000	\$822,000	\$899,000	\$712,000
Restricted	\$733,000	\$722,000	\$732,000	\$948,000
Capital	\$190,000	\$190,000	\$272,000	\$211,000
Endowment	\$9,000	\$9,000	\$144,000	\$8,000
Consolidated	\$1,773,000	\$1,743,000	\$2,047,000	\$1,879,000

Note: Adjustment to balances for Accrued sabbatical leave and additions to capital have been posted as part of year end preparations. Auditors will be on site beginning March 18. No balances are final until reviewed and confirmed by the annual audit.

**Unified Budget Report - (Page 4-5)** Pledges, Contributions & Offering (PCO Income) is ahead of budget in February by \$900.00. PCO is behind budget YTD by **(\$49K)**. Total overall income is ahead of 2018 YTD by \$83K but behind YTD budget by **(\$30K)**.

Boar's Head –

- Many of Boar's Head expenses are received in the Fall each year, so we prepay those expenditures received prior to Dec. 31 and post them into the current Boar's Head performance year. Posting all of the expenses in the same year as the performance not only follows proper accounting principles (GAAP) but also simplifies the reports with not having to go between years to get detail. Because those expenses are prepaid during the budgeting cycle and new expenses are still being received between January - March, the budget each year for Boar's Head is hard to predict. So, we amend the budget in April each year. The difference between what is currently in the budget and what we need to transfer from reserve will be calculated next month and presented as a budget amendment to align the budget with the actuals for the 2019 performances.

Net overall YTD operating income is \$34K positive variance to budget.

Update on 2018 end of year: **(Page 6-7)** We are well into final audit preparations. 2018 Expenses are complete, accrued expenses and additions to capital/depreciation have been calculated and posted. Our auditors arrive March 18 to begin field work. End of year is not complete until after the review by our auditors, but updated Unified Budget report has been provided for your review. The net over/under at this time for 12/31/18 is **(\$89K)** and equity is a positive \$600K.

### **Capital Budget Report – (Page 8)**

Insurance proceeds relating to the floor in early January have been received in the amount of \$16,314. An industrial floor scrubber, architects payment and griddle installation were amongst the expenses this month.

Capital Fund balance remaining for projects is \$164K.

### **COMMITTEE REPORTS:**

**Endowment** – Save the date: Legacy Society Luncheon – Ways to Give to UCC will be held on May 5 at 12:00 pm in room 150. Please RSVP if you are interested to Michelle Ingram, [michelle@uccftw.com](mailto:michelle@uccftw.com).

**Personnel** – Melanie Williams joined the staff as our new Administrative Assistant (replacing Vanessa Taber's position) on February 27.

Personnel did not meet in March.

#### **Building & Grounds –**

No report.

**Outreach** – See report below.

### **Old Business Items**

N/A

### **New Business Items**

#### **a) \*Budget Amendments – (Pages 9)**

#### **Fund 3 - Capital**

Facia/soffit repair & refinish	\$ 5,600
2618 S. University Drive	

**Total: \$5,600. Net impact to budget is 5,600**

**MOTION:** The Finance Committee approved the Budget Amendments as presented above.

#### **Outreach 2019 Budget Approval – (Pages 10-11)**

Outreach met and allocated their 2019 budget. Please see attached report.

Highlighted changes:

- New addition for the Mayor's 3<sup>rd</sup> Grade Reading Initiative - \$22,500.
- Change in distribution from "Trinity Brazos Area" to "Christian Church Southwest".
- Increased support for Children's Closet from \$50,000 to \$60,000.
- Outreach Reserve balance remaining of \$25,130 and unallocated balance remaining of \$5,170.

Net impact to Operating: 0.00

**MOTION:** The Finance Committee approved the proposed Outreach Budget allocations as presented above.



UNIVERSITY CHRISTIAN CHURCH  
Consolidated Balance Sheet February 2019

Name	UNIFIED OPERATING FUND	RESTRICTED FUND	CAPITAL FUND	ENDOWMENT FUND	Total All Funds
<b>ASSETS</b>					
<b>Cash Accounts</b>					
Frost Checking	281,402	482,714	(60,196)	8,754	712,674
Frost ACH	67,198	0	0	0	67,198
Petty Cash	3,400	0	0	0	3,400
Payroll	0	0	0	0	0
Frost High Interest MM	214,054	0	0	0	214,054
Church Ext Demand Note	274,772	250,000	250,000	0	774,772
<b>Total Cash Accounts</b>	<b>840,826</b>	<b>732,714</b>	<b>189,804</b>	<b>8,754</b>	<b>1,772,098</b>
<b>Current Assets</b>					
Accounts Receivable	(131)	0	0	0	(131)
Prepaid Expenses	46,687	0	0	0	46,687
Children's Closet Inventory	60,888	0	0	0	60,888
Beneficial Interests in Trusts	0	0	0	1,156,791	1,156,791
Investments at Market - CCF	0	0	0	12,335,149	12,335,149
<b>Total Current Assets</b>	<b>107,443</b>	<b>0</b>	<b>0</b>	<b>13,491,940</b>	<b>13,599,384</b>
<b>Capital Assets</b>					
Depreciable Assets	0	0	17,184,856	0	17,184,856
Less Accum Depreciation	0	0	(10,340,702)	0	(10,340,702)
Land	0	0	1,324,205	0	1,324,205
Other Assets	0	0	2,341	0	2,341
<b>Total Capital Assets</b>	<b>0</b>	<b>0</b>	<b>8,170,700</b>	<b>0</b>	<b>8,170,700</b>
<b>Total Assets</b>	<b>948,269</b>	<b>732,714</b>	<b>8,360,503</b>	<b>13,500,695</b>	<b>23,542,182</b>
<b>LIABILITIES</b>					
<b>Deferred Revenue</b>					
Deferred Revenue - WDS Prepaid	5,530	0	0	0	5,530
Deferred Revenue - WDS Spring Party	0	0	0	0	0
Deferred Revenue - Mission Trip	0	0	0	0	0
Deferred Revenue - Music Event	0	0	0	0	0
Deferred Revenue - Boar's Head Feast	0	0	0	0	0
Deferred Revenue - Boar's Head Merch	0	0	0	0	0
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	845	0	0	0	845
Prepaid Weddings	2,300	0	0	0	2,300
<b>Total Deferred Revenue</b>	<b>8,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,675</b>
<b>Accounts Payable</b>					
Salary	53,654	0	0	0	53,654
Accounts Payable	0	0	0	0	0
Accrued Sabbatical Leave	86,919	0	0	0	86,919
Salary Related Benefits	(5,781)	0	0	0	(5,781)
<b>Total Accounts Payable</b>	<b>134,791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>134,791</b>
<b>Total Liabilities</b>	<b>143,466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>143,466</b>
<b>EQUITY</b>					
Reserve Funds Equity	78,815	732,714	25,849	0	837,378
UCC Equity	725,988	0	8,334,655	13,500,695	22,561,337
<b>Total Equity</b>	<b>804,803</b>	<b>732,714</b>	<b>8,360,503</b>	<b>13,500,695</b>	<b>23,398,716</b>
<b>Total Liabilities &amp; Equity</b>	<b>948,269</b>	<b>732,714</b>	<b>8,360,503</b>	<b>13,500,695</b>	<b>23,542,182</b>

Budgeted Financial Statement for Period 2 - February  
2019 Unified Budget Report  
Fiscal Year Beginning 1/1/2019

Description	Actual for Month	Budget for Month	Variance for Month	YTD Actuals 2018	YTD Actuals 2019	YTD Budget 2019	YTD Budget Variance	YTD % Variance	2019 Annual Budget	Annual % Variance
<b>INCOME</b>										
<b>UNRESTRICTED INCOME BEFORE WDS</b>										
Pledges	\$135,235	\$131,528	\$3,708	\$513,181	\$495,916	\$530,791	(\$34,875)	93%	\$2,083,498	24%
Non Pledge Contributions	\$13,761	\$15,962	(\$2,201)	\$30,895	\$29,842	\$43,439	(\$13,597)	69%	\$340,886	9%
Offering	\$2,024	\$2,632	(\$608)	\$5,762	\$4,174	\$5,501	(\$1,327)	76%	\$37,877	11%
Christmas Offering	\$0	\$0	\$0	\$350	\$500	\$0	\$500	0%	\$45,000	1%
<b>TOTAL UNRESTRICTED INCOME BEFORE WDS</b>	<b>\$151,020</b>	<b>\$150,122</b>	<b>\$899</b>	<b>\$550,188</b>	<b>\$530,432</b>	<b>\$579,731</b>	<b>(\$49,299)</b>	<b>91%</b>	<b>\$2,507,261</b>	<b>21%</b>
<b>WDS INCOME (NET)</b>										
WDS Tuition & Fees	\$100,007	\$92,834	\$7,173	\$187,369	\$211,456	\$187,673	\$23,784	113%	\$895,506	24%
WDS Restricted Income & Reserve Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	\$10,384	0%
WDS Personnel Expense	(\$58,568)	(\$61,468)	\$2,900	(\$111,065)	(\$113,492)	(\$121,093)	\$7,601	94%	(\$691,454)	16%
WDS Operating Expense	(\$5,791)	(\$6,899)	\$1,108	(\$9,564)	(\$11,948)	(\$17,216)	\$5,268	69%	(\$86,893)	14%
<b>TOTAL WDS INCOME (NET)</b>	<b>\$35,648</b>	<b>\$24,467</b>	<b>\$11,181</b>	<b>\$66,740</b>	<b>\$86,017</b>	<b>\$49,364</b>	<b>\$36,653</b>	<b>174%</b>	<b>\$127,544</b>	<b>67%</b>
<b>TOTAL UNRESTRICTED INCOME (FOR OUTREACH FUNDING)</b>	<b>\$186,668</b>	<b>\$174,589</b>	<b>\$12,080</b>	<b>\$616,928</b>	<b>\$616,449</b>	<b>\$629,095</b>	<b>(\$12,646)</b>	<b>98%</b>	<b>\$2,634,805</b>	<b>23%</b>
<b>PROPERTY ASSET INCOME</b>										
Church Usage Fees	\$3,255	\$2,125	\$1,130	\$2,461	\$5,830	\$4,250	\$1,580	137%	\$25,500	23%
Parking Lot Fundraising Income	\$0	\$0	\$0	\$0	\$150	\$0	\$150	0%	\$39,000	0%
Embry Trust Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	\$35,000	0%
Interest Income	\$477	\$333	\$144	\$773	\$983	\$667	\$316	147%	\$4,000	25%
Mineral Income	\$6,104	\$5,583	\$521	\$12,191	\$11,209	\$11,167	\$42	100%	\$67,000	17%
Lease & Rental Income	\$4,402	\$4,485	(\$82)	\$6,449	\$6,540	\$8,970	(\$2,430)	73%	\$175,482	4%
Miscellaneous Income	\$16	\$50	(\$34)	(\$442)	\$16	\$100	(\$84)	16%	\$600	3%
<b>TOTAL PROPERTY ASSET INCOME</b>	<b>\$14,255</b>	<b>\$12,677</b>	<b>\$1,678</b>	<b>\$21,431</b>	<b>\$24,727</b>	<b>\$26,153</b>	<b>(\$426)</b>	<b>98%</b>	<b>\$346,582</b>	<b>7%</b>
<b>ENDOWMENT AND RESTRICTED INCOME</b>										
General Endowment Income Allocated to Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	\$196,576	0%
Restricted and Designated Endowment Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	\$149,582	0%
Restrictions Satisfied (Reserve Transfers)	\$9,323	\$9,448	(\$125)	\$17,000	\$60,352	\$58,267	\$2,085	104%	\$295,872	20%
Program Participant Income	\$33,209	\$47,692	(\$14,483)	\$17,521	\$53,443	\$72,647	(\$19,204)	74%	\$320,645	17%
Restricted Income	\$1,448	\$1,750	(\$302)	\$3,085	\$3,749	\$3,500	\$249	107%	\$25,600	15%
<b>TOTAL ENDOWMENT AND RESTRICTED INCOME</b>	<b>\$43,980</b>	<b>\$58,890</b>	<b>(\$14,910)</b>	<b>\$37,606</b>	<b>\$117,544</b>	<b>\$134,414</b>	<b>(\$16,870)</b>	<b>87%</b>	<b>\$968,275</b>	<b>12%</b>
<b>TRANSFER FROM EQUITY</b>									<b>\$79,873</b>	
<b>TOTAL INCOME</b>	<b>\$244,903</b>	<b>\$246,055</b>	<b>(\$1,152)</b>	<b>\$675,965</b>	<b>\$758,720</b>	<b>\$788,662</b>	<b>(\$29,941)</b>	<b>96%</b>	<b>\$4,049,635</b>	<b>19%</b>
<b>EXPENSES</b>										
<b>PERSONNEL</b>										
Leadership & Administration	\$67,783	\$69,073	\$1,290	\$109,887	\$136,214	\$138,325	\$2,111	98%	\$903,712	15%
Worship, Music & Weddings	\$28,733	\$28,440	(\$293)	\$70,746	\$59,799	\$57,952	(\$1,847)	103%	\$370,000	16%
Singers & Musicians	\$2,280	\$2,750	\$470	\$4,235	\$5,425	\$5,500	\$75	99%	\$27,500	20%
Congregational Life	\$30,467	\$30,287	(\$180)	\$73,724	\$60,362	\$60,642	\$280	100%	\$395,640	15%
Childcare	\$2,963	\$3,104	\$141	\$5,944	\$6,131	\$5,208	\$76	99%	\$62,350	10%
Payroll Taxes	\$5,671	\$6,135	\$464	\$11,494	\$11,693	\$12,278	\$586	95%	\$81,527	14%
Pension	\$11,505	\$11,521	\$17	\$20,711	\$23,091	\$23,042	(\$49)	100%	\$142,485	16%
Healthcare	\$10,933	\$10,933	\$0	\$18,316	\$21,343	\$21,342	(\$1)	100%	\$133,922	16%
Health Reimbursement Arrangement (HRA)	\$0	\$2,167	\$2,167	\$0	\$0	\$4,333	\$4,333	0%	\$26,000	0%
<b>TOTAL PERSONNEL</b>	<b>\$160,335</b>	<b>\$164,410</b>	<b>\$4,075</b>	<b>\$315,058</b>	<b>\$324,058</b>	<b>\$329,623</b>	<b>\$5,565</b>	<b>98%</b>	<b>\$2,143,136</b>	<b>15%</b>

Budgeted Financial Statement for Period 2 - February  
2019 Unified Budget Report  
Fiscal Year Beginning 1/1/2019

Description	Actual for Month	Budget for Month	Variance for Month	YTD Actuals 2018	YTD Actuals 2019	YTD Budget 2019	YTD Budget Variance	YTD % Variance	2019 Annual Budget	Annual % Variance
<b>LEADERSHIP &amp; ADMINISTRATION</b>										
Administration General	\$13,347	\$14,142	\$796	\$29,298	\$28,043	\$30,999	\$2,955	90%	\$205,345	14%
Building & Grounds	\$31,401	\$33,012	\$1,611	\$92,816	\$78,786	\$86,926	\$8,141	91%	\$517,315	15%
Kitchen Operations	\$1,616	\$4,615	\$2,999	\$0	\$3,017	\$9,230	\$6,212	33%	\$55,380	5%
Communications	\$3,970	\$6,529	\$4,559	\$12,060	\$7,278	\$16,433	\$9,155	44%	\$97,350	7%
Endowment Administration	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000	\$0	100%	\$4,600	22%
<b>TOTAL LEADERSHIP &amp; ADMINISTRATION</b>	<b>\$50,334</b>	<b>\$60,299</b>	<b>\$9,965</b>	<b>\$135,773</b>	<b>\$118,125</b>	<b>\$144,588</b>	<b>\$26,463</b>	<b>82%</b>	<b>\$879,990</b>	<b>13%</b>
<b>WORSHIP &amp; SPIRITUALITY</b>										
Worship	\$1,379	\$1,246	(\$133)	\$772	\$1,379	\$2,492	\$1,113	55%	\$16,085	9%
Worship Music	\$7,129	\$9,171	\$2,042	\$4,564	\$8,307	\$12,342	\$4,035	67%	\$56,550	15%
Music Trips	\$0	\$0	\$0	\$0	\$62,500	\$63,000	\$500	99%	\$190,000	33%
Church & The Arts	\$360	\$327	(\$33)	\$14	\$350	\$833	\$483	42%	\$3,500	10%
Boar's Head Yule Log Festival	\$1,852	\$0	(\$1,852)	\$31,217	\$28,609	\$32,632	\$3,924	86%	\$32,632	88%
<b>TOTAL WORSHIP &amp; SPIRITUALITY</b>	<b>\$10,709</b>	<b>\$10,743</b>	<b>\$34</b>	<b>\$36,567</b>	<b>\$101,143</b>	<b>\$111,198</b>	<b>\$10,055</b>	<b>91%</b>	<b>\$298,667</b>	<b>34%</b>
<b>CONGREGATIONAL LIFE</b>										
Evangelism & Membership	\$94	\$229	\$135	\$158	\$94	\$458	\$364	20%	\$4,950	2%
Fellowship	\$566	\$942	\$375	\$1,972	\$957	\$1,883	\$927	51%	\$21,800	4%
Pastoral Care	\$571	\$1,672	\$1,102	\$2,958	\$1,055	\$3,345	\$2,290	32%	\$23,569	4%
Adults	\$125	\$5,104	\$4,979	\$2,397	\$125	\$6,545	\$6,420	2%	\$21,295	1%
Children	\$1,274	\$717	(\$557)	\$3,237	\$1,138	\$2,233	\$1,095	51%	\$20,069	6%
Youth	\$3,820	\$5,443	\$1,623	\$6,469	\$3,835	\$10,411	\$6,576	37%	\$93,350	4%
College	\$175	\$821	\$646	\$369	\$319	\$1,641	\$1,322	19%	\$11,600	3%
<b>TOTAL CONGREGATIONAL LIFE</b>	<b>\$6,624</b>	<b>\$14,928</b>	<b>\$8,303</b>	<b>\$17,559</b>	<b>\$7,622</b>	<b>\$26,516</b>	<b>\$18,994</b>	<b>28%</b>	<b>\$196,633</b>	<b>4%</b>
<b>MISSION &amp; OUTREACH</b>										
<b>Outreach - UCC Ministries</b>										
Children's Closet	\$577	\$250	(\$327)	\$50,462	\$49,579	\$50,003	\$425	99%	\$117,750	42%
Prom Dreams	\$289	\$0	(\$289)	\$670	\$289	\$0	(\$289)	0%	\$1,500	19%
Christmas Angels	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	\$30,000	0%
Homeless Ministries	\$52	\$5,000	\$4,948	\$0	\$5,185	\$5,000	(\$185)	104%	\$10,000	52%
Mission Trips	\$1,451	\$0	(\$1,451)	\$4,040	\$5,951	\$4,604	(\$1,347)	129%	\$35,416	17%
Page Scholarship Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	\$10,500	0%
Other	\$13	\$171	\$158	\$2,550	\$13	\$342	\$329	4%	\$2,050	1%
<b>Total Outreach - UCC Ministries</b>	<b>\$2,382</b>	<b>\$5,421</b>	<b>\$3,039</b>	<b>\$57,723</b>	<b>\$61,016</b>	<b>\$59,949</b>	<b>(\$1,067)</b>	<b>102%</b>	<b>\$207,216</b>	<b>29%</b>
<b>Outreach - Agency Support</b>										
Denominational	\$0	\$1,000	\$1,000	\$9,929	\$0	\$3,500	\$3,500	0%	\$206,000	0%
Ecumenical	\$0	\$2,620	\$2,620	\$16,129	\$16,721	\$16,905	\$183	99%	\$62,821	27%
Other	\$27	\$375	\$348	\$4,752	\$4,028	\$4,751	\$723	85%	\$8,501	47%
<b>Total Outreach - Agency Support</b>	<b>\$27</b>	<b>\$3,995</b>	<b>\$3,968</b>	<b>\$30,810</b>	<b>\$20,749</b>	<b>\$25,156</b>	<b>\$4,406</b>	<b>82%</b>	<b>\$277,322</b>	<b>7%</b>
<b>Outreach - General</b>										
Outreach General Designated for Future Use	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	\$46,670	0%
<b>Total Outreach - General</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$46,670</b>	<b>0%</b>
<b>TOTAL MISSION &amp; OUTREACH</b>	<b>\$2,409</b>	<b>\$9,416</b>	<b>\$7,007</b>	<b>\$88,533</b>	<b>\$81,766</b>	<b>\$85,105</b>	<b>\$3,339</b>	<b>96%</b>	<b>\$531,209</b>	<b>15%</b>
<b>TOTAL EXPENSES</b>	<b>\$230,412</b>	<b>\$259,796</b>	<b>\$29,384</b>	<b>\$593,490</b>	<b>\$632,614</b>	<b>\$697,031</b>	<b>\$64,416</b>	<b>91%</b>	<b>\$4,049,635</b>	<b>16%</b>
<b>TOTAL NET OPERATING INCOME (LOSS)</b>	<b>\$14,491</b>	<b>(\$13,740)</b>	<b>\$28,232</b>	<b>\$82,475</b>	<b>\$126,106</b>	<b>\$91,631</b>	<b>\$34,475</b>		<b>\$0</b>	

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FINAL 2018 - UPDATE REPORT

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
<b>INCOME</b>										
<b>UNRESTRICTED INCOME BEFORE WDS</b>										
Pledges	\$267,616	\$217,660	\$49,956	\$2,003,919	\$1,966,356	\$2,024,961	(\$58,606)	97%	\$2,024,961	97%
Non Pledge Contributions	\$142,600	\$129,446	\$13,153	\$351,378	\$348,280	\$494,985	(\$146,705)	70%	\$494,985	70%
Offering	\$8,162	\$7,715	\$447	\$36,012	\$40,148	\$35,867	\$4,281	112%	\$35,867	112%
Christmas Offering	\$54,735	\$42,000	\$12,735	\$47,915	\$55,085	\$42,000	\$13,085	131%	\$42,000	131%
<b>TOTAL UNRESTRICTED INCOME BEFORE WDS</b>	<b>\$473,113</b>	<b>\$396,821</b>	<b>\$76,292</b>	<b>\$2,439,224</b>	<b>\$2,409,869</b>	<b>\$2,597,814</b>	<b>(\$187,945)</b>	<b>93%</b>	<b>\$2,597,814</b>	<b>93%</b>
<b>WDS INCOME (NET)</b>										
WDS Tuition & Fees	\$85,063	\$80,788	\$4,275	\$809,874	\$881,873	\$856,656	\$25,217	103%	\$856,656	103%
WDS Restricted Income & Reserve Transfers	\$4,783	\$504	\$4,279	\$13,895	\$15,073	\$9,988	\$5,085	151%	\$9,988	151%
WDS Personnel Expense	(\$66,294)	(\$68,882)	\$2,588	(\$646,891)	(\$671,697)	(\$693,487)	\$21,790	97%	(\$693,487)	97%
WDS Operating Expense	(\$10,360)	(\$8,994)	(\$1,367)	(\$64,992)	(\$77,978)	(\$81,693)	\$3,715	95%	(\$81,693)	95%
<b>TOTAL WDS INCOME (NET)</b>	<b>\$13,192</b>	<b>\$3,416</b>	<b>\$9,776</b>	<b>\$111,887</b>	<b>\$147,270</b>	<b>\$91,464</b>	<b>\$55,806</b>	<b>161%</b>	<b>\$91,464</b>	<b>161%</b>
<b>TOTAL UNRESTRICTED INCOME (FOR OUTREACH FUNDING)</b>	<b>\$486,305</b>	<b>\$400,237</b>	<b>\$86,068</b>	<b>\$2,551,110</b>	<b>\$2,557,139</b>	<b>\$2,689,278</b>	<b>(\$132,139)</b>	<b>95%</b>	<b>\$2,689,278</b>	<b>95%</b>
<b>PROPERTY ASSET INCOME</b>										
Church Usage Fees	\$2,386	\$2,708	(\$322)	\$27,734	\$23,996	\$32,500	(\$8,504)	74%	\$32,500	74%
Parking Lot Fundraising Income	\$0	\$0	\$0	\$39,050	\$37,830	\$39,000	(\$1,170)	97%	\$39,000	97%
Embry Trust Income	\$0	\$3,500	(\$3,500)	\$31,786	\$40,094	\$35,000	\$5,094	115%	\$35,000	115%
Interest Income	\$438	\$333	\$104	\$4,159	\$5,307	\$4,000	\$1,307	133%	\$4,000	133%
Mineral Income	\$17,305	\$5,583	\$11,721	\$73,011	\$84,962	\$67,000	\$17,962	127%	\$67,000	127%
Lease & Rental Income	\$6,941	\$4,300	\$2,641	\$160,995	\$170,722	\$168,600	\$2,122	101%	\$168,600	101%
Miscellaneous Income	(\$140)	\$96	(\$236)	\$72	(\$447)	\$1,150	(\$1,597)	-39%	\$1,150	-39%
<b>TOTAL PROPERTY ASSET INCOME</b>	<b>\$26,929</b>	<b>\$16,521</b>	<b>\$10,408</b>	<b>\$336,808</b>	<b>\$362,463</b>	<b>\$347,250</b>	<b>\$15,213</b>	<b>104%</b>	<b>\$347,250</b>	<b>104%</b>
<b>ENDOWMENT AND RESTRICTED INCOME</b>										
General Endowment Income Allocated to Operations	\$51,801	\$50,792	\$1,009	\$174,121	\$204,096	\$201,258	\$2,839	101%	\$201,258	101%
Restricted and Designated Endowment Income	\$35,631	\$35,268	\$363	\$127,540	\$140,939	\$139,065	\$1,875	101%	\$139,065	101%
Restrictions Satisfied (Reserve Transfers)	\$67,107	\$64,715	\$2,392	\$317,740	\$363,435	\$360,808	\$2,628	101%	\$360,808	101%
Program Participant Income	\$1,655	\$11,232	(\$9,577)	\$122,493	\$83,511	\$168,825	(\$85,314)	49%	\$168,825	49%
Restricted Income	\$4,180	\$1,667	\$2,513	\$48,244	\$30,221	\$12,600	\$17,621	240%	\$12,600	240%
<b>TOTAL ENDOWMENT AND RESTRICTED INCOME</b>	<b>\$160,374</b>	<b>\$163,673</b>	<b>(\$3,299)</b>	<b>\$790,338</b>	<b>\$822,203</b>	<b>\$882,555</b>	<b>(\$60,352)</b>	<b>93%</b>	<b>\$882,555</b>	<b>93%</b>
<b>TOTAL INCOME</b>	<b>\$673,607</b>	<b>\$580,430</b>	<b>\$93,177</b>	<b>\$3,678,256</b>	<b>\$3,741,804</b>	<b>\$3,919,082</b>	<b>(\$177,278)</b>	<b>95%</b>	<b>\$3,919,082</b>	<b>95%</b>
<b>EXPENSES</b>										
<b>PERSONNEL</b>										
Leadership & Administration	\$71,232	\$64,087	(\$7,145)	\$682,609	\$759,929	\$759,679	(\$250)	100%	\$759,679	100%
Worship, Music & Weddings	\$34,584	\$28,163	\$6,421	\$34,579	\$379,155	\$385,005	(\$5,850)	98%	\$385,005	98%
Singers & Musicians	\$3,136	\$2,770	(\$366)	\$26,745	\$26,876	\$27,700	(\$824)	97%	\$27,700	97%
Congregational Life	\$39,100	\$35,886	(\$3,214)	\$481,637	\$486,775	\$478,851	(\$7,924)	102%	\$478,851	102%
Childcare	\$4,027	\$3,046	(\$981)	\$59,924	\$60,880	\$61,600	(\$720)	99%	\$61,600	99%
Payroll Taxes	\$5,992	\$6,242	(\$250)	\$80,824	\$75,065	\$79,040	\$3,974	95%	\$79,040	95%
Pension	\$11,635	\$12,437	(\$802)	\$111,164	\$130,947	\$140,917	\$9,970	93%	\$140,917	93%
Healthcare	\$10,363	\$11,772	(\$1,408)	\$108,601	\$122,158	\$133,896	\$11,738	91%	\$133,896	91%
Health Reimbursement Arrangement (HRA)	\$0	\$2,333	\$2,333	\$1,899	\$96	\$28,000	\$27,904	0%	\$28,000	0%
<b>TOTAL PERSONNEL</b>	<b>\$170,070</b>	<b>\$166,736</b>	<b>(\$3,334)</b>	<b>\$1,895,613</b>	<b>\$2,041,882</b>	<b>\$2,094,687</b>	<b>\$52,805</b>	<b>97%</b>	<b>\$2,094,687</b>	<b>97%</b>

FINAL 2018 - UPDATE REPORT

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
<b>LEADERSHIP &amp; ADMINISTRATION</b>										
Administration General	\$28,430	\$19,378	(\$9,052)	\$245,981	\$197,471	\$219,086	\$21,615	90%	\$219,086	90%
Building & Grounds	\$60,465	\$45,866	(\$14,598)	\$488,345	\$553,103	\$520,356	(\$32,746)	106%	\$520,356	106%
Kitchen Operations	\$1,395	\$12,203	\$10,809	\$0	\$11,221	\$62,430	\$51,209	18%	\$62,430	18%
Communications	\$14,770	\$8,946	(\$5,825)	\$86,863	\$98,471	\$107,350	\$8,879	92%	\$107,350	92%
Endowment Administration	\$0	\$0	\$0	\$4,000	\$4,000	\$600	\$87	87%	\$600	87%
<b>TOTAL LEADERSHIP &amp; ADMINISTRATION</b>	<b>\$105,059</b>	<b>\$86,394</b>	<b>(\$18,666)</b>	<b>\$825,189</b>	<b>\$864,266</b>	<b>\$913,822</b>	<b>\$49,556</b>	<b>95%</b>	<b>\$913,822</b>	<b>95%</b>
<b>WORSHIP &amp; SPIRITUALITY</b>										
Worship	\$3,968	\$2,541	(\$1,427)	\$25,596	\$15,979	\$17,585	\$1,606	91%	\$17,585	91%
Worship Music	\$9,802	\$7,088	(\$2,714)	\$49,847	\$73,407	\$67,614	(\$5,793)	109%	\$67,614	109%
Music Trips	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000	0%	\$20,000	0%
Church & The Arts	\$0	\$223	\$223	\$2,893	\$9,273	\$10,525	\$1,252	88%	\$10,525	88%
Boar's Head Yule Log Festival	(\$1)	\$0	\$1	\$16,444	\$32,541	\$32,532	(\$9)	100%	\$32,532	100%
<b>TOTAL WORSHIP &amp; SPIRITUALITY</b>	<b>\$13,769</b>	<b>\$9,852</b>	<b>(\$3,917)</b>	<b>\$94,780</b>	<b>\$131,199</b>	<b>\$148,256</b>	<b>\$17,057</b>	<b>88%</b>	<b>\$148,256</b>	<b>88%</b>
<b>CONGREGATIONAL LIFE</b>										
Evangelism & Membership	\$723	\$458	(\$264)	\$2,434	\$4,462	\$5,500	\$1,038	81%	\$5,500	81%
Fellowship	\$1,651	\$1,383	(\$268)	\$28,349	\$18,543	\$16,600	(\$1,943)	112%	\$16,600	112%
Pastoral Care	\$1,458	\$4,597	\$3,139	\$17,439	\$26,290	\$22,169	(\$4,121)	119%	\$22,169	119%
Adults	\$1,209	\$968	(\$241)	\$14,026	\$18,487	\$16,810	(\$1,677)	110%	\$16,810	110%
Children	\$2,128	\$1,721	(\$407)	\$25,548	\$24,622	\$23,719	(\$903)	104%	\$23,719	104%
Youth	\$504	\$1,656	\$1,152	\$97,733	\$112,973	\$89,900	(\$23,073)	126%	\$89,900	126%
College	\$2,548	\$1,588	(\$961)	\$10,606	\$8,911	\$12,000	\$4,089	66%	\$12,000	66%
<b>TOTAL CONGREGATIONAL LIFE</b>	<b>\$10,221</b>	<b>\$12,371</b>	<b>\$2,150</b>	<b>\$196,136</b>	<b>\$213,387</b>	<b>\$186,748</b>	<b>(\$26,639)</b>	<b>114%</b>	<b>\$186,748</b>	<b>114%</b>
<b>MISSION &amp; OUTREACH</b>										
<b>Outreach - UCC Ministries</b>										
Children's Closet	\$9,224	\$3,500	(\$5,724)	\$149,452	\$119,371	\$121,000	\$1,629	99%	\$121,000	99%
From Dreams	\$0	\$0	\$0	\$827	\$670	\$1,500	\$830	45%	\$1,500	45%
Christmas Angels	\$12,577	\$15,000	\$2,423	\$22,357	\$29,871	\$30,000	\$129	100%	\$30,000	100%
Homeless Ministries	\$233	\$1,250	\$1,017	\$2,523	\$10,458	\$15,000	\$4,542	70%	\$15,000	70%
Mission Trips	\$500	\$0	(\$500)	\$79,444	\$2,223	\$35,416	\$33,193	6%	\$35,416	6%
Page Scholarship Fund	\$0	\$0	\$0	\$17,000	\$20,500	\$12,500	(\$8,000)	164%	\$12,500	164%
Other	\$589	\$188	(\$402)	\$6,459	\$4,149	\$2,250	(\$1,899)	184%	\$2,250	184%
<b>Total Outreach - UCC Ministries</b>	<b>\$23,123</b>	<b>\$19,938</b>	<b>(\$3,185)</b>	<b>\$278,062</b>	<b>\$187,242</b>	<b>\$217,666</b>	<b>\$30,424</b>	<b>86%</b>	<b>\$217,666</b>	<b>86%</b>
<b>Outreach - Agency Support</b>										
Denominational	\$36,500	\$37,500	\$1,000	\$218,649	\$232,088	\$231,000	(\$1,088)	100%	\$231,000	100%
Ecumenical	\$12,895	\$10,842	(\$2,053)	\$70,355	\$96,913	\$94,398	(\$2,515)	103%	\$94,398	103%
Other	\$0	\$375	\$375	\$20,431	\$51,417	\$48,252	(\$3,165)	107%	\$48,252	107%
<b>Total Outreach - Agency Support</b>	<b>\$49,395</b>	<b>\$48,717</b>	<b>(\$678)</b>	<b>\$309,435</b>	<b>\$380,418</b>	<b>\$373,650</b>	<b>(\$6,768)</b>	<b>102%</b>	<b>\$373,650</b>	<b>102%</b>
<b>Outreach - General</b>										
Outreach General Designated for Future Use	\$12,294	\$9,000	(\$3,294)	\$30,204	\$12,294	\$9,000	(\$3,294)	137%	\$9,000	137%
<b>Total Outreach - General</b>	<b>\$12,294</b>	<b>\$9,000</b>	<b>(\$3,294)</b>	<b>\$30,204</b>	<b>\$12,294</b>	<b>\$9,000</b>	<b>(\$3,294)</b>	<b>137%</b>	<b>\$9,000</b>	<b>137%</b>
<b>TOTAL MISSION &amp; OUTREACH</b>	<b>\$84,811</b>	<b>\$77,654</b>	<b>(\$7,157)</b>	<b>\$617,701</b>	<b>\$579,954</b>	<b>\$600,316</b>	<b>\$20,362</b>	<b>97%</b>	<b>\$600,316</b>	<b>97%</b>
<b>TOTAL EXPENSES</b>	<b>\$383,931</b>	<b>\$353,006</b>	<b>(\$30,924)</b>	<b>\$3,629,417</b>	<b>\$3,830,687</b>	<b>\$3,943,830</b>	<b>\$113,142</b>	<b>97%</b>	<b>\$3,943,830</b>	<b>97%</b>
<b>TOTAL NET OPERATING INCOME (LOSS)</b>	<b>\$289,677</b>	<b>\$227,424</b>	<b>\$62,253</b>	<b>\$48,839</b>	<b>(\$88,883)</b>	<b>(\$24,747)</b>	<b>(\$64,136)</b>		<b>(\$24,747)</b>	



UNIVERSITY CHRISTIAN CHURCH  
Fiscal Year Beginning 1/1/2019  
Capital Budget Report February 2019

Account #	Description	YTD Actuals	Budget Annual	Actual to Budget Variance	
	<b>Cash Balance as of 12/31/2018</b>	<b>\$210,899</b>	<b>\$210,899</b>		
	<b>Income</b>				
	Contributions	\$0	\$0	\$0	
	Net Rental Income	\$0	\$0	\$0	
	Misc. Income	\$16,314	\$0	\$16,314	*Insurance proceeds - flood
	Trust Income	\$0	\$6,000	(\$6,000)	
	Game Day Parking Income	\$4,715	\$5,000	(\$285)	
	TCU Parking Lease Income	\$0	\$0	\$0	
	Transfer from Operating	\$0	\$0	\$0	
	Endowment Income	\$0	\$222,143	(\$222,143)	
	<b>Gross Income</b>	<b>\$21,029</b>	<b>\$233,143</b>	<b>(\$212,114)</b>	
	<b>Non Budget Misc. Expenses</b>				
	Misc. Purchases and Repairs	\$1,797	\$12,000	(\$10,203)	*Industrial floor scrubber
	Net Columbarian/Memorial Rm	\$88	\$0	\$88	
	<b>Total Non Budget Misc. Expenses</b>	<b>\$1,885</b>	<b>\$12,000</b>	<b>(\$10,115)</b>	
	<b>Net Operating Income</b>	<b>\$19,145</b>	<b>\$221,143</b>	<b>(\$201,998)</b>	
	<b>FUNDING FROM RESERVE TRANSFERS</b>				
	Ministry Areas	\$0	\$0	\$0	
	SS Classes	\$0	\$0	\$0	
	Weekday School	\$0	\$0	\$0	
	<b>TOTAL RESERVE TRANSFERS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
	<b>TOTAL INCOME</b>	<b>\$19,145</b>	<b>\$221,143</b>	<b>(\$201,998)</b>	
	<b>CAPITAL PROJECTS</b>				
	Site	\$0	\$0	\$0	
	Structure	\$5,665	\$41,792	\$36,127	*Architects
	Interior	\$2,013	\$3,650	\$1,637	*Griddle installation
	Elevators	\$0	\$0	\$0	
	Mechanical	\$0	\$60,000	\$60,000	
	Electrical	\$0	\$0	\$0	
	Plumbing	\$23,792	\$28,000	\$4,208	
	Fire & Safety	\$0	\$0	\$0	
	ADA	\$0	\$0	\$0	
	Furniture & Fixtures	\$0	\$2,500	\$2,500	
	Technology	\$0	\$22,375	\$22,375	
	<b>Total Other Capital Projects</b>	<b>\$31,470</b>	<b>\$158,317</b>	<b>\$126,847</b>	
	Accounts Payable - expenses from prior year	(\$8,769)			
	<b>Cash Balance to GL</b>	<b>\$189,804</b>	<b>\$273,725</b>		
	<b>Less Restricted/Deferred Reserves</b>				
	Restricted Reserves (Memorial Rm)	25,849	\$25,937		
	<b>Net Cash Balance</b>	<b>\$163,955</b>	<b>\$247,788</b>		

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## CAPITAL FUND BUDGET (FUND 3) AMENDMENT REQUESTS

### FINANCE COMMITTEE

	Date	Description	Account or Reserve	Amount
<b>*NEW</b>	2/28/2019	Facia/soffit repair & refinish 2618 S. University Drive	Capital	\$ 5,600

<b>NET IMPACT</b>	<u><u>\$ 5,600</u></u>
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<b>GROSS TRANSACTION TOTAL</b>	<u><u>\$ 5,600</u></u>
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### BOARD OF STEWARDS

<b>NET IMPACT</b>	<u><u>\$ -</u></u>
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<b>GROSS TRANSACTION TOTAL</b>	<u><u>\$ -</u></u>
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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 (\$188,537 in 2018)		\$202,016

001 UNIVERSITY CHRISTIAN CHURCH  
Fiscal Year Beginning 1/1/2019  
Budgeted Financial Statement for 2019

\*updated 3.13.19

Description	2018 YTD Actual	2018 Annual Budget	2019 Annual Budget	2019 Approved Allocations	2019 Allocations: \$\$/YEAR
<b>BUDGETED</b>					
<b>Disciple Support: National/International</b>					
58764 - Disciples Mission Fund	\$125,000	\$125,000	\$125,000	\$125,000	
58742 - Food Resource Banks	\$0	\$0	\$0	\$0	
58770 - Division of Overseas Ministries	\$20,000	\$20,000	\$20,000	\$20,000	
58771 - Rambo Foundation	\$0	\$0	\$0	\$0	
<b>TOTAL Disciple Support</b>	<b>\$145,000</b>	<b>\$145,000</b>	<b>\$145,000</b>	<b>\$145,000</b>	
<b>Disciple Support: Local</b>					
58778 - Brite Scholarships/Other	\$5,000	\$5,000	\$5,000	\$0	
58816 - Trinity Brazos Area	\$21,000	\$21,000	\$21,000	\$0	
58734 - Disciple's Crossing	\$0	\$0	\$0	\$5,000	
58739 - Galileo Church (new Church start)	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500 - 17/18/19
58740 - Bethany Fellows	\$12,500	\$12,500	\$12,500	\$10,000	\$10K - 18/19/20
58816 - CCSW	\$0	\$0	\$0	\$22,500	
<b>TOTAL Local Disciple Support</b>	<b>\$46,000</b>	<b>\$46,000</b>	<b>\$46,000</b>	<b>\$45,000</b>	
<b>Community/Church Support: Local</b>					
58731 - Habitat for Humanity	\$10,000	\$10,000	\$0	\$0	
58773 - South Central Alliance	\$27,000	\$27,000	\$27,000	\$27,000	
58775 - Covenant Memberships	\$400	\$600	\$600	\$600	
58815 - Tarrant Churches Together	\$16,000	\$16,000	\$16,000	\$16,000	
58817 - TCT Freedom School	\$8,000	\$8,000	\$0	\$0	
58818 - Texas Reentry Services	\$0	\$0	\$0	\$0	
58819 - Refugee Services of TX	\$1,135	\$0	\$0	\$0	
58774 - Emergency Relief Support	\$0	\$0	\$0	\$0	
58732 - Rippling Hope	\$7,000	\$7,000	\$0	\$0	
58758 - Center for Transforming Lives	\$10,000	\$10,000	\$0	\$0	
58757 - Cypress Christian Church	\$20,000	\$20,000	\$0	\$0	
58756 - Iglesia Cristiana Betania	\$3,000	\$3,000	\$0	\$0	
58743 - Haitian Surgical Mission	\$5,000	\$5,000	\$0	\$0	
58736 - Northside Inter-Community	\$10,000	\$10,000	\$0	\$0	
58744 - Texas Interfaith Center	\$1,000	\$1,000	\$0	\$0	
58769 - Southwest Good Samaritan	\$3,000	\$3,000	\$0	\$0	
<b>TOTAL Local Community/Church Support</b>	<b>\$121,535</b>	<b>\$120,600</b>	<b>\$43,600</b>	<b>\$43,600</b>	
<b>UCC Ministries</b>					
58822 - Caring for God's Creation	\$158	\$750	\$750	\$750	
58823 - Community Garden	\$0	\$0	\$0	\$0	
New - Mayor's 3rd Grade Reading Initiative	\$0	\$0	\$0	\$25,000	
<b>TOTAL UCC Ministries</b>	<b>\$158</b>	<b>\$750</b>	<b>\$750</b>	<b>\$25,750</b>	
<b>UCC Ministries Net</b>					
Children's Closet Income	(\$69,371)	(\$67,750)	(\$67,750)		
Children's Closet Expense	\$119,371	\$117,750	\$117,750		
Children's Closet Academy Uniforms	\$0	\$0	\$0		
Children's Closet Academy Faculty Shirts	\$0	\$0	\$0		
<b>Children's Closet Net</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$60,000</b>	
Prom Dreams Income	(\$670)	\$0	\$0		
Prom dreams Expense	\$670	\$1,500	\$1,500		
<b>Prom Dreams Net</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$2,500</b>	
Mission Pilgrimage Income	(\$1,900)	(\$23,416)	(\$23,416)		
Mission Pilgrimage Expense	\$2,223	\$35,416	\$35,416		
<b>Mission Pilgrimage NET</b>	<b>\$323</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	

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001 UNIVERSITY CHRISTIAN CHURCH  
Fiscal Year Beginning 1/1/2019  
Budgeted Financial Statement for 2019

\*updated 3.13.19

Description	2018 YTD Actual	2018 Annual Budget	2019 Annual Budget	2019 Approved Allocations	2019 Allocations: \$\$/YEAR
Page Scholarship Income	(\$18,500)	(\$10,500)	(\$10,500)		
Page Scholarship Awards	\$20,500	\$12,500	\$10,500		
<b>Page Scholarship NET</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	
Homeless Ministry Income	(\$458)	(\$4,500)	(\$4,500)		
Homeless Ministry Expense	\$10,458	\$15,000	\$5,000		
<b>Homeless Ministry NET</b>	<b>\$10,000</b>	<b>\$10,500</b>	<b>\$500</b>	<b>\$5,000</b>	Mayor's Breakfast approved Jan 2019
Kid's Hope Ministry Income	(\$3,601)	(\$400)	(\$400)		
Kid's Hope Ministry Expense	\$3,601	\$3,500	\$3,500		
<b>Kid's Hope Ministry NET</b>	<b>\$0</b>	<b>\$3,100</b>	<b>\$3,100</b>	<b>\$3,100</b>	
<b>TOTAL UCC Ministries NET</b>	<b>\$62,481</b>	<b>\$79,850</b>	<b>\$67,850</b>	<b>\$110,350</b>	
<b>Outreach Administrative Expense</b>					
Administrative Expenses (misc/postage/copy)	\$3,991	\$1,500	\$1,300	\$1,300	
<b>TOTAL Outreach Administrative Expense</b>	<b>\$3,991</b>	<b>\$1,500</b>	<b>\$1,300</b>	<b>\$1,300</b>	
<b>TOTAL Budgeted Giving/Expenses</b>	<b>\$379,006</b>	<b>\$392,950</b>	<b>\$303,750</b>	<b>\$345,250</b>	
<b>NON-BUDGETED</b>					
<b>Restricted Non-Budgeted Ministries</b>					
Disciples Special Offering TOTAL	\$41,088	\$41,000	\$16,000	\$16,000	
Gifts of Hope - Outside Organizations	\$15,050	\$15,050	\$18,194	\$18,194	disbursed in Jan 2019
Thanksgiving Baskets	\$4,740	\$2,000	\$2,000	\$2,000	disbursed in Jan 2019
Christmas Angels	\$29,871	\$30,000	\$30,000	\$30,000	
Heifer (Wild Women)	\$475	\$500	\$500	\$500	
Outreach Passthrough Net	\$0	\$0	\$0	\$0	
<b>TOTAL Restricted Non-Budgeted Expenses</b>	<b>\$91,224</b>	<b>\$88,550</b>	<b>\$66,694</b>	<b>\$66,694</b>	
<b>UNALLOCATED</b>					
<b>Outreach General Transfer</b>					
Unallocated	\$12,364	\$9,000	\$46,670	\$5,170	
<b>TOTAL Outreach General Transfer</b>	<b>\$12,364</b>	<b>\$9,000</b>	<b>\$46,670</b>	<b>\$5,170</b>	
<b>TOTAL OUTREACH EXPENSES</b>	<b>\$482,595</b>	<b>\$490,500</b>	<b>\$417,114</b>	<b>\$417,114</b>	
<b>Income Sources</b>					
Endowment Income	\$82,352	\$81,724	\$86,590	\$86,590	
Outreach General Reserve	\$76,815	\$76,815	\$0	\$0	
10 % from Operating Income	\$255,785	\$268,062	\$263,480	\$263,480	*10% allocation of unrestricted income
Restricted Non-Budgeted Transfers	\$67,359	\$63,550	\$66,694	\$66,694	
Participant Fees	\$285	\$350	\$350	\$350	
Misc Income	\$0	\$0	\$0	\$0	
<b>TOTAL OUTREACH INCOME</b>	<b>\$482,595</b>	<b>\$490,500</b>	<b>\$417,114</b>	<b>\$417,114</b>	



