

Annual Report

For Fiscal Year July 1, 2013 to June 30, 2014



The First Unitarian Society of Wilmington

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First Unitarian Society of Wilmington, DE Annual Report 2013–2014

First Unitarian Society of Wilmington, DE

Annual Meeting Agenda May 18, 2014

Call to Order	Jeff Lott
Opening Words and Lighting of Chalice	Rev. Dr. Joshua Snyder
Acceptance of Agenda	Jeff Lott
Acceptance of Minutes of 2013 Annual Meeting	Jeff Lott
President’s Report	Jeff Lott
Executive Team Report	Rev. Snyder
Proposal to Study Electronic Voting	Deborah Zarek
Nominations and Elections	Barbara Lenahan
Nominating Committee	
Board of Trustees	
General Assembly Delegates	
Strategic Planning Report	Andrew Hansen
Treasurer’s Report	Steve Cohen
Adoption of 2013-14 Operating Budget	
Adoption of 2013-14 Capital Expense Budget	
Benediction and Extinguishing the Chalice	Rev. Michelle Collins
Adjournment	Jeff Lott

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Ministers: The Reverend Dr. Joshua Snyder Senior Minister
The Reverend Michelle Collins Assistant Minister
The Reverend Robert M. Doss Minister Emeritus

Staff: Marina VanRenssen Business Manager
Scott Ward Honorary Minister of Music
Catherine Williamson Director of Religious Education
Brandi Chavis Congregational Administrator
Terry Walls Building Supervisor
Kanchalee Reeves Publications Assistant
Julia Davidson Childcare
Meghan Ruoff Childcare
Sophia Gorowara Childcare
Cornell Waters Night Custodian

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Board of Trustees Report

Report from the Board President 2013-14

According to our governing policies, the job of the Board is to represent the members of the congregation “in determining and requiring appropriate organizational performance.” Our approach emphasizes strategic leadership (Ends) rather than administrative detail. We make clear distinctions between Board and staff roles, focus on the future rather than the past, and seek to be proactive rather than reactive. I submit that your Board has performed these functions at a high level during the past year.

Following the expressed wishes of the congregation in two business meetings (May and June 2013), the Board determined at its August retreat to engage deeply with the congregation to celebrate our strengths and identify our weaknesses.

A Strategic Planning Committee was formed in late summer under the leadership of Andrew Hansen and Suzanne Perry. The committee gathered extensive data, visited thriving congregations of several denominations, and consulted widely within our congregation and staff. The final plan supports the mission of the church and addresses three critical issues for our future—to grow the congregation, strengthen volunteerism, and leverage our assets to enhance our buildings and grounds.

All three of these goals are supported by specific strategies. The Board will form a standing committee to monitor progress toward these priorities and to create new goals as needed each year. With an evergreen five-year horizon stretching out before us, your Board will be more focused than ever on the future of First Unitarian Church.

Also following the congregation’s mandate, the Executive Team formed a Staffing Study Committee of six (two from the ET and four at-large members) to create a plan that would rationally bring our staff costs into alignment with current and forecast financial realities. After more than two months of study—including a congregational survey and interviews with every member of the staff—the committee unanimously supported a plan that reduces personnel costs during the next two fiscal years.

The plan was presented to the Board in December. With both gratitude for their work and deep regret, we accepted the prescription to reduce our program positions in music and religious education to 0.75 FTE at the start of the 2014-2015 fiscal year and to reduce hours among the office staff and eliminate the position of assistant minister in July 2015.

The Staffing Plan was the subject of a well-attended congregational information meeting in early February. At that time, many members accepted that the Staffing Plan was well-founded and offered to volunteer their time to fill gaps caused by reductions in staff hours. It is the Board’s hope that the successful realization of the Strategic Plan will allow us to reverse this situation within a few years. It’s only possible if the entire congregation is focused on and committed to this effort.

There are already some signs of stability and change. Following a steady decline in membership for more than a decade, since 2010 there’s been a leveling-off at around 425.

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It will take a concerted effort by all of us—Board, ET, and members—to grow our membership beyond this plateau.

Another hopeful sign has been the response to this spring's annual campaign to fund the church for 2014-2015. A combination of early pledging, new pledges, and a greater number of increased commitments helped us exceed our worst-case forecasts, although the campaign is still likely to fall somewhat short of its best-case goal. The downward pressure of church demographics cited in Treasurer Steve Cohen's financial projections will be slow to reverse itself, even as membership grows in the next few years.

Throughout the fall, members of the Board engaged in lively debates over the efficacy of its system of policy governance, which gives operational control of the church to the Executive while the Board works at the mission-vision-planning level. It was asked repeatedly how we can fulfill our obligation to "govern with excellence" if mere "compliance" with limitations policies is all that's required.

In December, a Board committee was appointed to review our governing policies and simplify them wherever possible. As with the review of our by-laws conducted several years ago, this study will take time. In March, the committee reported on a set of guidelines developed for its review—and the Board in turn asked the committee to simplify its own guidelines before applying them to the policies. The fundamental question in each should be: "What problems are we trying to solve by changing the language of the policy?" This review committee will report again in June and will likely continue its work during the upcoming fiscal year.

Also beginning in December, Board members undertook to contact as many members as possible to have personal conversations about the current health and future of the church. These interviews were confidential and each Board member reported only on aggregate trends and highlights, not on the opinions and experiences of specific individuals. This outreach effort proved illuminating for many on the Board and was much appreciated by members who expressed gratitude for our outreach and concern. The Board discussed these conversations both formally and informally and it's fair to say that some of what we heard had a bearing on our required performance evaluation of Rev. Dr. Joshua Snyder.

In March, the Board directed me to begin a conversation with Rev. Josh about the future of his ministry at First Unitarian Church. This led to a Board decision in early April to engage in a six-month process that would begin with a previously scheduled review of his performance of the duties and responsibilities specified in our Letter of Agreement. This evaluation, conducted by a three-person committee of the Board chaired by me, was completed in mid-April. On Easter Sunday, you heard Rev. Josh speak eloquently from the pulpit about this very challenging process.

The review highlighted issues in three areas: leadership, worship, and pastoral care. Some issues had been on the minds of members for some time, but others came to the fore after the release of the Staffing Plan, which envisions a single-minister church. To his credit, Rev. Josh has embraced the review process and sincerely hopes to meet the expectations of the congregation. The evaluation team has given him a specific set of goals for the six months to come; he has been asked to translate these descriptors of proficiency into concrete and measurable actions that will demonstrate progress in these three areas.

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This is not only an opportunity for Rev. Josh to reinvent and renew his ministry with us, but for our congregation to live out its values as we show love and compassion toward one who has dedicated his life to the service of our church and to our Unitarian Universalist faith. As UUs, we covenant with our ministers—and they with us—to bring our best selves to such moments in congregational life. We have a collective obligation to do our utmost to support Rev. Josh in this process.

In closing, I would like to thank the congregation for the opportunity to serve on your Board for the past six years. When I began my Board service, there were some who expressed their sympathy—as if service on the Board were an onerous task that led to immediate frustration and burnout. At that time (2008), this congregation had reached the end of a period that some have described as “wandering in the wilderness”—the sudden departure of a popular minister in 2004 followed by three years of interim ministry. The Board was seen as a fractious and argumentative body—a little wilderness of its own making.

Nothing could have been further from the truth for me. I found the Board to be positive, focused on its leadership role, and optimistic about the future. A new young minister had been called; we were home from our wandering at last. I had a lot to learn about the church from this new perspective, but Nancy Pinson, Maggie Duffy, Rev. Josh Snyder and others challenged all of us to see Board service as a learning experience, to read books about how churches thrive, to attend workshops on creating healthy congregations, to go to General Assembly when possible, and to tackle important tasks such as renewing our values, mission, and ends.

Six years later, I’m ready to do other things in the church. I feel fulfilled by my Board service and I highly recommend being in leadership to those of you who wish to deepen your relationship with Unitarian Universalism and your fellow spiritual travelers. I’ve grown as a person, as a UU, and as a leader because of the trust you placed in me. Please extend that same trust and grace to those who follow us as leaders—and to our ministers and staff, who care just as deeply as we do about the future of First Unitarian Church.

Jeffery Lott

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Official Notices of Nomination

2014 Nominations to the First Unitarian Board of Trustees

Vote on New Board of Trustee Members:

Our church by-laws provide for a maximum of nine (9) members on the Board of Trustees who serve for three (3) years. This year we are nominating three candidates for 2014 – 2017, to replace those rolling off the Board in May 2014.

Becky Laster – Three-year term

When Becky joined First U in 1998 she enjoyed attending a Women's Spirituality Group and Adult RE classes. She and her husband, Travis, volunteered to be Senior High Youth Group Advisors, which was a great way to understand the spirit and energy of young Unitarians. Since then they have taught a Children & Youth Religious Exploration (CYRE) class almost every year. More recently, Becky has served on the Connections Team, which plans intergenerational events. This past year she has enjoyed examining the possibilities for the future of First U as a member of the Strategic Planning Committee. She is currently working towards her PhD in Social Work and has three children active in CYRE, Grace, Hayden, and Addie.

Chela Metzger – Three-year term

Chela is from the Pacific Northwest and was raised a Unitarian from the age of 4. She has moved around the U.S. quite a bit in her work as a book conservator and teacher, and three years ago landed in Wilmington to take a job as book conservator at Winterthur Museum. She has attended UU churches in Boston, Pasadena, and Austin Texas. She has been involved in several small groups at First U. Serving as a Board Trustee will be a new experience for her, and she looks forward to learning more about the church and giving back to the vibrant First U community.

Linda Sanders – Three-year term

Linda has been a member of First U since October 2010 when she found the congregation as she moved to Pennsylvania to get ready for retirement in March 2012. She has been a UU for over 25 years, and was a member at UUFN (Newark) for several years. She has attended SUUSI and Womenspirit and served in leadership positions for both organizations. Raised in the Seventh Day Adventist faith, she has found a faith community in Unitarian Universalism that captures her spirit and her intellect and supports her continuing quest for meaning using many different belief traditions. Goddess spirituality, paganism, WICCA, Buddhism, meditation and metaphysics are a few spiritual paths that have nurtured her growth over the years. Her daughter, Jessica, and son-in-law, Mike Conlan, were married by Rev. Barbara Gadon on New Year's Eve in 2010.

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Vote on New Nominating Committee Members:

Remaining on the Nominating Committee are Richard Flanagan and Chuck Miller. This year there are four nominees serving one- or two-year terms:

Maggie Duffy – Two-year term

Maggie joined First Unitarian in 2003 and has been a member of the Board of Trustees for the past five years, serving two years as President. Maggie has been a member of several committees over the years and found them all to be great experiences – especially our Small Groups. After many years of being “non-churched” she joyfully discovered Unitarian Universalism and continues on her religious journey. In addition to First Unitarian, she enjoys exploring the other areas of our denomination through attending General Assembly and the activities of nearby congregations.

Jeff Lott – Two-year term

Jeff Lott is leaving the Board of Trustees after completing his second three-year term. He served as vice president in 2012-2013 and president during the past year. He coordinated the Mission Possible inquiry that created First U’s current values, mission, and ends statements and believes that our church has a significant role to play in the Wilmington community. He is enrolled in the certificate program in UU Studies at the Starr King School for the Ministry.

Renee Anderson – Two-year term

Renee has been a Unitarian since 1969 and a member of First Unitarian since 1991. She has served on the Membership Committee as an usher and greeter, ARE, Forum Committee, special projects with youth, Green Sanctuary, and organized and prepared suppers for Wednesday worships. She also chaired the 2nd Expansion Task Force responsible for the sign and landscaping the property on Route 202.

J. Harry Feldman – One-year term

J. Harry joined First U in 1997 and has served as a Sunday morning usher for several years. He was a member of the committee that developed the current long-range plan, serves as Furniture Coordinator for the Independent Living for Young Adults (ILYA) Project and regularly assists with First U's support of Emmanuel Dining Room. Prior to retiring he was Executive Director of the Greater Wilmington Convention and Visitors Bureau and a member of the Society of American Travel Writers. He currently serves on the boards of the Council of Civic Associations of Brandywine Hundred (CCOBH) and Friends of the Furness Railroad District. He recently completed two terms on the board of the Wilmington and Western Railroad.

Vote on Delegates to the 2014 General Assembly:

Maggie Duffy, Bob Foss, Helen Foss, Jeff Lott, Suzanne Perry, Paul Pinson, Nancy Pinson,
Joan Priest

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Executive Team Reports

Executive Team Introduction

Executive Team Report – Annual Report 2014

It has been an exciting year on the Executive Team! As you know the Executive Team coordinates and implements the day to day running of the church. This includes all of the staff, volunteers, procedures and programs of all sorts. This year we have had a number of successful projects thanks to the work of our leaders and volunteers.

At last year's Annual Meeting, the congregation asked the Executive Team to develop a multi-year staffing study. This study would allow the congregation to make a more informed decision regarding the amount of staff we can afford while at the same time maintain core programs. The Executive Team put together an all star team that included representatives from RE, the Choir, Pastoral Care, and Personnel. Co-lead by Marina and Rev. Josh, the team put together a survey and conducted interviews with people inside the congregation and with other UU churches of comparable size. The results of the staffing study were approved by the Board in January and presented to the congregation in February. While staff cuts are painful, and change is often uncertain, the study clearly laid out a vision for the church that is focused on our Mission and Ends, while at the same time living reasonably within our means.

One of the other major projects for the Executive Team was working with our teams on membership and leadership development. The ET created a new Membership Team that has been busy contacting new people, keeping up statistics, and helping people find a new spiritual home at First Unitarian. We have also been working with the Leadership Development Team to create a new process for learning about the gifts and talents of all our members so that we can match people up with volunteer opportunities that fit them. Both of these efforts got off the ground this year, and it will be exciting to see them grow and progress in the years to come.

Finally we on the Executive Team must pay a bittersweet farewell to one of our own. Donna Gonzalez has been the At-Large member of the Executive Team for two years; completing a full term. We are in the process of recruiting and training a new lay member for the Executive Team. That person will have large shoes to fill. Donna has been a key voice on the Executive Team with her passion, love for the church, honesty and frankness, and profound wisdom. All of us at First Unitarian Church owe Donna a hearty "THANK YOU!" for her years of service on the Executive Team. Thanks Donna! You will be missed!

And thank you to all of you for making this a great church year. May next year be one to remember.

Respectfully Submitted by the Executive Team,
Rev. Dr. Joshua Snyder
Rev. Michelle Collins
Marina VanRenssen
Donna González

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Executive Team Annual Report on Achievement of the Ends – “The Difference We Make”

The following is a selection of activities provided by volunteer leaders and staff for publication. The Executive Team’s full reports to the Board of Trustees on accomplishment towards our Ends, including our winter survey, can be found online at the First U website at: [Ends Achievement Reports](#).

End #1 - At First Unitarian Church of Wilmington, Delaware, people of all ages feel safe, accepted, and loved—and empowered to be our authentic selves.

Ongoing Projects:

- The “Welcome Team” at First U is how the new Membership Team refers to the teams of volunteers who are our ushers, greeters and welcome table facilitators. A significant number of volunteers are available on Sunday mornings to warmly welcome members and visitors alike and to answer questions about our church, as well as help our visitors to register for publications, name tags, and Pathway to Membership classes where they learn more about Unitarian Universalism and First U.
- The Usher Team supplied trained ushers for all “business as usual” worship services and special services at Christmas time. The ushers’ duties range from preparing the sanctuary for the worship service – sound system, water for the ministers, votive candle and taper, matches – to distributing orders of service and helping people to their seats, taking and counting the offering, “counting the house” (attendance) and returning the sanctuary to its pre-worship state following the service. When all goes well, most of these activities are transparent to our church attendees.
- The Pathways to Membership class, a three class series designed to orient newcomers to the church and Unitarian Universalism as well as provide connections to each other, was offered four times this past year, in August, November, February, and April. This year it was co-led by Nancy Pinson and Rev. Michelle Collins, with guest presenters including Jeff Lott as Board President and Jim Curtis, Bill Hardham, and Joan Priest from the Stewardship Team as well as a Q&A with the ministers. This year 37 newcomers attended the class series. Fifteen of our new members attended these classes.
- Connection Circles, our flagship small groups program, had a great year, finishing the year with 8 circles going. These include circles on the monthly themes as well as a circle on Metaphysical Spirituality and two this spring on Humor as Survival Training, based on the work of Paul McGhee, and one circle that meets at Maris Grove. Registration occurs twice during the year, during September and January, and the year will be finishing with a celebratory potluck for all groups.
- The Pastoral Care team has provided visits, support, caring, referrals, meals, rides, and cards when the need has arisen, and provided for 3 Sunday Hospitality

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Hours, and help during memorial services. We have worked to keep the food closet active and keep the congregation as a whole informed about what we do and encouraged participation. We support each other.

- The Leadership Development Team offered Leadership Link, an in-person workshop, in the fall of 2013. It focused on volunteer recruitment and was presented by George Huhn. The team also explored and experimented with using webinars for leadership development, allowing for busy volunteers to attend from the comfort of their homes.
- The Denominational Growth Committee (DGC) supported our smaller churches in our cluster through the following activities:
 - Three members of the DGC attended Delmarva Cluster meetings every six weeks
 - Publicity for DGC and Cluster events
 - Chalice Lighter Sunday and Grants for Growth Sundays
 - Visits to UUs of Central Delaware

Special projects:

- The greeters, ushers and Welcome Table volunteers were invited to participate in a Saturday morning workshop to share experiences and gain tips on how to continue to improve our hospitality. Attended by 30 people, this workshop was very successful and resulted in new ideas for our church welcome team.
- The Pastoral Care Team
 - Phone project—making connections with church members who have not been active and who may need our support
 - Education and training workshop in listening and communication skills (open to the wider church community)
 - Workshop for church members of the congregation about advance medical directives (open to the wider church community).
- Leadership Development Team initiatives:
 - Two webinars were offered to First U leaders and open to other congregational leaders in the Delmarva Peninsula. In the winter of 2014 a webinar was led by Mark Bernstein, Regional Growth Development Consultant, entitled “Getting and Keeping Happy and Motivated Volunteers in Congregational Life.” A follow-up session was led by Mark in the spring of 2014 on communication among committees, running effective meetings and other important issues of church committees.
 - The Leadership Development Team created the Gifts & Talents Inventory, and has begun sharing information with chairs of teams. All church members were invited via the First Unitarian eNews and Quest to complete an on-line survey of their gifts and talents that they could share with our church community, as well as their interests in various aspects of church life. This tool will be valuable to our teams and committees and they look for people who share their passions and are looking for ways to volunteer their time

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and talent to First Unitarian. It is our hope that as church members become engaged in teams and activities that speak to their talents and interests, they will feel more fulfilled in their church experiences, bringing joy to themselves and other around them.

- Children and Youth Religious Exploration
 - Classroom connections parties and parenting groups are offered to connect families with like-aged children.
- The Denominational Growth Committee contributed to the following special initiatives:
 - Instrumental in the Clusters Chalice Lighter Grants for Websites
 - Heavy involvement with the Website development for First U and the Delmarva Cluster
 - Met with Joseph Priestley District (JPD) growth committee representatives, Richard Speck and Mark Bernstein, from the Central East Regional Group (CERG) to discuss how we could help with Regional growth and marketing the sponsor congregation
 - Cluster work:
 - The Delmarva Cluster “revival” was held in Lewes,
 - A chalice lighter grant for website assistance was submitted and approved;
 - Spoke with a representative from CERG and the Philadelphia Cluster regarding the work of the Delmarva Cluster (we have apparently gotten noticed as a highly effective Cluster and others are looking to replicate us).
 - Acquired three more Grants for growth applications
 - Finished the UUCD commitment for Grants for Growth
- As a member of the Joseph Priestley District Board, Paul Pinson has been working on denominational reorganization, in which the Central East Regional Group, which has been sharing resources, evolves from a four-district effort to an integrated region. He chairs the Clusters subcommittee which is working to organize the 250 or so congregations in the region into 25-30 clusters of congregations which have either common geography or similar interests. This subcommittee is also working to help potential clusters understand the benefits they can achieve. The Delmarva Cluster, which includes First U Wilmington, is our most advanced effort.

End #2

At First Unitarian Church of Wilmington, Delaware, people of all ages gain new perspectives and grow as informed, spiritual human beings.

Ongoing Projects:

- Faithful Dialogues: This year marked the third year that Faithful Dialogues (and its predecessor, Deepening Our UU Faith) met from 9:30 – 10:15 each Sunday

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morning. We are grateful to our enthusiastic facilitators, both First UU members as well as community people representing their organization or social justice program. All of the topics were thought-provoking and meaningful: Attendance was often in the 8- 10 range of participants; however, on five separate occasions attendance exceeded 22 members and guests.

- Sunday Adult Forum: An ongoing video series held from 9:30 – 10:15 Sunday mornings. The videos explore in-depth significant religious and historical topics presented by noted professors and others. Attendance at these series averages 8 – 12.
- Children and Youth Religious Exploration (CYRE):
 - The CYRE program includes Religious Exploration classes on Sunday mornings for preschoolers through 12th graders during the school year. We also coordinate staffing of a nursery for our youngest children.
 - Each year we alternate offering one of two Unitarian Universalist Rites of Passage for our children, Age of Reason Classes for our 2nd and 3rd graders or Coming of Age Classes for our 8th and 9th graders. We also coordinate the recognition of our graduating seniors in a Bridging Ceremony at the End of the school year.
 - Our Whole Lives (OWL), an age-appropriate sexuality education curriculum, is also offered on alternate years with the Kindergarten/1st grade curriculum being offered one year and classes for both the 5/6th graders and 8th/9th graders offered the next.
 - With curriculum and coordination support from Catherine Williamson, our Director of Religious Education, all of these programs are led by volunteers consisting of parents and other adult members of our congregation dedicated to helping to raise our children in our UU faith community.
- First U Library:
 - Improved cataloging for titles already on shelves – 62 titles; including entering into computer catalog, printing catalog cards, typing labels, and replacing book jacket covers, as needed. Catalog cards are re-used whenever possible by printing on the backs.
 - Replaced lost or damaged books with another copy – 1 or more titles.
 - Disaccessioned (removed from shelves and card catalog) – 82 titles (including damaged, outdated, excess, missing and/or not returned), to improve the attractiveness and usefulness of the library. Some duplicate or damaged but unique older titles are held in reserve in library storage. Discarded titles are held for donation to the Fall Festival book sale, or placed in a “please take” box in the library if too damaged to sell.
 - Ongoing review of backlogged titles stored in closet, sorting to identify for future inclusion in library, or to discard if damaged or unsuitable. Stored collections include extensive Women’s Spirituality titles; some Final Choices, Delaware Dialogues, and Green Sanctuary titles; and other assorted past donations. We now discourage large donations, due to the lack of labor for processing, and accept limited current titles only.

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- Began review of Children and Youth Religious Exploration's (CYRE) list of books stored for teachers and families in the CYRE workroom to identify titles that are also currently available in the library or that may be desirable to add. To assist users, library catalog cards will identify titles found in both places, and future cataloging could also reference titles to be found in CYRE only.

Special projects:

- Senior Minister Rev. Dr. Josh Snyder led a three-week Sunday morning class with Rabbi Yair Robinson from Congregation Beth Emeth on "What's New in the Old Testament."
- Children and Youth Religious Exploration:
 - Stationed a CYRE Welcome table for coffee hour every Sunday to welcome new families and advertise our many events:
 - Put on a Holiday Christmas Pageant Dec 22nd, 2013
 - Volunteer Appreciation Gifts
 - Organized volunteers to work in our CYRE workroom
 - Hosted coffee hour after church on 2 Sundays
 - Coming of Age retreats, Coming of Age Rite of Passage
 - Coming of Age Worship Service June 1st, 2014
 - Youth Worship service
 - Organized a HayRide at Ramsey Ramsey
 - Set up the bake sale for the June 1st, 2014
- In the fall of 2013, co-facilitators Paul Pinson and Kathie Thomas lead an 8-week class on Building Your Own Theology, Part I. The second session of this popular UUA program is being planned for the 2014-2015 church year.
- Assistant Minister Michelle Collins led an ongoing discussion on Unitarian Universalists in History, held on second Sundays at noon throughout most of the church year.

End #3

At First Unitarian Church of Wilmington, Delaware, people of all ages act on our shared values and Unitarian Universalist identity to fight for a more just world.

Ongoing Projects:

- Independent Living for Young Adults (ILYA) provides support for young adults when they age out of foster care at 18 years of age, working with social service agencies to fill existing gaps in service. In the last year, ILYA's on-going projects included:
 - Supportive funds and furniture ILYA provided:
 - Supportive grants to young adults (for emergency rent payments and security deposits);

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- IDA -- incentives to set up savings account for young adults who completed a financial literacy course; and
 - Furniture for young adults' apartments.
- Caring gifts. ILYA, with help from First U members:
 - Gave holiday gifts to young adults and their children;
 - Sent care packages to students in postsecondary programs;
 - Celebrated high school graduation with grads at a pizza party and gave them gifts of backpacks filled with useful items.
- Volunteers from First U prepared lunch for ~225 people in the church kitchen on the 19th of every month, which was then transported to Emmanuel Dining Room for refrigeration and reheating/serving the next day, on the 20th of the month, for those in need at Emmanuel Dining Room at 2nd and Jackson Streets location in downtown Wilmington. The number fluctuates each month, but adds up to approximately 2,750 meals served by First U annually.
- Unitarian Universalist Service Committee (UUSC)
 - First U supported the Fair Trade Equal Exchange/UUSC Coffee Project and its sale of products throughout the year. Approximately \$5,000 of product was sold. First U is in the top 5% of UU churches supporting this program.
 - Executed a six week Guest-At-Your-Table UUSC Program for all ages, the six weeks prior to Thanksgiving.
 - Promoted Justice Sunday on 3/9/14, and received a special offering for UUSC in the amount of \$1,189.55.
 - Informational emails were sent to all First U members who are also current members of UUSC. In fiscal year 2013, First U members and friends contributed a total of \$18,285.26 to UUSC from all events, collections, promotions, pledges, fund raising campaign, and value of stock gifts.
- Children's and Youth Religious Exploration
 - Organized and ran the MLK Service Day for all members;
 - Organized and ran the Earth Day Clean up for all members;
 - Questers Food Drive for a social action project
- Some of the other activities and services contributing to this End are:
 - The House Pin program which supports the YWCA
 - Anti-racism work of the Coalition to Dismantle the New Jim Crow
 - Special offerings which allow us to make a financial donation to various causes that reflect our UU values and identity within Unitarianism or within the Wilmington community. Examples are Water is Life Kenya, Delaware Coalition Against Domestic Violence, YWCA of Delaware, Heat Health Warning system for low income and at-risk groups.
 - Earth Day Intergenerational Service
 - Delaware Interfaith Power and Light (DelPL) and the New Castle Congregations of DelPL
 - Green Sanctuary sponsored faithful Dialogues on food choices and how they affect your health and the environment as well as on Water is Life Kenya,

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- Maasai bead sales and Turbo talks on energy use in our homes and how to live more sustainably (wind, solar, sustainable investing, food choices)
- All-Church retreat sponsored by the Connections Team which had a Water Justice theme

Special projects:

- Independent Living for Young Adults:
 - When Acme Super Market ran a special promotion for dinnerware, First U member Marilyn Hyte had the congregation and friends collect stamps for the Rachel Ray dinnerware. Many people became involved and provided enough stamps for 129 pieces. Barbara Perry organized the pieces to give to young adults in their first apartments. The pieces were organized in four place settings per box for each young adult -- each place setting is 3 pieces (dish, bowl, cup) So there were 10 complete boxes. At this time, three young adults have received the dinnerware.
 - ILYA also sponsored a well-attended program in February at which former foster children described the dreadful life events and difficult challenges they faced as children and aging-out of foster care and how ILYA has supported them. An adult who aged out before there was any support and has served as an advisor to ILYA, Kyrianna Ruddy, echoed the appalling difficulties faced and also, provided some encouraging words.
 - Barbara Crowell serves on the Community Partnership Board, Dr. Amy Renwick (Nemours Health) chairs the Physical and Mental Health Working Group and Betty Wier is a member of this group. Betty's College Care Package student Travia Yost-Collins interns with Delaware Youth Opportunities Initiative (DYOI) as youth advisor and developing guidebooks and online materials to assist aging out young adults.
- The Green Sanctuary team provided the following:
 - Climate Workshop
 - Vegan Dinner
 - Monthly recipes
 - Recommended books and articles
 - Links on the theme of Ethical Eating
- Unitarian Universalist Service Committee: Promoted response to and support of humanitarian crises:
 - Ongoing support for earthquake recovery in Haiti;
 - Recovery support following the typhoon in the Philippines, \$1,431 collected via a special offering.

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End #4

At First Unitarian Church of Wilmington, Delaware, people of all ages experience wonder, inspiration, fulfillment, and joy.

Ongoing Projects:

- Worship is a primary source of wonder and inspiration. During this church year, the following special worship services were conducted:
 - Day of the Dead
 - Christmas Eve services
 - Martin Luther King service
 - Age of Reason and Coming of Age services
 - Youth Sunday
- Music plays a fundamental role in our worship services and other programs during the year, moving worship from being merely an intellectual experience to being more holistic. Some examples of special music provided this year are:
 - “Small Music Sunday” – The Grateful Dead
 - Big Music Sunday – A Celebration of Celtic Music
- Rites of Passage are one of the primary roles that religion plays in our lives. At moments when we are in transition from one stage of life to the next, First U ministers to people through rituals that evoke the emotions expressed in this End. During this year we participated in child dedications, weddings and memorial services for our members.
- Connection Circles, in addition to helping us to meet End 1, help people to integrate their life experiences into their spiritual understanding of themselves. Other small groups such as a Course in Miracles, Open Heart Zen Sangha, Men’s and Women’s Brown Bag Groups and Women’s spirituality groups have provided opportunities for people to have these experiences.
- Young children report they experience joy in our church at the highest rate, according to our survey this spring, showing that our CYRE classes provide for inspiration as well as education.
- Other activities, such as the UUpbeats, the Fall Festival, Stewardship social events and Connections Team events, such as the All-Church retreat have an impact on this End.

Special projects:

- Music
 - Three church choir tour in collaboration with the UU Fellowship o Newark and the UU Society of Mill Creek
 - Martin Luther King concert
- The Arts are also important to members of our congregation in experiencing wonder and inspiration. This year, several members contributed their talents to special art exhibits outside of Brunner Chapel.

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Executive Team Annual Operational Report Summaries – “Stewardship of our Resources”

Introduction

The Executive Team is primarily responsible for the day-to-day management of our church resources, including financial, non-financial and human resources. We report to the Board on a regular schedule throughout the year, based on the controls placed on us by the Board in the form of Executive Limitations. The Executive Team’s full reports to the Board of Trustees on compliance to the Executive Limitations can be found online at the First U website at: [Limitations Monitoring Reports](#).

The following is a selection of activities provided by volunteer leaders and staff for publication.

Operations

These are the general operations of the church that support the work of achieving the Mission and Ends of First Unitarian Church.

Ongoing Projects:

- Buildings & Grounds
 - Recruited volunteers, arranged tools and materials for painting or grounds clean-up, organized and supervised volunteer work parties.
 - Researched additions or replacement of equipment and plants.
 - Participated in yearly safety audit of buildings and follow up with any compliance issues
 - Lucy Rabe researched vendors and obtained bids for replacement of the memorial garden hedge.
 - Jim Weddell and Phil Krape investigated the drainage problem along with Donna Gonzalez, Terry Walls and Marina VanRenssen.
 - Donna Gonzalez requested and received funding for the memorial garden hedge replacement from the Women's Alliance.
- The Personnel team is primarily an advisory team. In alternate years we revise the HR manual; our next revision will be due June 2015.
- Daily financial operations and reporting
- Communications and publications

Special projects:

- Buildings and Grounds:
 - Marty Peres researched sink arrangements, child-size toilets, hands-free faucets and soap dispensers for EEC.

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- We assisted Barry Marrs in developing the specifications for purchasing and planting a tree in honor of Rev. Bob Doss and with locating a vendor.
- Jim Weddell supplied videos of the flooding of the EEC playground. Donna Gonzalez conferred with Beverley Baxter, met with EEC representatives, Marina VanRenssen and Terry Walls, the owner of the Re Max parking lot, and county conservation staff to plan remediation. Funding is being shared by EEC, First U, the owner of the neighboring building, and the New Castle County Conservation District.
- Personnel Team: Marina VanRenssen consulted with the Personnel Team regarding the UUA retirement plan restatement process and together we researched the impact of Affordable Care Act on our health insurance benefit program with the UUA.
- District activity: As Treasurer for the Joseph Priestley District (JPD), Paul Pinson reviews financial reports and advises the Board and District staff on actions which may be required to remain in good financial condition. In this capacity, he serves on the JPD Finance and Audit Committee. As a part of the Regionalization initiative, he chairs the Funding subcommittee which is researching various approaches to raising Regional and UUA funds to replace the current model of “fair share” contributions to the Association and the District. This committee also is devising a pro-forma budget for the Region and the transition initiative. The results of this effort will have an impact on our First U budget in the future.

Executive Team 2013-2014 Annual Incidental Report

- Thank You to staff and teams — All of the work discussed in these reports would not have been possible without the tremendous energy of our leaders and volunteers. These folks go above and beyond every day to make First Unitarian Church the kind of place we dream that it could be. Our gratitude toward each and every one is immeasurable. We apologize if we have inadvertently forgotten anyone.
- Staff: Rev. Dr. Joshua Snyder, Senior Minister; Rev. Michelle Collins, Assistant Minister, Minister; Scott Ward, Honorary Minister of Music; Catherine Williamson, Director of Religious Exploration; Marina VanRenssen, Business Manager; Kanchalee Reeve, Publications Assistant; Brandi Chavis, Congregational Administrator; Terry Walls, Building Supervisor; Julia Davidson, Childcare; Meghan Ruoff, Childcare; Sophia Gorowara, childcare; and Cornell Waters, Night Custodian.
- Executive Team: Rev. Dr. Joshua Snyder, Rev. Michelle Collins, Marina VanRenssen, Donna González

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- **Teams:**

Below is a list of teams, committees and groups of people who do the work of our church. Although this list only includes the names of staff and leaders, there are many more volunteers who serve with these groups. Every contribution, by every volunteer, is greatly appreciated by the staff and leaders of the church. Whether serving monthly as an usher, serving as a board member, helping with CYRE or weeding flower beds once a year, your efforts are essential to our mission. Thank you!

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Committee	Staff Person and ET	Chair or Primary Contact
A Course in Miracles	Rev. Michelle Collins	Tottie Fries
Adopt-a-House	Rev. Josh Snyder	Burley Melton
Adult Forum	Rev. Michelle Collins	Jim Davis
Adult RE	Rev. Michelle Collins	Barbara Lenahan
Audio Visual Team	Scott Ward	Jon Claney
Audit	Marina VanRenssen	Paul Pinson, Mark Fries
Book Corner	Marina VanRenssen and Rev. Michelle Collins	Debbe Krape and Suzie Cornell
Booster Cards	Brandi Chavis and Marina VanRenssen	chaired by staff, volunteers handle most administrative tasks
Budget Team	Marina VanRenssen	Bill Hardham, Steve Cohen
Building and Grounds	Terry Walls and Donna Gonzalez	Donna Gonzalez
Caregivers' Support Group	Rev. Michelle Collins	Marge Meyermann
Coffee Sales	Marina VanRenssen	Steve Marek
Communications	Rev. Michelle Collins and Kanchalee Reeves	staff function with volunteers providing content, no chair
Choir and Music	Scott Ward and Rev. Josh Snyder	Jim Weddell
Connection Circles	Rev. Michelle Collins	Michelle Collins and Paul Pinson
Connections Team	Catherine Williamson and Rev. Michelle Collins	Becky Laster
CYRE	Catherine Williamson and Rev. Michelle Collins	Debbi Zarek
Den. Growth Committee	Marina VanRenssen and Rev. Michelle Collins	Vivian Gray
Dismantling the New Jim Crow	Rev. Josh Snyder	Rev. Paula Maiorano and Joan Priest
Emmanuel Dining Room	Rev. Josh Snyder	Cindy Cohen
Finance Council	Marina VanRenssen	Bill Hardham

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Committee	Staff Person and ET	Chair or Primary Contact
Flowers	Brandi Chavis	Suzie Cornell
God-Free Group	Scott Ward and Rev. Michelle Collins	Marian Sargeant
Great Books	Rev. Michelle Collins	Ocie Bernstein
Green Sanctuary	Donna Gonzalez	Elizabeth Siftar
Greeters	Rev. Josh Snyder	Burley Melton
House Pins	Marina VanRenssen	Bev Ba ch
ILYA	Marina VanRenssen and Rev. Josh Snyder	Lois Morrriis and Betty Wier
Investments	Board of Trustees	Barry Marrs
Leadership Development	Rev. Josh Snyder	Edris Harrell
Library	Marina VanRenssen and Rev. Michelle Collins	Judy Windle
Living Well with Chronic Illness	Rev. Michelle Collins	Lori Weddell
Membership	Rev. Josh Snyder and Rev. Michelle Collins	Nancy Pinson
Men's Brown Bag	Rev. Michelle Collins	Bill Lawrence
NC3 of DeIPL	Rev. Josh Snyder	Chad Tolman
Nominating Committee	Board Committee	Barbara Lenahan
Office Volunteers	Marina VanRenssen	Sunday Team: Peggy Rawheiser
Open Heart Zen Sangha	Rev. Michelle Collins	Ben Fleury-Steiner
Pastoral Care	Rev. Michelle Collins	Donna Curtis Joan Flack
Personnel	Marina VanRenssen	Staff led with 3 volunteer members
Staffing Plan	Marina VanRenssen, Rev. Josh Snyder	Task Force FY 1/14 only with 4 volunteer members
Stewardship	Marina VanRenssen	Bill Hardham
Strategic Planning Committee	Board Committee	Jeff Lott
Ushers	Rev. Josh Snyder	Barry and Barbara Marrs
UUpbeats	Marina VanRenssen for financial	Lew Collat
UUSC	Rev. Josh Snyder	Doyle Dobbins
Welcome Table	Rev. Josh Snyder	
Women's Alliance	Marina VanRenssen and Rev. Josh Snyder	Peggy Rawheiser and Mary Collat
Women's Brown Bag	Rev. Michelle Collins	
Write Group	Rev. Michelle Collins	Ruth Mette
Yoga	Rev. Michelle Collins	Jacquee Lukawski and Gerry Mousley

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Membership Statistics

Membership numbers, in and of themselves, hold little meaning without standards of comparison. The Membership Team has selected Congregations Count and The Membership Journey, both published through the UUA to use as a guide. The year from April 1, 2013 to March 31, 2014 is used for purposes of calculating metrics for comparison to UUA guidelines. The full report for the fiscal year 2013-14 as of April 1 can be viewed on the First U website, members' area: [2013-14 Third Quarter Membership Report](#).

Membership Overview:

	April 1, 2013	April 1, 2014	Change	Growth
Total active membership	472	477	+5	+1.1%
Voting	427	421	-12	
Associate	34	50	+17	
Youth	11	16	+5	
Members added (since 4/1/2013)			35	
New adult			27	
Reinstated adults			3	
Youth			5	
Member attrition (since 4/1/2013)			30	
Resigned			5	
Deceased			7	
Transferred church			2	
Moved out of state			2	
Administrative drop per bylaws			14	

The following members were added to the active roll between April 1, 2013 and March 31, 2014.

- New Adult Members: Amy Abrahamson, Linda Aldrich, Nancy Ball, Alexander Barch, Colleen Blaho, Cathy Blanchet, Pei-Li Chu, Victoria Chu, Amy Friedberg, Carolyn Gibson, Andrew Haney, Tamera Jones, Jacqueline Kairis, Jenna McCartan, Megan Pell, Judith Pool, Kit Pool, Betsy Pusey, Carolyn Ray, Cheryl Smith, Tracy Spinka-Doms, Annalisa Torrente, Eileen VanRavenswaay, Catella Visser, Al Vitiello, Chris Walker, Jennifer Walker
- Reinstated Adult members: Beth Donovan, Bill Donovan, Evan Jones

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- Youth Members: Andrew Haney, Maya Hennessey, Jillian Walker, Machenzie Walker, Peri Walker

The following members passed away between April 1, 2013 and March 31, 2014:
Sam Cupp, Bill Johnson, Bob Johnson, Wayne Kneisley, June MacArtor, John Moore, Ivan Szanto

Visitors – April 1, 2013 – March 31, 2014:

	Measure	UUA Guideline for liberal churches	Evangelical Guideline
Number of registered adult visitors (April 1, 2013 – March 31, 2014)	114		
First time guest ratio to membership	24%	100%	
Return rate (visitors who return within the first four months of first visit)	N/A – future measure	20-40%	
Conversion Rate – Adult visitors to member**	16.7%	14 – 20%	25%

** Calculated using the number of new members that joined in this time period who also visited in this period (19) divided by the number of registered adult visitors during this period (114). This is the most conservative estimate of conversion rate. Using total new adult members (27), including those who visited in an earlier time period, the conversion rate would be 24.6%. Over time, we will likely use a 3-year rolling average.

Our visitor registration form is the means by which a person receives a guest name tag and is registered in our system to receive our church email communications. Occasionally, others are added by contacting the office directly.

Our ratio of registered adult visitors to membership is low compared to the guideline the UUA has published for growing congregations. One of the most powerful ways of growing membership is word of mouth; we who are already experiencing the joys of Unitarian Universalism are the best able to describe why this faith is so important. The Membership Team will be looking to our current members to help in brainstorming ways to increase the number of visitors who come through our doors.

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Membership Attrition - 4/1/2013 - 3/31/2014:

	Measure	UUA Guideline for liberal churches	Evangelical Guideline
Number of lost members	30		
Lost membership ratio**	6.4%	10 - 12%	6 - 10%
Moved away	.4%	4 - 6%	
Deaths	1.5%	1 - 3%	
Other (avoidable)	4.4%	2 - 3%	

** $(\text{Last year's total membership} + \text{new members} - \text{lost members}) / \text{last year's total membership}$.

Membership loss is inevitable with the normal cycle of life. While our overall lost membership ratio is lower than expected per the UUA guideline, our ratio of *avoidable* membership losses – resignations, moves to another local church and administrative drops – are higher than the guideline provided by the UUA.

Financial and Business Reports

2013-2014 Treasurer's Report

As of March 31 (nine months of the fiscal year), we have an operating gain of just over \$35,500 which is needed to see us through the last three months of the fiscal year when traditionally we receive less pledge income (since those giving annually have already done so). Our pledge income received is higher than previous years due to tax law changes which encouraged increased giving prior to Dec 31, 2013. However, due to the harsh winter, our snow plowing and utility bills are higher than normal. We need to keep expenses down in the remaining three months of the fiscal year in order to be able to fully fund our Reserves which we were not able to do last year.

Income other than pledges is down from prior years especially rental income for meetings; booster cards and donations from those who did not pledge. This results in a larger share of our Operating Income needing to come from donations from Church members and friends. Our largest income sources are: 1) Pledge income=68%; 2) Rental income from the EEC – Child Care Center=14%; 3) Heritage (endowment) fund distributions=4%; 4) Building rentals (other than the EEC)=2.7%; 5) Non-Pledged donations= 2%; 6) Church Auction fundraiser (every other May) =2% (1% to each of two years).

Going forward into the 2014-2015 Fiscal Year, our pledge income will be lower than this year even though a large number of church members increased their pledge. The reason is that half of our pledge income comes from just 41 pledge units whose total pledges equal the amount of the other 220 pledge units. These pledge units who give the

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higher dollars have helped the Church to be able to provide the Staff and programs we all enjoy. The only downside is that when they decrease or eliminate their pledge this has a big impact on the overall pledge income. We have had members in this group pass away, move away, retire, leave the church or have a material change to their finances.

To reverse the trend of lower pledge income than the prior year, we need to materially increase the number of members of our Church as well as to encourage more members to give higher than our median pledge of \$1200 per year (half pledging at or higher and half pledging at or lower than the median).

Our Balance Sheet continues to be in very good shape. Our total financial assets have increased by \$155,000 to a total of \$2,170,000 in the past 2 years due to the very good performance of our investments. Especially important to the long-term future of the Church is the Heritage Endowment Fund. Please include this fund in your estate planning.

The automated giving program from Vanco continues to be a success. Automatic withdrawal of funds from checking accounts or automatic charges to credit cards is a big productivity improvement for the Staff. It also smooths out our monthly cash flow. Please consider enrolling if you give on a weekly or monthly basis.

All of the above demonstrates strong stewardship of our assets and your financial contributions to the Church. Our money is being well-managed and being spent in accordance with the annual budget passed by the Congregation.

I want to recognize the Executive Team and the Church Staff for their very good work in tracking, managing and containing expenses again this year.

Respectfully Submitted,
Steven R. Cohen, Treasurer

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Stewardship Campaign Report as of May 8, 2014 from Steven R. Cohen

We have received **255** pledges totaling **\$477,073** which is **94%** of our pledge campaign dollar goal and **98%** of our pledge unit goal of 260. Last year at this time we had received 243 pledges totaling **\$480,288** which was 80% of our pledge campaign dollar goal and 90% of our pledge unit goal of 275.

There are 5 Dropped pledges totaling \$2624 (1 deceased member, 4 pledge unit drops)

Compared to the Campaign last year we have received:

	2014 To Date	2013 (June 30)
20 New/Returned pledges	\$15,788	\$10,384
83 Increased pledges with increase total	\$19,646	\$ 35,756
122 Pledges the same as last year	\$ 0	\$ 0
30 Pledges with decreases total	(\$30,941)	(\$33,829)
5 Dropped pledges	(\$ 2,624)	(\$39,490)
Total	\$ 1,869	(\$27,179)

Increased Pledges

<u>Grouping</u>	<u>Number</u>	<u>\$ Change</u>	<u>Total \$</u>	
100% (new)	20	\$ 15,788	\$ 15,788	BETTER: 11 as of 6/30/13 = \$10,384
10% or higher:	43	\$ 14,487	\$ 68,313	WORSE: 68 as of 6/30/13 = \$31,925
5% - 9%:	19	\$ 3,191	\$ 52,330	SAME: 17 as of 6/30/13 = \$ 2,797
1% - 4%:	21	\$ 1,968	\$ 78,605	BETTER: 14 as of 6/30/13 = \$ 1,034

Decreased Pledges

<u>Grouping</u>	<u>Number</u>	<u>\$ Change</u>	<u>Total \$</u>	
(1%) - (9%):	4	(\$ 755)	\$ 8,280	SAME: 4 as of 6/30/13 = (\$ 1,080)
(10%)-(20%):	7	(\$ 1,580)	\$ 11,360	WORSE: 5 as of 6/30/13 = (\$ 1,082)
(21%)-(99%):	18	(\$ 28,606)	\$ 25,190	BETTER: 29 as of 6/30/13 = (\$31,667)
(100%)	5	(\$ 2,624)	\$ 0	MUCH BETTER: 37 as of 6/30/13 = (\$39,490)

We are close to completing this year's campaign.

We have more new/returned pledge units than last year and more dollars. There are 15 New Pledge Units and 5 Returned Pledge Units (who were Drops last year). Most pledge units are keeping their pledges the same as last year (122 already vs 99 for all of last year). Increases are down but so are decreases and dropped pledges which so far are much lower.

Although we have a net increase so far this year, there are outstanding pledge units that are likely to reduce their pledge. We have 19 pledge units from last year that have not yet

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pledged = \$19,980. My conservative estimate right now is that we will be down by between \$10,000 and \$14,000 vs last year. Usually we find that of those we hear from later in the campaign, some will drop and more will decrease than increase. The good news is that this is better than my earlier forecast (before the campaign started) of being down by \$25,000 each of the next 5 years. Great Work Stewardship Team!

Balance Sheet, March 31, 2014

Click [HERE](#) to see link to the Balance Sheet

Profit & Loss, Budget vs. Actual, July 2013– March 31, 2014

Click [HERE](#) to see link to the Profit and Loss

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Non-financial Church Assets

Church Assets Categories not currently reported on balance sheet:

Real-estate related	LED Sign
Current site	Office equipment
Adjoining library property	Copiers, duplicators, printers
Property improvements	Computers, monitors, and network equipment
Plantings	Phone equipment
Playground	File cabinets
Benches	Educational/presentation equipment
Lighting and signs	Projectors and screens; audio/video players, speakers, and monitors; other electronics
Buildings	Cameras, audio/video recorders, microphones etc.
Church building	Sound systems
Furniture	Specialized lighting and controls (spots, Davis Dimmer)
Pews	Easels, chart pad holders
Chairs and tables	Kitchen equipment
Furniture in Warner Room	Ranges, ovens, dishwasher
Office furniture	Coffeemakers
Art work/antiques	Refrigerators, microwaves
Statues	Pots, pans, cooking utensils
Front door carvings	Dishes, cups, glasses, serving ware, silverware
Stained glass, angel window	Cleaning Supplies
Hangings – quilts, banners, mobiles	Maintenance materials, spare parts
Valuable old books, manuscripts, etc.	Paper, publishing supplies
Church Archives	Stationery
Candle holders, chalice, etc. used in services	Yard equipment
Organ	Tractor, mowers, tools, hoses
Pianos	Interior care equipment
Hand instruments	Vacuums, polishers, etc.
Sheet music library	Washer/dryer
Recordings	Tools, workshop equipment
Educational material	Miscellaneous
Church library books	Items of value held for committees or groups
Hymnals	
Curricula and curricula supplies	
Videos, slides, etc.	
Fixtures	
Drapes, blinds	
Risers, platforms	
Lighting	

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Proposed 2014 - 2015 Operating Budget

The 2014-2015 Budget will be in a separate document at the annual meeting or is available [HERE](#) on our web site.

Proposed 2014 – 2015 Capital Expense Budget

The 2014-2015 Capital Expenditure Budget will be in a separate document at the annual meeting. It is also available [HERE](#).