

Annual Report

For Fiscal Year July 1, 2009 to June 30, 2010

The First Unitarian Society of Wilmington

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First Unitarian Society of Wilmington, DE Annual Report 2009 – 2010

Annual Meeting Agenda

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|---|--|----------------------|
| • | Call to Order | Nancy Pinson |
| • | Opening Words and Lighting of Chalice | Rev. Dr. Josh Snyder |
| • | Acceptance of Agenda | Nancy Pinson |
| • | Acceptance of Minutes and Annual Report | Nancy Pinson |
| • | President’s Report | Nancy Pinson |
| • | Executive Team Report | Rev. Dr. Josh Snyder |
| • | Nominations and Elections | |
| ○ | Trustees | Jerry Okeson |
| ○ | Nominating Committee | Jerry Okeson |
| ○ | General Assembly Delegates | David Weiss |
| • | Treasurer’s Report | Steve Cohen |
| • | Adoption of the 2010-2011 Operating Budget | Steve Cohen |
| • | Adoption of the 2010-2011 Capital Expense Budget | Steve Cohen |
| • | Benediction and Extinguishing the Chalice | Rev. Barbara Gadon |
| • | Adjourn | Nancy Pinson |

Ministers:	The Reverend Dr. Joshua Snyder	Senior Minister
	The Reverend Barbara H. Gadon	Minister, Programs & Pastoral Care
	Reverend Dr. Robert M. Doss	Minister Emeritus

Staff:	Fran Grubb	Administrative Assistant
	Susan Madison	Membership Coordinator
	Karen Rockhold	Program Administrator
	Marina VanRenssen	Business Manager
	Terry Walls	Building Supervisor
	Scott Ward	Honorary Minister of Music
	Catherine Williamson	Director of Religious Education

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Board of Trustees Reports

Report from the Board President

The Times They Are a-Changin'—"an anthem of change for the moment" in the 1960's, according to songwriter, Bob Dylan. These words still ring true today, for me. Not only is First Unitarian Church an increasingly diverse community from a beliefs perspective, but we also find ourselves, like many other churches, in a faith community of widely varied generational values, seeking to make a difference in the world together. It's sometimes difficult because we don't always understand our differences—and yet it opens up so many new possibilities for each of us. We are rather like a caterpillar in a cocoon, reflecting on the community we want to be—strong, flexible, welcoming, reaching out to our community. And although we will never again be the caterpillar we once were, beautiful in its own right, we are becoming something new—strong enough to fly, ready to put what we've learned about ourselves into action. And our UU principles will guide and sustain us through this transformation.

This year, the Board of Trustees has invented new ways to connect with you, our members and visitors, to discern from our varied perspectives what we are most passionate about. The ideas and perspectives of our members help us set First Unitarian's direction and allocate our limited time—paid and volunteer—and financial resources. We tried fun polls in the Parish Hall on Sundays, a Friday night wine and cheese gathering, a Sunday afternoon pizza lunch and workshop, as well as countless individual interactions. Along the way, we gathered many interesting insights. As Board President, I tried out a new blog, reaching out to those who use the internet as their networking medium.

Not surprisingly, our long-time members told us that community and caring for each other—as well as membership growth—are most important. Our newest members are also concerned with a welcoming community—and are seeking a place for spiritual growth and religious exploration, perhaps the very reason they have sought out a church like ours. Members who have been here for a while—but not nearly so long as our long-time members—have a passion for making a difference for our world, connecting to our 7th principle of the interconnected web of life, as well as working in our local community outside our church walls.

You assured us of your commitment to grow our congregation—not for growth's sake, but to have a stronger voice in our community and the world to effect widespread systemic change. You also told us that greater diversity and inclusion will help us to broaden our understanding and theological maturity so we'll be better equipped to make a difference in the community with people of different backgrounds, cultures and religious upbringing.

This work we do is the work of the caterpillar in the cocoon, preparing us for our transformation as a faith community.

The Board also engaged a long-range planning task force to consider what action we might take over the next few years in order to achieve what's important to us. Led by Marie Oakberg, the team of Lani Zlupko, J. Harry Feldman, Rev. Josh and Marilyn Hyte

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developed a thoughtful plan, grounded in our vision and the realities of our demographics. The plan focuses on us as a church that *Renews Within, Renews Among, and Renews Beyond*. The team submitted the plan in November and the Executive Team has identified staff members who will have primary responsibility for the actions. This, too, is cocoon work and fills a gap since our last plan was created in 2001.

The butterfly is beginning to emerge. Have you felt the “buzz” in coffee hour after church as we literally rub elbows with each other? In September, the Executive Team initiated Open Circles; *renewal within and among*. We have “First Fridays”, a new worship format on Friday evening; *renewal within*. In April, our ministry to each other within the church was re-launched as “First U Caring Friends”; *renewal among*. In March, Catherine Williamson announced we will have a UU summer camp in August; *renewal within and among* for our children. In March, the Executive Team announced a new action team—*Allies for Racial Justice*. We have begun an exciting partnership with Canaan Baptist Church and co-hosted a Racial Awareness forum with the YWCA; *renewal beyond*. In January, with 20 new people joining Chalice lighters, we exceeded 22% of our congregation who support the growth efforts of UU churches in our district; *renewal beyond*.

While the Executive Team has been leading these efforts, the Board has worked to keep our cocoon’s home strong and healthy. We strengthened policies which direct the operations of our church, clarifying for our Executive team such things as financial planning, budgeting, and asset protection. We updated our staff compensation policy and created new policy for ministerial compensation. We worked through the challenging task of refining requirements for Executive Reporting. As a result, the reports we receive from the Executive Team specifically address the controls in our policies, and we are confident that church operations are being well managed.

Additionally, Steve Cohen, our able treasurer, contracted with an outside auditor and provided oversight for our audit of financial records and processes. This is the first external audit since 2003. We are pleased to report that no significant issues were found with either our records or processes. Steve has been working with the Executive Team to address audit recommendations and some adjustments have already been implemented.

Finally, we are well into an examination of our bylaws, which were last updated in 2003. With David Weiss leading the way this year, the team has explored changes intended to ensure that our bylaws are consistent with our governance policies and fully reflect our collective vision of who we are as a faith community. As of April 1, this work is continuing and we look forward to bringing recommendations to the congregation to gain your insights and ultimately your vote.

As President, I have been sustained through a focus on my own spiritual renewal this year. As a humanist who marvels at the wonders of nature, I began a new spiritual practice taking long walks, encouraged by Rev. Barbara that a spiritual practice is something we can all have, regardless of our belief or non-belief in a god. On my walks, I reflected on a multitude of questions and shared my thoughts with you through my blog. Writing was renewing—a kind of meditation I have not practiced before this year. I also took a workshop in spiritual journaling—and have continued to attend a monthly journaling workshop. Like many of you, I joined an Open Circle where we shared deeply about important questions of life. These, along with my beloved women’s spirituality and brown bag groups, cooking with friends for Emmanuel Dining Room and joining in leadership with my fellow Board members and friends, have all sustained me.

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We have many people to thank this year. The Board thanks

- Our Executive Team, Rev. Josh, Rev. Barbara, and Marina Van Renssen for their leadership, enthusiasm, and partnership with the Board to achieve excellence in operations and progress towards our vision.
- Our ministers for their thoughtful and inspiring sermons on Sundays that serve to renew us all—and stretch our thinking.
- Our operational staff –Karen Rockhold, Fran Grubb, Terry Walls and James Irwin—for their careful attention to our church operations and a new vibrancy to our church communications.
- Our program team, Honorary Minister of Music Scott Ward, Director of Religious Exploration Catherine Williamson, and Membership Coordinator Susan Madison, Youth Leader Margo Price and accompanist Marcie Schiff, as they strive to create and deliver programs that make a difference in the lives of all those who cross our doors.
- Treasurer, Steve Cohen, who has provided valued advice and skillful oversight to our church financial affairs.

Finally, we thank all of you—the members of our congregation—for the wisdom you have shared, your enthusiasm in trying new things, for your energy in making a difference and for your pledges to support our church financially. In these difficult financial times, we must commit our talents and skills to supporting our staff. It is up to all of us to be part of the team that welcomes our visitors and helps them to find their way in this large church. We know we must grow significantly during the next 3 to 5 years to be able to sustain what we have built over the years.

As our wings emerge, let us continue to care for each other.

In Faith,

Nancy Pinson, President

2009 – 2010 Board Members

Cindy Cohen, Recording Secretary

Phil Dowd

Maggie Duffy

Marilyn Hyte, Vice President

Barbara Lenahan

Jeff Lott

Nancy Pinson, President

Mike Toll

David Weiss

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Minutes of Meetings

Minutes of the Annual Meeting on May 17, 2009

Minutes of the 143rd Annual Meeting of First Unitarian Church of Wilmington, Delaware, Sunday, May 17, 2009

1. Call to Order, Opening Devotional and Introduction

With a quorum of 85 members in attendance, Board President Nancy Pinson called the 143rd Annual Meeting to order at 12:00 pm on Sunday, May 17, 2009. Pat McGee served as Parliamentarian and Cindy Cohen as Recording Secretary. Board Members Marilyn Hyte, David Weiss, and Phil Dowd handled the microphones.

Rev. Josh Snyder provided our opening words and chalice lighting.

2. Approval of Agenda, Meeting Minutes and Annual Report

A motion to accept the Agenda as published in the Annual Report was made, seconded, and approved unanimously with no discussion.

A motion to accept the minutes of the 2008 Annual Meeting as published in the Annual Report was made, seconded and approved unanimously with no discussion.

A motion to accept the Annual Report as published was made, seconded and approved unanimously with no discussion.

3. President's Report

Board President Nancy Pinson thanked the board for a year of learning, exploration and teamwork with the Board and Executive Team. She also thanked the outgoing board members: George Huhn, our governance conscience; Barry Marrs, our "rock" (who reels Nancy back in after she talks with George); and Pam Finkelman, who brings a connection to the greater denomination which is so valuable to us, as well as a wealth of knowledge in communications and challenges us to think about how we communicate. And to Steve Cohen, our Treasurer, for his work this past year and for his clear budget presentations these last few weeks as we prepared for this meeting.

After reviewing the rules for today's meeting (that discussion from the floor will be open following motions, and that voting will be by shown of hands with the exception of one secret ballot vote), Nancy spoke on recent input we've heard in the past weeks about membership, growth, and the connection of these to money. The following is the text:

"Over the past week, we have heard much about membership and growth and the connection of these to money. I have a few thoughts to share with you on these things. First – on membership and growth. We've taken an honest look at our membership rolls and we believe our active membership is really in the mid-400's. There are well over 500 on the rolls and we haven't seen many in quite a while. This number is shocking to some who have been members a long time who remember membership numbers around 800. To me – it is who we are today, only. We have said we have staffed for growth – and we have heard messages about growing to have money to support our staff. So why do we seek to grow?"

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I want to share two stories with you.

Earlier this year I was honored to be invited to have a discussion with our 2nd and 3rd graders in the “Age of Reason” program about my beliefs, hopes and dreams as they began the process of searching for what they believe. I was paired with Grace Laster and Noah Hann-Deschaine for the exercise. We sat down – and the first thing they proudly shared was that they are second cousins – apparently a surprise discovery of their mothers who met here. How easily our youngsters shared about themselves and made me feel welcome. It was quick however, that Grace got us going on the task at hand – clearly a skilled task master. They asked me questions about belief and the church – and we talked about them. They wrote answers. It was interesting to watch Noah as he tossed my answers about in his head for a moment and then brilliantly summarized the answer in as few words possible. Something he was also quite proud about, he explained. He likes to save his energy. What an amazing experience with our future leaders. And then, we all got to experience the culmination of this process last Sunday in an inspiring, bring-tears-to-your-eyes service where we were invited into the intimate exchange between parents and children, as they shared their personal beliefs, hopes and dreams. Where else are children encouraged to develop in this way? And as they move through to High School, maybe one of these children will be honored by our district as outstanding Youth of the Year, as happened this year for Chris Kane of our Youth Group. The world needs a faith where families can have this experience of discovery for their children. We seek to grow to share our great faith. When you and I welcome newcomers to our congregation and they experience Sundays like last week, we can’t help but grow.

A shorter story – I was at a celebration and feedback party for auction volunteers this past week. What an amazing community building program – both the auction party itself, and working behind the scenes to make it happen. One of our newer members, Jan Shea, was our auctioneer. Her remarks when she left our celebration on joining our church – “This is the best decision I’ve ever made”. She was talking about the whole experience of church, and the community she has found here. The world needs a faith where families of all kinds can have this experience of community. We seek to grow to share our great faith. When you and I welcome newcomers to our congregation and they experience community in this way, we can’t help but grow.

How many of you have said, as I did one Sunday in 1976 “When I came to my first worship service here, I knew I was home.” We are a faith that offers incredible depth and insights for believers and nonbelievers and those who don’t know, a church that offers warm community to its members of all generations, that humbly serves those in need outside our church - regardless of their faith. We seek to grow to share our great faith. We can’t help but grow – and this is why we staff for growth.

As we consider our financial decisions, when we look from a perspective of scarcity, we get scared that there won’t be enough. When we look from the perspective of sufficiency, to quote Lynne Twist in her book *The Soul of Money*, “it frees up oceans of energy to make a difference with what you have. When you make a difference with what you have, it expands.” The Board believes we can make a difference both today and in the future and our recommendations today are about an investment in our future, including our dream of expansion.”

4. Executive Team Report

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Rev. Josh Snyder thanked Nancy for her inspiring report, and indicated it's been quite a year for the Executive Team (ET), which he took over officially as Senior Minister on August 1, 2008. He thanked the other ET members for getting him up to speed quickly, and indicated much was accomplished this year, as reflected in the new style of the annual report. The ET moves to support the vision of the Board, and the report reflects those Ends policies. Highlights include success of fundraisers such as Fall Festival and the Goods and Services Auction, which helped to erase a \$48,000 shortfall this year; fantastic programs, particularly Wednesday nights and specifically the Seder with Robert Gadon; among others. The congregation worships in a new way – with new liturgy and a new affirmation, and radical hospitality is a new buzzword around the church.

Two events were also held to integrate Rev. Josh into the fold, specifically the “start-up weekend” with Rev. Howard Dana and the March covenant celebration between minister and congregation. But he indicated it's a multi-year process to achieve all our goals. Next year they're looking at a new model for small group ministry that's open and targeted to new members and visitors – a means by which we will feed people's spiritual hungers and practice radical hospitality as an institution, helping our members and friends realize their gifts and passions for service. We are all called to be ministers to each other. We're becoming a seminary for shared ministry. Sometimes it's called “leadership development” but it goes deeper than that – fundamentally matching people's passions and visions to the needs of the church. And for social justice and making a difference in the community. We're already active individually and as an institution but so much more can be done. We'll put together a process for how to do that. And a long range plan is being implemented by a working committee which the ET will be charged to implement. The ET is excited, and anxious to put that plan into place.

He thanked the Board of Trustees for their dedication and service to First Unitarian, particularly Nancy Pinson, our President. He finds it an impressive group who are a pleasure to work with. And it's been fun coming to work every day with the staff and all the work they do. He thanked Rev. Barbara Gadon, in particular, for their work together to shape the vision of our church. And lastly, he thanked all the members and friends of First Unitarian who have given countless hours of their free time to serve in a leadership capacity in some way. In particular, he thanked Helen Foss and Ruth Mette for their 3 years on the ET, and indicated they will both be stepping down this summer. He expressed gratitude to the breadth and depth that these women have given to the church. And he looks forward to 2009-2010 being our best year yet.

5. Approval of Board and Nominating Committee Candidates

Nancy asked Barry Marrs, departing member of the Board of Trustees, to announce the 2009 candidates for the Board of Trustees and Nominating Committee.

2009-2012 Board of Trustee Nominees (three-year terms)

- Maggie Duffy
- Barbara Lenahan
- Michael Toll

A motion to accept the slate as submitted was made and seconded. The motion carried unanimously with no discussion.

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2009-2011 Nominating Committee Nominees (two-year terms)

- Florence DeRosa
- Becky Laster
- Barry Marrs

A motion to accept the slate as submitted was made and seconded. The motion carried unanimously with no discussion.

6. Approval of Delegates for General Assembly

Barry Marrs announced the candidates for GA delegates. The slate is Helen Foss and Robert Foss. The motion was made and seconded to accept the nominees as submitted. The motion was approved unanimously with no discussion. Barry then asked for approval for the Board to appoint delegates to vacancies prior to the June 2009 GA. A motion was made and seconded, and the motion was approved unanimously with no discussion.

7. Treasurer's Report

Nancy indicated that this past Tuesday we held our annual budget reconciliation meeting, preceded by an information sharing meeting on Sunday. Both had fairly good attendance, and no budget changes were suggested, so the recommended budget is as printed in the annual report. Steve Cohen, our Treasurer will report on the current year's budget, next year's budget, and the voting required.

Steve Cohen, Treasurer, provided an overview of the Treasurer's Report for 2008-2009, indicating our assets are strong, and we have a balance sheet in place that's growing. Pledges this past year were down because it was our third year of interim ministry, but our members are honoring their pledges so we are doing well in paying our staff. During the current pledge campaign we have had some members who have had to reduce their pledges due to the economy, but others have increased, so in general we're running just slightly above income from last year. We're in much better shape than most congregations in the UUA and other denominations, which are seeing slow declines.

Steve then reviewed the church income budget passed for 2008-09 vs. the "reality" budget to date. Original pledges of \$628,420 are actually at \$591,500 currently. The Alliance and Book Corner groups made supplemental donations to programs totaling \$12,900 toward RE and the operating budget. The staff has also reduced expenses to remain in balance. As of March 2009 we have a cash surplus, while we recognize that the remaining months of the year we can run short. We also planned for income of \$10,000 from the auction and we ended up raising over \$19,000. Thanks to all who helped in that effort. The total bottom line is that our total income is down \$21,000, and the ET and staff have worked on a number of ways to put the budget into balance, by reducing professional expenses, office expenses, utilities and operating expenses.

This coming year, 2009-2010, we had a stretch pledge goal of \$750,000. We recognize that's a big stretch from last year's \$600,000 and are now at \$569,400 with 40 pledges left to go. We're at 76% of goal and 96% of last year's goal.

He then compared this year's "reality" budget vs. next year's budget. For next year's budget we have had an increase in pledges, we increased our shrinkage from 6% to 8%, the Alliance and Book Corner will again make contributions to programs to offset expenses by giving \$17,000. Most other items will be staying the same, except the Heritage Fund where we'll be taking our 5% maximum for operating expenses instead of our usual 3%. This

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won't happen for 12 months, so hopefully the fund will continue to grow between now and then. That is the one area where we have our monies invested in fixed income bonds and equities to grow for the long haul.

We knew some things would be difficult. We elected a year ago to use income from undesignated savings we had built up, since it was the first year of a new minister, to fund staff needed to grow the church. We want to grow to help members and our community. While growth is likely to have a beneficial impact to income, it's not the reason we're planning for growth. There are six weeks to go in this year, and we hope to have money left over to use. We also only do auctions every other year, so no income will be coming from that next year. So between the "reality" budget and next year, we're about \$60,000 lower.

Principles used by the ET to create the budget were to continue mission of religious education, music and membership growth and keep the current staff – at least for one year. They seek to provide jobs to the staff and keep the load fairly distributed, recognizing there will need to be salary reductions for one year.

In the annual report, the budget reflects reduction in salary and benefits of 2½%, professional expenses down 45%, benefits and Rev. Doss' pension remain at 100%, the music and CRE programs remain fully funded, but other areas are being cut including expenses for services, committee budgets and Grants for Growth program (usually \$4,000 given, next year we budgeted for \$2,000 and will have special plate offerings in hopes of honoring fully). We also corrected our membership numbers to 442. We want to fully fund our UUA and JPD dues, but at true reality numbers. We have requested change to UUA and JPD and they'll address after GA.

The current status of our capital campaign budget is:

- Pledges in 2004 - \$2,700,000
- Actuals 2004-2009 – \$1,700,000
- Spent to date - \$600,000
 - o New sanctuary design, estimates, etc. - \$205,000
 - o Library demolition/asbestos removal - \$115,000
 - o A/C Bathroom design - \$220,000
 - o Landscaping and sign - \$60,000
- Barnes Stain Glass Fund now in capital - \$65,000
- Interest - \$39,000
- Current Balance: \$1,209,000 (invested in money market and Treasuries and managed by the Finance Team)

In 2005 we elected to stop the building project due to rising costs and the significant difference between costs and pledges received. We still aspire to complete the project by having a second campaign in the future. The year 2016 will be our 150th anniversary, could be a possibility then, but no date is currently set. Upon stopping it would have been typical to invest the money, but had we done that, even with 50% in equities we would have lost \$200,000-300,000. Because of our conservative nature we didn't do that, so we haven't lost any money and have actually increased it some, thanks to the Finance Team.

So we will be voting on four motions on our finances. These include:

- 1) Waiver of 70% limit on salary and benefits. As a congregation we put a cap on how much of our income can be spent on salary and benefits for our staff, which is at 70%. We'd like to waive that.
- 2) As part of the budget we assumed we will pay off the mortgage.

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3) Adopt annual budget

4) Adopt capital expense budget. These are expenses we made for the long life of our buildings, e.g., repairs made to the roof last year, etc.

The 70% rule: In the proposed budget for next year, because our income is down, salary and benefits as a percent of total income will grow to ~72.6%. The Board is proposing a one-year waiver to the 70% upper limit. Our current mortgage is at a low 4% rate with UUA, but if we kept it we would have to pay principle and interest to them of \$18,400/year. That amount would have to come from our staff monies, so we looked at creative ways to keep that money and still be conservative. If we were to pay off the mortgage we could save \$18,400 for next 7 years.

Of the two upcoming votes, one on waiver and one on mortgage, the consequences of these to the budget are as follows.

- If we vote yes to paying off the mortgage and yes to the 70% salary waiver, then salary reductions would be at 2½%
- If we vote no to the mortgage and yes to the 70% salary waiver, then would need a 4% salary reduction
- If we vote yes to the mortgage but no to the 70% salary waiver, then would need a 7½% salary reduction
- If we vote no to the mortgage and no to the 70% salary waiver, then we would need a 7½% salary reduction and additional cuts would be denominational dues.

The Board and the ET have considered alternatives, including:

- Paying off the mortgage using 9% of capital funds
- Refinancing externally – but banks don't like to refinance churches since it looks bad if they have to repossess them
- Obtaining loans from promissory notes from members rather than from the UUA. Board didn't like this since we would still have outstanding debt, it hurts near-term operating expenses (we would still need to pay that back) and could hurt long-term expansion plans (we would still have outstanding debt in the timeframe that we may want to build).
- Borrowing from capital funds, with a one year moratorium on pay back. We'd still have a debt and might have to pay more money annually to pay it off in 7 years since we're skipping a year.
- Mini capital campaign – to ask for the money from congregation. Would rather have members increase operating pledges, and it could impact people's ability to continue current pledging, and maybe impact future capital campaign drives negatively.

Our recommendation is option 1: paying off the mortgage using 9% of capital funds. We found the pros and cons to be as follows.

- Pros:
 - The mortgage would be paid off to the UUA,
 - We would be using less than 9% of funds,
 - It puts us in good credit position for a future mortgage, and
 - Reduces operating expenses by \$18,400 for the next 7 years.
- Cons:

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- Not all money will now go to the new sanctuary,
- Could be seen as not living up to our promise to the capital campaign contributors, and
- Could result in lower campaign contributions in a future campaign.

Motion #1: Steve Cohen moved to waive the 70% upper limit for salaries and benefits as a percent of total budgeted income for fiscal year 2009-2010. The motion was seconded.

Discussion:

- Would this waiver be for just one year? (Steve indicated yes, for fiscal year 2009-2010 only. Any future decision would happen at a future annual meeting.)
- Was anyone here on the board when the 70% was set? (Nancy indicated that she had spoken with Ken Hostelley, Board President at the time it was set. The feeling was that we were quick to drop elements of our budget out, like dues and other program-related monies, when we were in tough times. We wanted to set a control on that at a board level. It's a board policy, which also states it requires a vote by the congregation to change the limit, so the congregation is aware of what it costs for our salaries and benefits and what choices we're making. The 70% figure is what we were running for many years. No scientific study was done, but it seemed reasonable to them because in normal years it's what we were running. We have also honored the intent of the limit that was set – we've looked at our priorities and that the fact that staff costs have increased considerably since that time.)

A call for a vote on the motion was made and seconded. The vote for stopping discussion and voting on the motion was taken and carried unanimously.

The vote on motion #1 was taken and carried with 1 vote in opposition.

8. Approval of UUA Mortgage

Motion #2: Steve Cohen proposed the motion to spend \$106,000 from the Capital Campaign Building Fund to pay the balance of First Unitarian's mortgage held by the UUA. The church will honor requests by contributors to the fund who prefer that their contributions not be expended for this purpose. These contributors must make their wishes known in writing to the Business Administrator by June 15, 2009. The motion was seconded.

Discussion on motion #2:

- A promise was made. If the church isn't going to uphold their promise then I wouldn't be willing to give again. To choose this route rather than pay the needed \$21,000 isn't a good choice. Steve indicated he agrees the interest rate is low, but the amount of principle we need to pay off over the next few years is significant and will constrain our operating expenses.
- I like it because we all have mortgages and for an individual it's a good thing because we can take it off on our taxes. Churches can't do that. What's the best use of our money long-term? Eliminating the \$18,000 debt service seems like a good use of our services, and is related to long-term capital investment in a new building. By eliminating our mortgage we put our operating budget on much stronger footing, and when we elect to build the new building we'll look good as a risk to the UUA as a lender.

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- Understands concerns but times have changed. She just reversed a mortgage to get rid of it. When times are tough and salary reductions have to be made, anything we can do to make it as little as possible is good. She is in favor of the motion.
- I reject it because we are committed to growth and the staff to help that growth, but we don't have confidence we will achieve that growth or we would be able to raise those funds. Main concern is that we have demonstrated in past that the easy solution, regardless of the advantages is to take it out of the piggy bank. We worked very hard to establish a maintenance fund and then the mortgage started being paid out of it. Efforts were made to replace them but then hasn't been done since we haven't raised enough money to put them back in. I'll submit a letter asking that my money not be used.
- When I made my pledge, I did so only for the building of a new sanctuary. Our government does enough switching monies from one area to another. This spinning I don't agree with.
- Could we change the motion the other way? Would it be possible for those who contributed to the fund to write a letter asking that their funds be used for this purpose?
- Appreciate concern that the money was to be used for the capital campaign, but I support because times have changed and we ought to get this debt off of our books.
- Sounds like this shouldn't be a congregational decision but to those who contributed to the fund. If we didn't contribute we don't have much say in the matter. (Nancy indicated that the votes relative to that fund go to the congregation.)
- Appreciate what we're trying to do, but the ethical way to do this when someone has given for a specific purpose, is that the monies can only be released if the donors have agreed to it. She likes proposal that those who are willing to use their money to say so, rather than have people opt out. (George Huhn indicated that the Board and ET considered that and chose the opt out option. Nancy noted that technically we can amend the motion if there is a desire.)

Amended Motion #2: Steve Cohen then amended the motion to spend \$106,000 from the Capital Campaign Building Fund to pay the balance of First Unitarian's mortgage held by the UUA. These funds will only come from contributors to this fund who approve their contributions on a pro rata basis to be expended for this purpose.

Discussion on amended motion #2:

- People can make this choice only if balance is paid.
- In the past our original drive was for a sanctuary and classrooms. When the monies came in at half the amount, the congregation decided not to build sanctuary but to build classrooms. No one came back and asked us if we wanted that to happen, they made a choice for the congregation.
- Nancy pointed out the vote is to amend the motion in this way. The amendment was seconded.

Further discussion on amended motion #2:

- This is a step in the right direction but we might have a problem identifying who has money in there now. He's not sure capital funds were used for the A/C and other improvements may have been Phyllis Wynn's money.
- If we don't raise the \$106K what happens? May want to amend the motion accordingly.

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- Now we're discussing an "opt in" motion. We talked a lot about this at the board meetings this past week. The "opt out" option allows folks to have their wishes honored. The "opt in" has administrative efforts and if we publicize the "opt out" enough we should be able to raise the \$106K needed.
- A call for a vote on the motion was made and seconded. The vote for stopping discussion and voting on the motion was taken and carried with 6 votes in opposition.
- The vote on amended motion #2 was taken and failed with 19 votes in favor and the majority in opposition.
- Steve Cohen proposed the original motion #2, to spend \$106,000 from the Capital Campaign Building Fund to pay the balance of First Unitarian's mortgage held by the UUA. The church will honor requests by contributors to the fund who prefer that their contributions not be expended for this purpose. These contributors must make their wishes known in writing to the Business Administrator by June 15, 2009. The motion was seconded.

Discussion on original motion #2:

- Supports motion. Had original concerns on how to respect the wishes of people who specifically designated their funds for the sanctuary. She's glad to have her funds go toward this motion and affirmed that there be adequate communication so people can make their wishes known and honor their requests. As to the size of your donation, as a community the smallest contribution is equally important, it's about personal sacrifice. We are making decisions as a community for the good of the community and she asks you to do the same.
- I oppose the motion. Another point is that when we as a congregation voted to have the capital campaign I was promising you that we will chip in and do this. And now some of you want to take your funds out. If you want to take it out you're not capital campaign contributors.
- Need to make this known to the contributors.
- A call for a vote on the motion was made and seconded. The vote for stopping discussion and voting on the motion was taken and carried with 4 votes in opposition.
- The vote on the original motion #2 was taken by secret ballot and carried with 64 in favor and 14 in opposition.

9. Approval of 2009-2010 Operating Budget

Motion #3: Steve Cohen moved to approve the Operating Budget as published in the Annual Report. The motion was seconded and the vote carried unanimously.

10. Approval of 2009-2010 Capital Expense Budget

Motion #4: Steve Cohen moved to approve the Capital Expense Budget as published in the Annual Report. The motion was seconded and the vote carried unanimously.

11. Benediction

Rev. Barbara Gadon offered our closing words and extinguished the chalice.

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12. Adjournment

Nancy asked and received a motion to adjourn the meeting. The motion was seconded and the vote carried unanimously. The meeting was adjourned at 1:40 pm. Respectfully submitted by Cindy Cohen, Recording Secretary

Official Notices of Nomination

Presented by the Nominating Committee: Jerry Okeson (chair), Jennifer Brown, Florence DeRosa, Becky Laster, Carl Leshock, Barry Marrs.

2010 Nominations to the First Unitarian Board of Trustees

Richard Flanagan – Three-year term

Richard is married to Nancy Flanagan and they are the parents of boy-girl 18 year- old twins, Bailey and Davis. Richard and Nancy began attending First U 15 years ago seeking a religious community that fit their values and beliefs and in which they wanted to raise their children. Richard's involvement in the church until now has been primarily through active attendance, teaching Sunday school, and participating in community service events.

Professionally, Richard is an author, teacher, and consultant whose practice focuses on helping people, companies, and organizations change and improve. Richard is a co-author of *The Six Disciplines of Breakthrough Learning: How to Turn Training and Development into Business Results* (Pfeiffer, 2006) and is an accomplished speaker and presenter. Before starting his consulting and teaching practice, Richard was Senior Vice President of the Fort Hill Company; co-founder at Epotec, Inc., a privately-owned Internet software and content company, the Delaware Family Center, a private multidisciplinary mental health practice, and Pace, Inc., a private outpatient substance abuse treatment center; and a behavioral health consultant for Christiana Care Health Systems.

A graduate of the University of North Carolina at Chapel Hill, Richard received his Ph.D. in clinical psychology from the University of Delaware. He was a post-doctoral fellow in family systems theory and therapy at the Texas Medical Center in Houston, Texas and at the Georgetown Family Center in Washington, D.C.

Suzanne Perry – Three-year term

Suzanne Perry has been a member of First Unitarian since 1980, when she moved to Wilmington, DE to work for the United Way of Delaware as Vice President of Marketing. She has served as a volunteer in both the children and adult Religious Education programs, on the Nominating Committee, for the Fall Festival and Greeters. She has held leadership positions on the Personnel Team and the Silent Auction Committee.

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She and Alan Perry were married in our church in 1987. They have two children, Christopher and Morgan, ages 20 and 18, who were both welcomed into our Congregation at birth. Both attended First U religious education classes throughout their youth. Christopher is in his second year of college at the University of Tampa and Morgan is in her senior year at Garnet Valley High School. The Perry family resides in Garnet Valley, PA.

Suzanne has a Masters degree in Organizational Dynamics from the University of Pennsylvania and a Bachelor of Science degree in Psychology from the University of Washington. She is National Sales Manager for Ceridian LifeWorks. In addition to discussing the big questions with her fellow UUs, she loves reading, gardening, and doing just about anything outdoors which typically includes riding her bike, or walking Sunny, her Golden Retriever.

Margaret Sheridan – Three-year term

Since becoming a First Unitarian Church member in 2008, Margaret has been a part of the Membership Team headed by Susan Madison and is currently the Head Usher. She moved to Delaware with her son after several years as a tax accountant in Baltimore and she now works for a special purpose trust company in Newark. Prior to living in Baltimore, Margaret lived in many locations in the Northeast and held a variety of jobs, from banker to special education teacher's assistant. She is a graduate of Tufts University.

2010 Nominations to the First Unitarian Nominating Committee

Returning in 2010 to complete their terms are Florence DeRosa, Becky Laster and Barry Marrs.

Cindy Cohen – Two-year term

Cindy has been an active member of First Unitarian Church for almost 20 years. She even met her husband, Steve, while they were volunteering at First U's Warehouse Project. Cindy has served on numerous committees within the church and is currently finishing up six years on the Board of Trustees, one as President. She is currently heading our monthly Emmanuel Dining Room cooking efforts, and the new Fundraising Oversight Team. Cindy looks forward to serving on the Nominating Committee, where she hopes to inspire others to take on leadership roles in our church.

Phil Dowd – Two-year term

Phil is finishing a three-year term on the Board of Trustees and looks forward to helping to find and develop leaders for the Church. He has been an active member of the

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Church for 20 years and has served on various committees. Phil is currently a member of the Pastoral Care Team.

Steve Marek – Two-year term

Steve has been married to Liz for 19 years. They have 3 wonderful children - Abigail (13), Emma (11) and Mathias (18 months). They have been members of First Unitarian for 9 years. They are all active in CYRE. Steve is also the UUSC "coffee guy".

Election of Delegates to the 2010 General Assembly

Our church qualifies to send 9 delegates to the Unitarian Universalist Association General Assembly (GA). This year GA will be held in Minneapolis, Minnesota, from June 23 to June 27. If you would like to be a delegate this June, please contact Marina in the church office by email or phone. For more information regarding this year's GA, you can visit their website at <http://www.uua.org/events/generalassembly/index.shtml>.

Expansion Task Force

Renee Anderson (chair), Beverley Baxter, Noreen Bayly, John Priest, Kathie Thomas

The Board of Trustees thanks members of the Expansion Task Force (ETF), led by Renee Anderson, for their tireless efforts over the past several years on behalf of First Unitarian Church. Because of their work evaluating many options available to us, our congregation now enjoys efficient and effective air conditioning in our sanctuary and the Parish Hall. Additionally, we now have a beautifully landscaped lot facing Route 202, with a sign that speaks clearly about First Unitarian Church. Members are delighted to see our messages visible to thousands of members of the Wilmington community every day. Our ministers have reported increased awareness of how they title their sermons because they are now such a public part of our message to the community. This is a major contribution to our membership outreach program.

The sole remaining task approved by the congregation for the ETF was the development of a plan for expanded and improved Parish Hall and sanctuary space, including accessible bathrooms. A sum of \$50,000 was allocated for this effort, which was begun by the ETF, but suspended by the Board of Trustees while the sign was being reworked. In July 2009, the Board asked the Long Range Planning Team, which it had commissioned in the Fall 2008, to consider how we might best implement the congregation's wishes regarding proposed Parish Hall and sanctuary renovations. The Board believed that the remaining task should be weighed as an integral part of our long-range plan, alongside many other important priorities.

Because the long-range planning process is designed to provide a vision of the future of our church beyond the scope of the charge of the ETF, the Board decided to turn

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over the scheduling of the remaining planning effort to the Long-Range Planning Team (with implementation to be accomplished by the Executive Team) and to disband the ETF.

Again, the Board thanks the members of the ETF for their energy, passion, and devotion to the future of First Unitarian Church. Because of their efforts, we have made significant progress toward our goals.

Long-Range Planning Committee

Marie Oakberg (Chair), Rev. Dr. Joshua Snyder, Lani Nelson-Zlupko, J. Harry Feldman

In the fall of 2008, the Board established the Long-Range Planning Committee as a committee of the Board. Members were: Marie Oakberg (chair), Lani Nelson-Zlupko, J. Harry Feldman and the Rev. Dr. Joshua Snyder with Marilyn Hyte as the Board liaison. From 2008 thru fall of 2009, the team evaluated data from several sources including:

- Strategic planning workshops (facilitated by Paul Pinson)
- Search Committee surveys
- Mission Workshop
- Interim Minister Input
- Covenant for Right Relations
- Capital Campaign
- Percept Demographics (describes population and religious affiliations, preferences and options in the local area)
- ETF 2006 plans
- SWOT (Strength, Weakness, Opportunity, Threat) brainstorming
- Congregation discussions

In November 2009, the Long Range Planning Committee presented its key findings, recommendations and goals to the congregation. The theme established for our future over the next 3-5 years is “Renewal.” The report summarized 5 distinct goals:

- **FIRST:** *We Know Who We Are* - A church community committed to renewal within, among and beyond. This will result in a sense of mission, identity and purpose.
- **SECOND:** *Renewal Within - We Learn and Grow*. The commitment to grow spiritually will provide the foundation for Unitarian Universalist growth within and beyond our walls.
- **THIRD:** *Renewal Among - We Welcome Each Other*. The activities help our members feel connected, and attract and retain new families and members.

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- **FOURTH:** *Renewal Beyond - We Make a Difference in the World.* We go beyond our church walls to help in our community.
- **FIFTH:** *We Step Up and Do Our Part.* Our members sustain our church community through their time and financial support.
- Each of these five goals included a preliminary list of strategies, tactics, timing and individual ownership for accomplishing the objectives, as we embark on this journey over these next few years.

The Long Range Planning Committee thus completed its responsibility as charged by the Board and transitioned final detailed planning and implementation to the Executive Team (ET). The ET continues to refine the strategic and tactical plans and will convene a new team to shepherd the project in the coming years.

On behalf of Lani, J. Harry, Marilyn and Rev. Josh, it was an honor and exciting to work on plans for our future. We appreciate the support and insights of all members of the congregation.

Respectfully submitted,

Marie Oakberg
Chair
Long Range Planning Committee

Executive Team Reports

Executive Team Introduction

2009-2010 was an extraordinary year for First Unitarian Church of Wilmington. We enjoyed tremendous energy and enthusiasm throughout the year. A couple of times this year, we met members, who had left us, come back to see a congregation transformed. Visitors to our worship services experienced the same feeling of connection. We have truly embarked upon a joyous and exciting journey together.

Last spring, as the church year came to an end, Rev. Josh promised that the Staff at First Unitarian Church were going to be unleashed; no holding back any of their vision or creativity as we moved into this year. Now a year later, we see the fruits of this promise. The Staff have lived up to their billing as leaders who inspire our members, and are extraordinarily gifted at shaping the direction of that vision. This year the Program Staff embarked on a series of discussion and learning topics twice a month. This continuing education has sharpened their skills, helped them reflect at a deeper level on the work that they do, and it has translated into a richer experience for them and for the rest of the congregation.

But most of all, this has been an extraordinary year because of all our leaders and the people they inspire each and every day. Without them, nothing at First Unitarian Church could get done. For them church is not a full time job, but they bring to their work a

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high level of expectation, energy, and vision. We are deeply grateful to everyone who serves on one of the Executive Team's teams. It is a calling to our shared ministry that grows and is strengthened year after year.

And finally, this has been a great year because of all of the members and friends of First Unitarian Church. It is you whom we serve, and your response this year to the programs and events at church have been tremendous. A church is first and foremost the network of relationships that are formed by all of us together in covenant. Thank you for bringing your best and broken selves to church to find healing and hope, and for offering it to each other. The Executive Team creates the vessel, but it is you who fills it up!

Here is to another great year! 2010-2011 presents unique challenges in terms of our budget and staffing. However with a bit of creativity, vision, commitment to our mission, and a willingness to push ourselves beyond our comfort zones, we expect 2010-2011 to be the best year yet.

Respectfully Submitted by the Executive Team,

Rev. Dr. Josh Snyder
Rev. Barbara Gadon
Marina Van Renssen

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

End #1: A vibrant community of religious learning

A vibrant community of religious learning for people of diverse spiritual paths who participate actively together in lifelong Unitarian Universalist studies, opening our minds and awakening us to engage in meaningful and compassionate action in our lives.

HIGHLIGHTS: The following highlight our efforts towards this End:

- CYRE had a tremendous year with higher attendance and renewed enthusiasm for the program at all age levels.
- Coming of Age
 - 13 participants
 - Parent Small Group which met approximately 6 times throughout the year
 - 4 retreats and classes twice a month.
- Youth Group Restructure
 - Learning portion of Youth Group became responsibility of paid Youth Group Advisor
 - Began developing procedures for Youth Group and Youth Adult Committee
 - Instituted monthly meetings for YAC Advisors prior to full YAC meetings
- Children’s Religious Exploration
 - K-5th grades focused on Living Our Faith – Unitarian Universalist Values, Beliefs and Principles
 - Jr. Youth Group (6th, 7th and 8th grades) participated in the Neighboring Faiths Program
- ARE did Listening Circles made up of church members, to explore concepts of spiritual maturity and to identify ways that our UU ARE programs can help folks grow spiritually. This will help us to create more meaningful programs in the future.
- Susan Madison’s Sunday morning RE program, which is currently exploring various archeological sites of religious significance (through video lectures). This group has grown significantly this year.
- Work on the Library collections included 63 titles cataloged and placed on shelves, to date, since the previous annual report, including newly donated titles and others from the Library backlog. More time was devoted to removing outdated or missing titles; correcting old cataloging errors for some titles and entering them in the computer catalog, and reprinting catalog cards; repairing damaged but suitable books, and replacing worn book jacket covers and spine labels. To date, shelf reading by Nan Norling has covered about 90% of the adult collection and none of

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the children/youth collection. Updated library cataloging software was installed by Randy Windle.

End # 2: A community of spiritual seekers

A community of spiritual seekers where members and guests of all ages respect diverse individual spiritual journeys and experience meaningful spiritual enrichment through varied forms of worship together in a safe, inspiring environment.

HIGHLIGHTS: The following highlight our efforts towards this End:

- This year we experimented with Worship Themes for every month of the church year. There was the beginning of an annual “Day of the Dead” service last November that was very well received. There was a small “flourish of liturgical innovation” with the creation of a small stable of chalice lighting words.
- Music in our church had a good year. The choir learned several new anthems, mostly modern in style. Our celebration of Martin Luther King Big Music Sunday was a grand success. Tri State Jazz held three successful concerts, and we were once again hosts for the DuPont Diversity Choir. Special holiday services went well. The Counterpoint Society drive was the most successful thus far, making possible for several guest musicians of different styles, and provided funding for a grand Big Music on May 16. Ingathering Sunday was its usual fun day, a great day for the church community. The fledging Music and Aesthetics Committee got off to a start, with more activities planned for next year.
- First Friday created a generative and successful format and broadened understanding of worship. The worship format often includes a time of personal reflection and/or ritual for those in attendance, and a group conversation with the guest artists. Friday Night worship was held, from October through May (except February, due to weather) explored themes including: the body and spirituality, perspective, jazz funeral for the old year, masks, letting go and sacrifice. Format included photography, dramatic reading, guest musicians, and First U talent. They have begun to build a following – and are starting to have audiences of 25-30.
- The Spiritual Practices weekend retreat was held in the fall at Temenos Retreat Center with the intent of introducing members to a variety of practices. Fourteen attendees took classes in yoga, prayer, journal-writing and meditation with local instructors. We then offered classes in some of these practices to provide opportunities for retreat participants to continue, as well as for those who were unable to attend the retreat to start. We held a class in meditation from the same instructor for four Sunday mornings – to a packed audience. Journal-writing continues as a monthly class with 8-10 class members.

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- UU Christians doubled its meeting times to twice per month, and focused this year on studying the gospel of Luke. We continued to hold brief worship before our meetings, with communion and prayer.
- Open Heart Sangha was started by a member qualified to teach in the Kwan Um school of Zen. This group meets as a community to practice each Wednesday evening, with a monthly class of instruction. They are still small (4-6 participants) but are glad to build slowly. They are preparing for a day-long retreat in the fall.
- Small group experiences such as Great Books and Brown Bags for both men and women continued to meet regularly throughout the year. These groups provide an excellent way to build connections among members. Many of these groups are open to new people.
- Open Circles re-started small group ministry at our church this year with great enthusiasm. We launched four new groups and quickly saw we needed a fifth. Each group of about 5-8 has explored the worship and discussion themes set out by the ministers. We increased the commitment to twice per month, plus a service project; we also required the groups to accept new members throughout the year, and to formally disband at the end of the year. As a result, Open Circles has become a vital program that bonds members and welcomes newcomers into substantive relationships within the church.
- Family Ministry began this year as a new team. It sponsored Parenting Groups last fall and Friday Night Intergenerational events for the holidays and Valentines Day. This spring they will be sponsoring a First Unitarian Church softball game!

End # 3: A welcoming and caring community

A welcoming and caring community where all are lovingly included, celebrated and nurtured no matter what their race, class, creed or whom they love.

HIGHLIGHTS: The following highlight our efforts towards this end:

- Susan Madison revamped the newcomer session midyear to make it feel like the open circle experience. One of the ways in which this was possible was her creation of a handbook that contains much of the information previously “taught” during the newcomer “classes.” With this information usefully tucked away in the handbook, the meetings are now mostly about the participants present and their spiritual journeys. This new format has yielded dramatic increases in visitors signing the membership book in the latter part of the church year. Add to this a revised New Member Recognition Ceremony and the continuation of New Member lunches, and our new members are reporting that they have never felt more welcomed by any church in their life as they have at First Unitarian Church.
- Coffee hour saw vast improvements this year. With the addition of the hospitality table with treats sponsored by various church groups, the atmosphere at coffee

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hour has become very warm and energetic. This has also meant that the kids in RE stay for something equivalent in the Youth Center; a tradition many of them have embraced and look forward to. The new procedures around tables at coffee hour have improved the traffic flow and the effectiveness of people moving to these tables. Organization works wonders!

- Usher and Greeters held two training workshops this year on Radical Hospitality and sharpening the saw around office procedures. These workshops have greatly improved the process of getting information from visitors and welcoming people who come to the church for the first time. In addition, the conversations at these meetings resulted in an adjustment to the traffic flow in the Sanctuary and Parish Hall that has made it a welcoming and safe space.
- Our new sign on 202 was finally up and open for business! Many new people and established members alike have enjoyed the fun and informative messages that have been displayed this year. While it still has a mind of its own from time to time, our visitors tell us that the sign, in conjunction with the church's website, is a very effective publicity tool.
- Pastoral Care Team saw good renewal this year. We began with the same group of faithful, caring folk that have met for years; in January, our chair needed to step down. This crisis brought opportunity. We brought in an interim chair, who had served previously, and an incoming chair to start for next year. The name of the team was changed to "Caring Friends Team". We had a worship service in May to regenerate interest in pastoral care, and have created brochures to communicate our new vision. As we see pastoral care now, we intend to serve people in acute (crisis or transitional) situations as well as offering long-term visitation to the homebound. We are recruiting applicants for this team, and will hold extensive training in the summer.
- Talent Show was held this year as a kick off to the pledge drive. With performers in an age range of 6 – 91, there was widespread participation by the performers. The Parish Hall was packed, and many commented that this was the sort of thing they loved about our church.

End # 4: A community of people with a passion for social justice and the environment

A community of people with a passion for social justice and the environment, sharing Unitarian Universalist values with the broader community and engaging together for a just, loving and sustainable world.

HIGHLIGHTS: The following highlight our efforts towards this end:

- ILYA provided: 1) rent supplements for a young adult; 2) supportive grants to several young adults (for emergency rent payments, utilities, security deposits, and

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food, when they lost income because of medical emergencies and loss of jobs); 3) incentives to set up savings account for seven young adults who completed a financial literacy course; 4) a new computer and pre-owned computers to college students; and, 5) furniture for several young adults. ILYA gave: 1) holiday gifts to young adults and their children; 2) sent college care packages to students in postsecondary programs; 3) celebrated high school graduation with young adults at a pizza party and gave them backpacks filled with useful items.

- Emmanuel Dining Room Team served lunch to over 200 adults and children in need in the city of Wilmington every month. (That's over 2,500 meals a year.) It is a monthly opportunity for members of our church family to come together in small groups to learn more about each other as well as bear witness to the poor and hungry in our community. They also found a fabulous recipe (Chicken Shepherd's Pie) that's not only easy to make but that the diners love! Now working on coming up with a cold meal that's just as popular for use during the hot summer months.
- Allies for Racial Justice was started this year as a new program to organize and energize First Unitarian Church's work on racial justice and anti-oppression. This group took off with over 20 members who often come to the meetings! Through this group, First Unitarian Church sponsored a YWCA Racial Justice forum at our church and Rev. Josh will be one of the panelists. We also entered YWCA's racial justice video contest. Most significantly, we have entered into partnership with Canaan Baptist Church on discussing and understanding race issues from a many points of view.
- Special Collections were the highest they have ever been this year. The special offering to the UUSC for the relief of Haiti earthquake victims alone was over \$4000; a First Unitarian Church record! UUSC also received donations from our annual Guest at Your Table drive and sales of Fair Trade coffee at coffee hour.

End # 5: A community dedicated to the growth of Unitarian Universalism

A community dedicated to the growth of Unitarian Universalism, within and beyond our walls, enabling our Unitarian Universalist message to have transformative impact in the world for generations to come.

HIGHLIGHTS: The following highlight our efforts towards this end:

- The Ministers and DRE were active in their UUMA and LREDA chapters. This included monthly meetings and semi-annual retreats for professional growth and development.
- The Grant for Growth was funded at \$2000, with \$1000 going to both the UU Church in Dover and the UU Church in South Jersey Shore.

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- The First Unitarian Church staff assisted the UU Church in Dover with their payroll and financial procedures. Now that the Dover church has incorporated, these processes have been successfully turned over to that congregation and its leadership. First Unitarian Church continues to act as a consultant to them.
- Twenty First Unitarian Church members became Chalice Lighters in June 2009 and January 2010. Approximately 22% (127) of First Unitarian Church members are now Chalice Lighters. A direct follow-up appeal will be made to First Unitarian members who are not yet Chalice Lighters.
- Growth Team members made two visits to UUCD, UUCSJS, and UUSD. The first visit was to determine how they are doing. On the second visit we interviewed long time leaders in each congregation to determine the effectiveness of their relationship with First Unitarian Church as a Sponsor Congregation. This information will be the basis of a report to be directed to the Growth Team of the JPD, the Director of Growth for the JPD, and to UUA Leaders with portfolios for Membership Growth.
- Growth Team members have attended four meetings with the UU Congregations of the Delmarva Cluster. These small congregations are developing collaborative relationships that will serve to improve each congregation's goal to offer "full service church" to each of its members. First Unitarian Church has been encouraged to consider a Sponsor Congregation role for this new initiative.
- First Unitarian Church was a fair share congregation for both the UUA and the JPD in 2009-2010.

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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. This section of the Annual Report summarizes the Executive Team’s compliance to these controls.

Treatment of Members, Friends, and Visitors

With respect to interactions with members, friends and visitors of the church, the Executive Team shall not cause or allow conditions, procedures, or decisions that are unsafe, disrespectful, unnecessarily intrusive, or that fail to provide appropriate confidentiality and privacy.

HIGHLIGHTS:

- Safety audit—Terry Walls, Randy Windle and Marina VanRenssen conducted a safety audit of the building this spring. We identified no major concerns, although we did identify a number of issues that needed to be addressed. Terry Walls is working with the Building and Grounds Team to follow up on issues we identified. Our plan is to periodically conduct safety audits using a format developed by Randy Windle and the Building and Grounds Team.
- Traffic flow in sanctuary—Following a very lively and insightful discussion among the ushers and greeters last winter, it was noted that there were difficult traffic flow problems in the back of the sanctuary. After a formal recommendation was made to the Executive Team, two pews were moved to the front of the sanctuary and the name tags were moved into the Parish Hall. This has freed up the sanctuary and made it much safer.
- Snow removal—With the highest snowfall in the last century hitting us this winter, snow removal became more than simply business as usual. Terry Walls, the Building Supervisor, stayed on top of the snow and ice and insured that everyone coming to church, and to EEC, did so safely. Terry received a “Heroic Snow Removal” Award from the Executive Team for his efforts.

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Treatment of Staff

With respect to treatment of staff/volunteers, the Executive Team may not act in a manner inconsistent with the UU Seven Principles.

HIGHLIGHTS:

- All Staff Retreat—On June 3 the entire First Unitarian Church staff, administrative and program staff alike, will do a half day retreat at Temenos. We will be working on the Enneagram as a tool to help us understand work styles and personalities. This will be an exciting opportunity to work as a team at the next level.
- Volunteer grievance—One area that the Executive Team noticed was that while there is a grievance procedure for paid staff, the Board's policy requires one for volunteer staff as well. The Executive Team will spend part of this year working on what that procedure could and should look like.
- This year the entire staff met three times a week to monitor our workflow, projects, and to ensure that the "engine stays running." We also instituted a monthly planning meeting in which all of the staff projects for the month are laid out on the whiteboard for ease of supervision.
- The Program Staff moved to meeting weekly on Thursday mornings. These meetings ensure that the program life of the church is not only functioning but is connecting multiple program areas simultaneously. During the second half of the year the Program Staff began a tradition of twice a month study and discussion of topics around congregational life. This tradition has been the highlight of the year, and will continue into the next year. The Program Staff will have our annual half day retreat to plan the programmatic life of the church on May 20.
- Personnel Team—Reviewed and revised our Human Resource Manual (final approved version due by June 30). They met and clarified the focus of the team on policy procedures and guidelines, with input on annual reviews and UUA guidelines.

Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multiyear plan.

HIGHLIGHTS:

- New Reality Budget—Budgets are living things that change over time. Given the transient, and often uncertain, economic times in which we live, the Executive Team regularly reviews the budget and make adjustments to it in real time to reflect real

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time circumstances. We call this revised budget the “New Reality Budget.” This budget gives the Executive Team a realistic projection of our financial situation.

- The Business Manager and Administrative Assistant sent letters to members who had not completed their 08-09 pledge when it was noted that this line item was running under budget. The result was that many of these pledges were fulfilled at a critical time in the church year. Thanks to all who were both vigilant and generous!
- Using the Board’s new budgeting policies, the Executive Team created a budget using policy-governance principles. This was in large part possible due to the Board’s revision of its budgeting policies last summer. The new budget process utilized the new Budget Team, as well as soliciting Board input along the way. While creating a budget is never an easy task, it was greatly facilitated by the new policies and the new process.

NOTE: The proposed budgets for next year for Operating and Capital Expenditures follows in the Financial Reports section.

Financial Condition and Activity

With respect to the actual, ongoing financial condition and activities, the Executive Team shall not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in Ends policies.

HIGHLIGHTS:

- Budgets are plans; they are what we expect to earn and spend given the most realistic and conservative approach possible. They are not, however, actual money. Real dollars come in and go out at different rates throughout the year. As of this writing, the Executive Team anticipates that we will end fiscal year 2009-2010 with a balance between income and expenses for the year or a slight surplus.
- Wilmington City Audit—One of the most unexpected incidents of the year was when the city of Wilmington audited First Unitarian Church’s city payroll taxes. Employees who live within certain parts of the city of Wilmington must pay an additional payroll tax. First Unitarian Church had in the past missed this for some of its employees. Members of the Board and the Executive Team attended a hearing and asked the city to reduce our payment, which they did. We have now updated our hiring procedures to ensure that the Business Manager reviews the Wilmington city payroll tax whenever an employee is hired or moves.

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Emergency Executive Team Succession

In order to protect the church and Board from sudden loss of Executive Team services, the Executive Team must not fail to designate and keep informed at least one other executive familiar with Board and Executive Team issues and processes.

HIGHLIGHTS:

- Leadership Link—One of the new programs implemented this year was Leadership Link. This was an opportunity for the chairs of the Teams overseen by the Executive Team to come together for leadership development, coordination, and connection to the ET member who has that team in their portfolio. These three meetings focused on calendar and program coordination, leadership succession, budgeting, mission and goals, staying on track with goals, and evaluating the church year. Attendance was very good. The Executive Team will continue this method of connecting to teams into the future.
- Leadership Development Team—was a new team that was formed last year. It coordinated and co-sponsored Leadership Link with the Executive Team. It is looking to expand its efforts next year.

Asset Protection

The Executive Team shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

HIGHLIGHTS:

- Investment Team accomplished the following: Established a written investment policy for each of the various First UU Investment pools. Re-aligned the management of the Heritage Fund to reflect a more diversified style of investment management. The realignment allowed us to significantly outperform the overall market this year. Established checking accounts and CD portfolios for the operating fund and the Capital Campaign Fund accounts.
- The Finance Committee was reformulated into 5 Subcommittees – with teams created to address Budgeting, Investments, Legacy, Stewardship and Fundraising. These teams will help to extend the work of the Finance Council (new name now) into areas that will create and maintain revenue for the church.
- There were major roof repairs over entryway and sanctuary. Capital Reserves paid for both of these repairs which were approved by the Board.
- External audit was conducted by Cover and Rossiter in December. First Unitarian Church passed with flying colors. Our money is actually where we think it is, and

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actually in the amounts on our balance sheet! The auditors did have recommendations for some of the Executive Team's procedures. These were relatively minor improvements, mostly regarding additional safeguards to money handling, which the Executive Team and Board are beginning to implement.

- Replacement Value Appraisal: In May we contracted with a company to do a rebuild replacement value appraisal of our building. This is an appraisal based on what it would cost today to completely rebuild our facility from the ground up, as opposed to valuation based on the real estate market, or adjustments to real estate values based on other sources. The appraiser, GAB, has visited our facility and collected detailed information about our building and how it was constructed. Once the report has been completed, our insurance company will be able to adjust our coverage, if necessary, so that we are fully covered.

Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Executive Team may not cause or allow jeopardy to fiscal integrity or public image.

HIGHLIGHTS:

- This year all of the paid staff and contractors were paid on time and in full.
- All of our paid staff fall within the UUA guidelines for their respective jobs.

Communication and Support to the Board

The Executive Team shall not permit the Board to be uninformed, misinformed, or unsupported in its work.

HIGHLIGHTS:

- Try though we might, the Executive Team was non-compliant on some of the Board's policies this year. We reported non-compliance to the Board immediately upon recognizing the following issues that took us outside of the limitations: the budget overage on capital expenditures, extensive roof repair that had been the result of multiple years of deferred maintenance, and the Wilmington city audit which indicated that additional payroll taxes needed to be paid.
- One of the Executive Teams accomplishments of the past year was improving the sophistication and depth of our monitoring reports to the Board around their Ends and Limitations policies. This includes not only evidence of achievement or compliance, but also detailed interpretations by the Executive Team of each of the Board's policies. This has vastly improved the amount of information available to

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the Board for monitoring purposes. A UU Policy Governance Consulting group in Minneapolis is using our monitoring reports as models at a workshop at General Assembly in 2010.

- In conjunction with the Board and the Long Range Planning Committee, the Executive Team is part owner of the Long Range Plan. The Board passed the plan at a high level of goals and Ends, while the Executive Team is charged with overseeing and carrying out the strategic and tactical levels of the Long Range Plan.
- Throughout the year the Executive Team has given the Board input and advice regarding policy changes and other decisions the Board makes.

Ends Focus of Grants or Contracts

The Executive Team may not enter into any grant or contract arrangement that fails to emphasize primarily the production of Ends and, secondarily, the avoidance of unacceptable means.

HIGHLIGHTS:

- The only grant that First Unitarian Church is in charge of is the Grant for Growth. This grant is overseen by the Growth Team and the Executive Team. (see End #5 report). The application for the Grant for Growth includes a section in which applicants must describe the uses for the grant money and how this will progress the Ends at First Unitarian Church.
- Growth Team conducts regular inspections of the recipient congregations of the Grant for Growth. The primary purpose of these inspection is to give consulting advice and moral support.

Executive Team 2009-2010 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. Josh Snyder, Senior Minister; Rev. Barbara Gadon, Minister; Scott Ward, Honorary Minister of Music; Catherine Williamson, Director of Religious Exploration; Susan Madison, Membership Coordinator; Marina VanRensen, Business Manager; Fran Grubb, Administrative Assistant;

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Karen Rockhold, Program Administrator; Terry Walls, Building Supervisor;
and James Irwin, Night Custodian.

- *Executive Team:* Rev. Dr. Joshua Snyder, Rev. Barbara H. Gadon, Marina VanRenssen

- *Teams:*

Adult RE:	Nan Norling, Maggie Duffy, Jim Davis, Lorinda Leshock, Judy Windle, Janet Jones
Book Corner:	Maggie Duffy, Suzie Cornell, Debbe Krape, Beverly Bach, Sylvia Tarzanin
Booster Cards:	Suzanne Proud, Paul Pinson, Jan King, Bill Hardham, Pete Small, Gina Small, Susan Soltys, Donna Gonzalaz, Maggie Duffy
Buildings and Grounds:	Ken Hosteley, Randy Windle, Gina Small, Pete Small, Bill Flack, Jim Weddell, Noreen Bayly, Jim Davis
Coffee Equal Exchange:	Steven Marek, Abby Marek, Emma Marek
CYRE:	Gina Small, Maria Massington, Amy Gunderson, Diane Beneck, Charlotte Grabau, Jennifer Hann-Deschaine
Emmanuel Dining Room:	Cindy Cohen, David Weiss, Renee Anderson, Georgia Brereton, Sally Christian, Suzie Cornell, Letty Diswood, Maggie Duffy, J. Harry Feldman, Joan Flack, Sue Fuhrmann, Robert Gadon, Charlotte Grabau, Stephen Harlin, Cindy Heck, Jay Heck, Janet Jones, Barbara Lenahan, Maureen Magner, Henrietta McKelvey, Dianne Moore, Pati Nash, Barbara Perry, Nancy Pinson, Bob Pleasance, Penny Pleasance, Elyse Reznick, Melissa Samworth, Herb Sargeant, Maureen Sandburg, Marian Sargeant, Gina Small, Pete Small, Carolyn Toll, Darin Wardwell, Lori Wardwell, Betty Weir, Carol Yetter
Family Ministry:	Edris Harrell, Travis Laster, Becky Laster, Carl LeShock, Georgianne Sheehy, Amy Gunderson
Finance:	Anna Hamilton, Steve Cohen, Lew Collat, Bill Flack, Mark Fries, David Harrell, Bill Hardham, Joan Priest,

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	Paul Pinson, Suzanne Proud, Peggy Rawheiser, Jan King and Bob Wynn.
Flowers:	Suzie Cornell, Florence De Rosa, Marian Sargeant, Bella Gier.
Green Sanctuary:	Randy Windle, Judy Windle, Maggie Duffy, Betty Wier, Bella Gier, Cindy Cohen, Pat Johnson, Bob Johnson, Donna Gonzalez
Greeters;	Charlie Anderson, Renee Anderson, Dee Burdash, Cindy Cohen, Steve Cohen, Cinda Crane, Jim Davis, Phil Dowd, Robert Gadon, Judy Govatos, Amy Gunderson, Jenn Hann-Deschaine, Roxanne Harris, George Huhn, Marilyn Hyte, Bill Johnson, Pat Johnson, Jan Jones, Barbara Lenahan, Kathryn Lloyd, Pat McGee, Paul McGhee, Rita McWhorter, Burley Melton, Helga Melton, Mary Jo Metz, Lois Morris, Marie Oakberg, Barbara Perry, Suzanne Perry, June Peterson, Nancy Pinson, Paul Pinson, Chris Rizzo, Pam Rizzo, Dale Stratton, Jackie Watson
Growth:	Dave Sheppard, Karel Toll, Joan Priest, Noreen Bayly, Pam Finkelman, Donna Curtis, Sue Oldenburg, Barbara Crowell, Kate Cowperthwait, Nancy Pinson, Subu Subramanian, Marie Oakburg
House Pins	Bev Bach, Noreen Bayly, Ann Tollman
ILYA:	Betty Wier, Olga Beskrone, Barbara Crowell, Marge Meyermann, Lynn Ingersoll, Marcie Bierlein, Noreen Bayly, Carol McKelvey, Paul Pinson, Elyse Reznick, Barbara Perry
Leadership Development:	Kathy Granger, Lani Zlupko, Marge Meyermann
Library:	Judy Windle, Nan Norling, Suzie Cornell
Membership:	Jan Blanchfield, Florence De Rosa, Maggie Duffy, Pat Johnson, Jan Jones, Barbara Lenahan, Mary Jo Metz, Sue Oldenburg, Jennifer Phillips, Margaret Sheridan
Pastoral Care:	Phil Dowd, Roxanne Harris, Deborah Griffin, Marge Meyermann, Bob Johnson, Jerry Okeson, Joan Flack, Frank Barbehenn, Lori Cowan, Jackie Watson, Jackie Feldman, Peggy Rawheiser, Gerry Drysdale, Cinda Crane, Susan Bleiberg, Suzie Cornell
Personnel:	Norm Cahill, Suzanne Perry, Eric Olsen, Jennifer

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	Brown, Lori Cowan, Steven Sheehy
Social Justice:	Lynn Ingersoll, Barbara Crowell, Doyle Dobbins, Helen Foss, Chris Garrett, Janet Hall, Marge Meyermann, Marie Oakberg, Chad Tollman, Betty Wier
Service video taping:	Randy Windle, David Klein
Stewardship Steering:	Bill Hardham, Steve Cohen, Joan Priest, David Harrell, Drew Hansen
Welcome Table	Jan Blanchfield, Loretta Knight, Barbara Marrs, Joan Priest, Sandy Shipman
Ushers:	Peggy Carincross, Connie Cluff, Ed Cluff, Cindy Cohen, Steve Cohen, Lew Collat, Mary Collat, Jim Davis, Harry Feldman, Jackie Feldman, Bill Flack, Joan Flack, Robert Gadon, Barry Marrs, Eleanor Morrow, Sue Oldenburg, Margaret Sheridan, Jackie Watson, Bob Burtner, Dotty Burtner, Suzanne Cornell, Lori Cowan, Cinda Crane, Jan King, Barbara Marrs, Nan Norling, Parry Norling, Carol Okeson, Jerry Okeson, Dale Stratton
UUSC:	Doyle Dobbins, Beverley Baxter, Miriam Priest-Benedict, Maggie Duffy
Women's Alliance:	Mary Collat and Peggy Rawheiser; Fall Festival Co-chairs – Suzie Cornell, Mary Collat, Barbara Marrs; Togs & Treasures Co-Chairs – Peggy Rawheiser, Jackie Watson, Wendy Gladfelter
YAC:	Margo Price, Cindy Cohen, Kathleen Patton, Matt Pinson, Lindsey Kling, Davis Flanagan, Annie Sheehy, Austin Egnor-Keil, Jon Farmer, Madeleine Rouviere, Thomas Sol-Church

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2009 - 2010 Financial Reports

2009 - 2010 Treasurer's Report

The primary focus was closely monitoring income and expenses during the second year of the global financial crisis. In last year's pledge campaign, several of our highest pledge units significantly increased their giving to compensate for those who needed to reduce their pledge. For the second year in a row, the Alliance donated the proceeds from the Fall Festival to CYRE and the Book Corner donated a large amount of their fund balance to Operating income. In addition, we pulled out the maximum amount allowed (5%) from the Heritage Fund in June, 2009. Overall, our members have done a great job of fulfilling their pledges including a number who continued to pay off their 2008-2009 pledge in late 2009/early 2010. Our members have demonstrated a high-level of commitment to the well-being of the Church even in difficult times.

On the expense side, at last year's Annual meeting, the Congregation voted to reduce salaries for our staff by 2.5% and give each staff member 4 hours of time off each month. All of the above income sources combined with the salary decrease plus careful management of expenses by the ET and Staff are resulting in a balanced budget outlook for the fiscal year. Through 9 months of the fiscal year, we have a budget surplus.

Our Balance Sheet (attached) is in good shape especially in light of what other churches and non-profits have recently faced. The Investment team has been very successful in growing the Heritage Fund with returns above the market. In the 12 months starting on April 1, 2009, the Heritage Fund value grew by almost 25%. This happened even though we withdrew 5% of the value for Operating income last June.

Our Capital Campaign funds continue to be invested safely in laddered CDs and bank savings accounts. The value of the Capital Expenditures Reserve fund for our existing building went down by \$21,000 as we made necessary repairs to the roof as well as replaced some of the rotted wood along the eaves of the church. We are very glad that the ET made this decision since it is likely that we would have had a roof collapse in the main entrance due to the weight of the major snows that we had this winter.

In November, the Board hired the public accounting firm of Cover & Rossiter to perform an audit of our financials and to make improvement recommendations. The final report is available in the office. The major finding is that our financial systems and reports accurately reflect the financial status of the Church. The firm matched statements from all of our financial institutions to our Quickbooks financial system. They also reviewed our procedures and made recommendations which are now being implemented to further reduce the potential for any fraud occurring.

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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.

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 helps our monthly cash flow. Please consider enrolling if you give on a weekly or monthly basis.

I want to recognize the Executive Team and the Church Staff for their excellent work in tracking, managing and containing expenses while at the same time spending money where it is needed to fix major problems like the roof.

Looking forward, there are budget challenges for the fiscal year beginning July 1 which will require difficult decisions by the Congregation. I am confident that our leadership team and Congregation will make the best decisions given the circumstances.

Respectfully Submitted,
Steven R. Cohen, Treasurer
April 17, 2010

2009 - 2010 Stewardship Campaign Update

The theme for our Operating Campaign this year is “Doing Our Part” with a colorful field of hands reaching inward on a spiral background as the logo. Members and friends were asked to step up and increase their commitment to allow us to continue the renewal effort and make up for the one-time withdrawals from special funds that kept us going this current fiscal year. An advance giving reception at the Marrs’ preceded kickoff weekend that featured a Saturday night talent show and a Commitment Sunday service. After two more Sunday opportunities for pledging after church services, personal contacts and emails were used to reach those who hadn’t pledged yet. By early May about 90 currently pledging members had not responded, so a phonathon was held that resulted in 30 more commitments. Letters were mailed at the end of the first week in May to the remaining 60 plus over 100 others who have pledged or contributed at some time in the last 3 years.

As of May 12, the team has raised \$530,000 from 231 pledge units. The outlook is that we will raise \$580,000 which is less than last year. We think that the two major factors causing the reductions are economic difficulties (fewer people increased their pledges) and a loss of church membership. We regret that these results will lead to some very difficult choices for the congregation to make at the annual meeting.

Thanks to the campaign team of: Drew Hansen (Marketing), Joan Priest (Personal contacts and letters), Steve Cohen (Statistics), Kathie Thomas (pledge reception and follow ups) and our Pledge Stewards and Phonathon callers for a strong and creative effort!

Respectfully submitted, Bill Hardham and Dave Harrell, Chairs

May 16, 2010

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Balance Sheet, March 31, 2010

	Mar 31, 10
ASSETS	
Current Assets	
Checking/Savings	
1012 · PNC 4633- Operating Checking	80,337.85
1017 · PNC 2495 - Cap Camp Bldg Fund	62,916.83
1018 · Citizens - Church Group Funds	84,752.90
1020 · Citizen's -619-0 Cap Camp Build	70,203.35
1021 · Citizens -3322 Cap Camp Build	27,380.10
1023 · Sun East cert 143405 Cap Camp	
1023-02 · Sun East 145090 due 6/16/09	121,399.46
Total 1023 · Sun East cert 143405 Cap Camp	121,399.46
1024 · Sun East cert 143406 Cap Camp	223,295.03
1025 · Sun East Cert 143466 Cap Camp	121,752.90
1026 · Del One 6 month S40	121,141.99
1027 · Del One 12 month 7/27/10 S41	122,186.14
1028 · Del One 18 month 1/25/11 S42	112,095.09
1029 · Del One 12 month 9/21/10 S43	101,274.57
1040 · Petty cash	50.00
Total Checking/Savings	1,248,786.21
Other Current Assets	
1310 · Janney Donations 2767-01-01	84,400.75
1311 · Janney Heritage 1043-3945	592,536.74
1319 · Booster Cards - Inventory	36,200.00
Total Other Current Assets	713,137.49
Total Current Assets	1,961,923.70
Other Assets	
1959 · AmerExpress - Mtl Fund ins bequ	17,601.36
Total Other Assets	17,601.36
TOTAL ASSETS	1,979,525.06

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LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

2100 · Payroll Liabilities

2100-06 · Insurance Withheld	-514.57
Total 2101 · Employee 403 withheld	477.35
Total 2103 · Minister 401K Fidelity W/H	<u>40.00</u>

Total 2100 · Payroll Liabilities 2.78

2150 · Audit Reserve -1,500.00

2160 · Search reserve 6,229.46

2200 · Group Funds

2201 · Alliance

2201-03 · Togs & treasures	400.00
2201-04 · Alliance General	<u>27,158.94</u>
Total 2201 · Alliance	27,558.94

2208 · Gifts that Give 157.50

2209 · Heifer Project International 0.10

2214 · Book Corner 10,783.54

2221 · Chalice Lighters 20.00

2222 · Climate Change 1,231.64

2225 · Counterpoint 4,681.32

2230 · Emmanuel Dining Room 1,391.25

2240 · High School Youth Fund 743.00

2245 · House Pins 1,447.31

2250 · Library Fund not budget exp/inc 470.89

Total 2252 · ILYA 14,089.17

2255 · O'Neill Book Fund 3,173.00

2270 · Scott-10 Fund 3,618.99

Total 2273 · Social Justice 1,509.31

2275 · Channing Fund 680.66

2280 · UUpbeats 936.27

2285 · UUSC 907.48

2286 · Metanexus D-Doser 254.13

2287 · Wister Concert -15.00

Total 2200 · Group Funds 73,639.50

Total 2290 · UU Congregation of Central DE 0.00

2291 · CRE Donations (not for operatin 2,006.43

2292 · Minister's Discretionary Fund 700.00

2500 · Pre-paid pledges for next year 16,222.30

2501 · Coming of Age Pass Through 396.02

Total Other Current Liabilities 97,696.49

Total Current Liabilities 97,696.49

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Long Term Liabilities	
2155 · Reserves Fund	56,277.22
2165 · Capital Expenditure Reserve	56,896.55
2750 · Deposits - Security	3,531.50
2760 · Barnes Stain glass Cap Camp	65,069.01
2770 · Her & Desig gifts Jms 1043-3945	
2770-01 · Heritage Endowment	455,290.45
Total 2770 · Her & Desig gifts Jms 1043-3945	<u>455,290.45</u>
Total Long Term Liabilities	<u>637,064.73</u>
Total Liabilities	734,761.22
Equity	
3001 · Opening Bal Equity	18,970.54
3010 · Unrestrict (retained earnings)	1,105,310.18
Net Income	120,483.12
Total Equity	<u>1,244,763.84</u>
TOTAL LIABILITIES & EQUITY	<u>1,979,525.06</u>

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Profit & Loss, Budget vs. Actual, July 2009 – March 31, 2010

	Jul '09 - Mar 10	Budget	\$ Over Budget	% of Budget	Comments
Ordinary Income/Expense					
Income					
4000 · Operating Income					
4100 · Pledge Giving					
4110 · Pledge Income Current FY	459,780.26	447,800.00	11,980.26	102.7%	
4120 · Previous Year Pledges	14,837.12	20,000.00	-5,162.88	74.2%	
Total 4100 · Pledge Giving	474,617.38	467,800.00	6,817.38	101.5%	
Total 4200 · Investment Income Operating	40.59	1,500.00	-1,459.41	2.7%	
4216 · Transfer from reserve	8,000.00	8,000.00	0.00	100.0%	
Total 4300 · Rental Income	82,258.00	88,251.00	-5,993.00	93.2%	
4400 · Church Income					
4420 · Plate offering undesignated	5,373.41	4,540.92	832.49	118.3%	
4430 · Special Events - Fund-raising	735.00	0.00	735.00	100.0%	
Total 4450 · Adult Enrichment Fees	2,235.00	3,400.00	-1,165.00	65.7%	
Total 4400 · Church Income	8,343.41	7,940.92	402.49	105.1%	
Total 4480 · Non-pledged Income Category	14,678.58	17,064.00	-2,385.42	86.0%	offset by increases in pledge giving
Total 4500 · Booster Card Net Sales	4,686.46	5,800.00	-1,113.54	80.8%	
4550 · Coffee Hour Income	1,675.00	1,617.00	58.00	103.6%	
Total 4600 · Miscellaneous Revenues	150.41	0.00	150.41	100.0%	very close to 100% of budget
Total 4000 · Operating Income	594,449.83	597,972.92	-3,523.09	99.4%	
Total 5411 · Plate Offering special collecti	8,017.95	0.00	8,017.95	100.0%	
5901 · Booster Card Sales (gross)	71,423.61	0.00	71,423.61	100.0%	due to funds moving to CD's
Total 6300 · Capital Campaign Income	472,120.08	0.00	472,120.08	100.0%	
Total 6400 · Heritage endowment income	9,652.31	0.00	9,652.31	100.0%	
Total 6500 · Citizens Group Fund Income	372.31	0.00	372.31	100.0%	
Total Income	1,156,036.09	597,972.92	558,063.17	193.3%	

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Expense

					Janney donations account
4001 · Reconciliation Discrepancies	4.05	0.00	4.05		100.0%
Total 7102 · Administrative Assistants	15,972.90	16,913.25	-940.35		94.4%
Total 7103 · DRE	39,543.75	39,487.50	56.25		100.1%
Total 7104 · OT Pool	3,776.86	2,250.00	1,526.86		167.9%
Total 7105 · Business Manager	39,561.16	40,749.00	-1,187.84		97.1%
Total 7106 · Senior Minister	32,620.47	32,574.42	46.05		100.1%
Total 7107 · Ministers	23,255.26	23,325.78	-70.52		99.7%
Total 7108 · Part time Youth Leader	2,388.82	2,389.10	-0.28		100.0%
Total 7110 · Supervisor Building and Grounds	25,875.04	24,444.00	1,431.04		105.9%
Total 7111 · Music Director	42,169.56	42,112.00	57.56		100.1%
Total 7112 · Program Administrator	25,630.30	25,593.75	36.55		100.1%
Total 7113 · Childcare employees	997.50	2,050.00	-1,052.50		48.7%
Total 7116 · Membership Coordinator	10,252.08	10,237.50	14.58		100.1%
Total 7117 · Evening Custodian	7,065.45	7,319.25	-253.80		96.5%
7120 · Independent Contractors					
7121 · Musical	5,080.00	4,461.77	618.23		113.9%
7122 · Payroll Fees	2,516.11	2,627.00	-110.89		95.8%
7124 · Bookkeeping	90.00	0.00	90.00		100.0%
Total 7128 · Childcare	<u>612.50</u>	<u>728.75</u>	<u>-116.25</u>		<u>84.0%</u>
Total 7120 · Independent Contractors	8,298.61	7,817.52	481.09		106.2%
Total 7140 · Housing	68,805.14	68,815.93	-10.79		100.0%
Total 7201 · Pension plan contributions	11,995.19	11,995.60	-0.41		100.0%
Total 7230 · 403B - Employer Contribution	<u>8,554.92</u>	<u>9,943.39</u>	<u>-1,388.47</u>		<u>86.0%</u>
Total 7200 · Benefits & Taxes	84,218.05	80,222.26	3,995.79		105.0%
7101 · Salaries & related expenses - Other	0.00	0.00	0.00		0.0%
Total 7101 · Salaries & related expenses	<u>430,430.95</u>	<u>426,301.26</u>	<u>4,129.69</u>		<u>101.0%</u>
Total 7270 · Prof Expenses	5,769.13	9,674.22	-3,905.09		59.6%
7400 · Office Expense					
7401 · Printing & copying	1,591.46	2,983.50	-1,392.04		53.3%
7405 · Office Supplies	1,850.93	2,983.50	-1,132.57		62.0%
7407 · Office Furniture	89.98				
7410 · Telephone & telecommunications	3,162.34	3,672.00	-509.66		86.1%
7415 · Postage, shipping, delivery	2,005.14	5,100.00	-3,094.86		39.3%
7420 · Paper & Envelopes	526.42	1,469.00	-942.58		35.8%
7425 · Equip service & repairs	1,340.97	1,654.00	-313.03		81.1%
Total 7430 · Computer Expenses	2,565.58	5,475.01	-2,909.43		46.9%
7431 · Staff Morale	75.00				
7400 · Office Expense - Other	110.24				
Total 7400 · Office Expense	<u>13,318.06</u>	<u>23,337.01</u>	<u>-10,018.95</u>		<u>57.1%</u>
Total 7600 · Financial Mgmt. Expenses	3,219.18	4,584.00	-1,364.82		70.2%
Total 7805 · Maintenance and Repairs	12,181.72	15,800.00	-3,618.28		77.1%
Total 7830 · Utilities	31,185.41	41,148.68	-9,963.27		75.8%
Total 7800 · Operations Expense	65,920.78	79,234.68	-13,313.90		83.2%
Total 8000 · UUA Mortgage (prin acct 2730)	-105.13	0.00	-105.13		100.0%
Total 8200 · Children's RE	4,254.20	5,494.97	-1,240.77		77.4%
Total 8400 · Music Expenses	2,309.16	3,000.04	-690.88		77.0%
8500 · Adult Programming					
Total 8501 · Adult Enrichment	2,324.50	1,500.00	824.50		155.0%
Total 8503 · Pastoral Care	99.95	0.00	99.95		100.0%
8504 · Library	0.00	0.00	0.00		0.0%
Total 8505 · Membership Growth & Development	<u>762.38</u>	<u>950.00</u>	<u>-187.62</u>		<u>80.3%</u>
Total 8500 · Adult Programming	3,186.83	2,450.00	736.83		130.1%
Total 8600 · Church Services	5,617.65	4,244.01	1,373.64		132.4%
Total 9000 · Misc expenses	300.00	0.00	300.00		100.0%
Total 9100 · Denominational membership	26,851.50	27,183.00	-331.50		98.8%
Total 9200 · Charitable Giving	2,000.00	1,000.00	1,000.00		200.0%
7100 · Operating Expenses - Other	0.00	0.00	0.00		0.0%
Total 7100 · Operating Expenses	<u>563,072.31</u>	586,503.19	-23,430.88		96.0%
net cash flow	31,377.52				Still positive cash flow

did whole year at
once

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9300 · Special Plate Offerings	8,017.95	0.00	8,017.95	100.0%
9400 · Booster Card Buying	71,938.31	0.00	71,938.31	100.0%
9700 · Capital Campaign Expenses				
9700-01 · Capital Campaign Disbursements	488,544.30	0.00	488,544.30	100.0%
9700 · Capital Campaign Expenses - Other	0.00	0.00	0.00	0.0%
Total 9700 · Capital Campaign Expenses	488,544.30	0.00	488,544.30	100.0%
9800 · Fixed asset see resrv 2165				
9800-01 · Capital purchases - equipment	0.00	0.00	0.00	0.0%
Total 9800 · Fixed asset see resrv 2165	0.00	0.00	0.00	0.0%
Total Expense	1,162,954.44	586,503.19	576,451.25	198.3%
Net Ordinary Income	-6,918.35	11,469.73	-18,388.08	-60.3%
Other Income/Expense				
Other Income				
9950 · Unrealized gain (loss)				
9960 · Unrealized gain(loss) - investm	147.01	0.00	147.01	100.0%
9970 · Unrealized gain(loss) Heritage	90,586.05	0.00	90,586.05	100.0%
9980 · Unrealized gain/loss (amer exp)	2,722.44	0.00	2,722.44	100.0%
9950 · Unrealized gain (loss) - Other	-400.37			
Total 9950 · Unrealized gain (loss)	93,055.13	0.00	93,055.13	100.0%
Total Other Income	93,055.13	0.00	93,055.13	100.0%
Net Other Income	1,256,009.57	0.00	1,256,009.57	100.0%
Net Income	1,249,091.22	11,469.73	1,237,621.49	10,890.3%

Non-financial Church Assets

Church Assets Categories not currently reported on balance sheet:

Real-estate related

Current site

Adjoining library property

Property improvements

Plantings

Playground

Benches

Lighting and signs

Buildings

Church building

Furniture

Pews

Chairs and tables

Furniture in Warner Room

Office furniture

Art work/antiques

Statues

Front door carvings

Stained glass, angel window

Hangings – quilts, banners, mobiles

Valuable old books, manuscripts, etc.

Church Archives

Candle holders, chalice, etc. used in services

Organ

Pianos

Hand instruments

Sheet music library

Recordings

Educational material

Church library books

Hymnals

Curricula and curricula supplies

Videos, slides, etc.

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Fixtures
Drapes, blinds
Risers, platforms
Lighting
LED Sign
Office equipment
Copiers, duplicators, printers
Computers, monitors, and network equipment
Phone equipment
File cabinets
Educational/presentation equipment
Projectors and screens; audio/video players, speakers, and monitors; other electronics
Cameras, audio/video recorders, microphones etc.
Sound systems
Specialized lighting and controls (spots, Davis Dimmer)
Easels, chart pad holders

Kitchen equipment
Ranges, ovens, dishwasher
Coffeemakers
Refrigerators, microwaves
Pots, pans, cooking utensils
Dishes, cups, glasses, serving ware, silverware
Cleaning Supplies
Maintenance materials, spare parts
Paper, publishing supplies
Stationery
Yard equipment
Tractor, mowers, tools, hoses
Interior care equipment
Vacuums, polishers, etc.
Washer/dryer
Tools, workshop equipment
Miscellaneous
Items of value held for committees or groups

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Proposed 2010 - 2011 Operating Budget

	A	B	D	E	G	H
3	Approved 2009-2010 Operating Budget as of May 14, 2009	Income/Expense Item	New reality 2009-2010	Proposed Budget 2010-2011	Comments	
4	442	Denomination Dues membership	442	430	UUA certification is 430 voting (May 2009 voting was 442, with 573 total members.	
5	606,000	Pledge Income	597,577	580,000	Pledge goal 750000 FY 2010-2011, projected range for pledges was 587,634 to 595,734, as of May 11 projected pldge income is 580,000	
6	48,480	Less Shrinkage factor	47,806	34,800	6% 10-11, 6% 11-12.	
7	557,520	Net Pledge Income	549,771	545,200		
8	20,000	Pledge Income-Previous Yr	20,000	14000	hard to predict 09-10 much lower than any other years, as of Feb 16, 2010 \$ 14030	
9	577,520	Total Pledge Giving	569,771	559,200		
10	2,000	Investment/Interest/Div Income	2,000	200	based on 09-10 only	
11	8,000	Transfer from Reserves	8,000	0	in prev years put book corner here	
12	24,950	Heritage Fund Income	24,950	25000	5% of Heritage fund 10/11 only assume value of 500,000 - 600,000, use 500,000 as value to calculate 5%	
13	34,950	Total Investment Income	34,950	25,200		
14	26,910	Use of Building	26,910	18000	running 65% for 09-10 as of April 25 running at 75% of budget for FY 09-10. Plan in development by treasurer to market our space and increase non-EEC rental income. increase by 4000 over 4/25/2010 budget version	
15	92,990	EEC Income	92,990	96000	renew lease 11-12 future depends on market and if eec stays and COLA	
16	119,900	Total Rental Income	119,900	114,000		
17	5,900	Plate Offering Undesignated	5,900	6200	Jan 10 trend is 107% of budget, April is 117% of budget	
18	0	Grants	0	0		
19	23,200	Non-pledged income	23,200	20000	varies with trend, as of Jan '10 87% of budget	
20	9,000	Special Events-Fundraising	9,000	15000	In future years may or may not have funding in this line item. Planning for auction in FY10-11 at \$15000. FY 09-10 alliance gave us funds for this line number	
21	8,000	Net Booster Sales	8,000	6600	April 25 at 71% of FY 09-10 budget, marketing efforts in FY 09-10 showed some improvements in latter half of year, still below budget for FY 09-10	
22	1,800	Coffee hour income (coffee, donation for snack)	1,800	2000	111% of budget as of April 25, 2010	
23	4,000	Adult Enrichment Fees	4,000	5000	dependent on fees for programs, ARE needs to plan fees in accordance with program offerings	
24	51,900	Total Other Income	51,900	54,800		
25	784,270	Total Income	776,521	753,200		

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	A	B	D	E	G	H
28		Expenses				
56	455,691	Total Salaries	454,056	434,863		
75	113,312	Benefits & Taxes	116,948	124,280		
76	569,003	Total Staff Related Expenses	571,004	559,143		Board will ask congregation to waive the 70% rule again for FY 10-11. 70% of income of \$753,200 is 527,240, 70% of expenses of \$779,225 is 545,457 - using 559,143 against total expenses of 779,225 this budget has us spending 71.7% on staff related. against income, the percentage is 74.2%
86	12,798	Professional Expenses	12,798	19,205		
94	31,284	Total Office Expenses	31,284	22,200		
101	6,067	Total Financial Mgmt Expenses	5,750	8,800		
117	107,444	Total Building Operations Expenses	107,444	112,654		if any \$ left FY 09-10 move additional to building and rent reserves
118	144,795	Ongoing Operations	144,478	143,654		
119	7,000	Total CRE Expenses	7,000	6700		
120	4,000	Total Music Expenses	4,000	4000		
127	3,000	Total Adult Programming	3,000	6,300		
135	4,992	Total All Church Services	4,992	8,100		
145	0	Total Miscellaneous	0	6,000		
146	18,992	Church Programs	18,992	31,100		
149	36,244	Total Denominational Membership	35,802	26,123		75%
153	2,000	Total Charitable Giving	2,000	0		See also Special collections addendum
154	2,000	Total Church Mission	2,000	0		
155						
156	784,270	Total Income	776,521	753,200		
157	783,832	Total Expenses	785,074	779,225		Overall inc/exp to ends →
158	\$438	Difference	(\$8,553)	(\$26,025)		needs supplemental campaign to be successful as well as meet projected pledge income line 5 above or additional cuts will be needed.

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2009-2010 Special Offerings Addendum

FY 09/10 Collections	description	amt collected
Limen House	June spec coll given to charity in 09/10	716
Faith Center	July 29 and August spec coll	771.26
Educate the children	Sept spec collection	1304
Association Sunday	Oct spec collection, paid to FUU majority donations sent directly to UUA	170
Association Sunday Paid to UUA directly		
EDR	November spec coll	1353
Clara Barton Center	December collectin	1406
UUSC	Haiti special collection UUSC	3137
Half the Sky	February collection	684
Delaware YWCA	March collection	475
UU Ministry for Earth	April collection	528
Faith Center	May collection	
Delaware Aging Network	June collection	
UU House	July and August 2010	
Total		10544.26

For FY 2010-2011, the Executive Team will set up the schedule for special collections over the summer. We will also include a special collection for Grants for Growth. If you would like to submit a special collection request, please email to Marina at marina@firstuuwilm.org before June 30, 2010. Please include the name of your organization and a brief description of their activities and purpose.

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Proposed 2010 – 2011 Capital Expense Budget

Capital Improvements	LRP or other initiative	Amount	Comments
2010-2011			
Complete plan under motion 2006	2006 motion	10000	fund from 50,000 Capital Campaign Funds approved for architect plans in 2006
Build accessible bathrooms	LRP	not known	dependent on plan to be developed line 4 above
refurbish existing bathrooms	Building and Grounds	7000	B & G started planning in 2009-2010, Still working on plans, most funding from Cap expenditure reserve may do one or two bathrooms

Appendix: First Unitarian Church Membership Data

First Unitarian Membership Statistics:

Total membership as of 4/30/2009: 573

Total membership as of 5/13/2010: 582

Active:	432
Inactive:	141
Youth:	9

4/1/2009 to 5/13/2010

Resignations	8
Deaths	6
Admin drop	1
Transferred or moved	1

New members	25
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Membership database continues to undergo analysis and improvement to accurately reflect our total membership.

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Attendance Statistics:

Sunday average attendance at Church services – Sept 2008 – April 2009= 185

