



Annual Report
July 1, 2008 to June 30, 2009

The First Unitarian Society
Of Wilmington, DE

First Unitarian Society of Wilmington, DE
Annual Meeting of the Congregation
Sunday, May 17, 2009

Annual Meeting Agenda

- | | |
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| • Call to Order | Nancy Pinson |
| • Opening Words and Lighting of Chalice | Rev. Dr. Josh Snyder |
| • Music | HMM Scott Ward |
| • 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 | Barry Marrs |
| ○ Trustees | |
| ○ Nominating Committee | |
| ○ General Assembly Delegates | |
| • Treasurer's Report | Steve Cohen |
| • UUA mortgage | Steve Cohen |
| • Adoption of the 2009-2010 Operating Budget | Steve Cohen |
| • Adoption of the 2009-2010 Capital Expense Budget | Steve Cohen |
| • Music | HMM Scott Ward |
| • 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 Exploration

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1 Board of Trustees Reports

1.1 Report from the Board President

Sometimes you just know the time is right. When I joined the Board, we were just beginning interim ministry – year one of three. We were hurting – a lot. What was policy governance, and why didn't it work for us? Would we find the right Senior Minister? What does the Board do? I had many questions and many dreams. The time was right.

I learned from Presidents Cindy Cohen and Dale Stratton how Board members are accountable for the welfare of our congregation and for setting the tone, inviting collaboration, mapping our future, and overseeing the affairs of the church. I studied policy governance intently and saw how it reflects at its core so much of what you tell me – which we need to be *in conversation* to really understand our collective desires and concerns. If the Board is to set the vision, it must incorporate the passions and the strengths we all bring to our church community, like helping kids who are aging out of foster care, feeding the homeless, being a safe haven for members of the gay and lesbian community, and creating a place where we all – believers, non-believers, and those who aren't sure - can explore what it means to be Unitarian Universalists.

Each Board member is unique – and I love all the voices. If you ever visit a Board meeting, you will see the different perspectives everyone brings to our rich church-wide discussion. We agree, disagree, laugh, even cry – just like our congregation – and we always remember our covenants and our overarching goal to make a difference for our members, friends, community and the world. We all feel deeply honored to be elected to the Board of Trustees.

I'm no John Lennon, but "you may say I'm a dreamer." I believe we UU's make a real, positive difference. And I set my sights high. I expect the Board to be forward thinking and to listen intently to you as they create a powerful vision for our future. I expect us to be great partners in leadership with Rev. Josh and his team – not just judges of performance. I expect us to govern well and to love what we do in return. I expect our staff will operate with excellence and that you will trust we are leading First U toward a bright future. I expect you and our staff to feel that you are heard and recognized for your outstanding efforts. In return, I welcome your active participation as together we make a difference as a church. In the process, I know we will all make mistakes but will still be energized to make a difference. Imagine such a congregation. We are that congregation.

The Board is challenged in finding new and more effective ways of connecting with you. Our old ways feel tired: Chat with the Leadership, coffee hour discussions, articles in the Quest, posting documents on the bulletin board and website. We welcome your suggestions. In the meantime, we'll continue to participate – as you do –

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in church programs, because it is during those encounters that we hear what you're thinking while working on the things that are most meaningful to you.

This year, we exercised our governance system to the fullest, really putting it to the test. Among the questions we ask each other are: First, are we clear on our vision? What does it mean to be a community of spiritual seekers where we respect individual journeys? Does everyone feel included in our vision? Do we really have a passion for social justice? How do we see that happening? Rev. Josh and his team have helped us understand our progress – and our lack of progress. They interpreted our rather vague statements and asked us for clarification. First Unitarian's accomplishments are summarized in the Annual Report. Next year, we hope to have more metrics in place – like percentage of visitors who become members – to help us measure our progress. We will be working over the next six months to add more clarity to our vision. We've already formed a long-range planning team, led by Marie Oakberg, to help us plan how we will carry out our vision.

Second, are we good stewards of our church? Are we treating staff and members well? Are we fiscally sound, both in planning for the future and in actual expenditures? Are we protecting our assets – financial and non-financial? Are we paying our ministers and staff members fairly? Is the Executive Team providing the support and information the Board needs to fulfill its function? Rev. Josh and his staff have much flexibility in the day-to-day operations of the church. Still, the Board remains accountable and sets limits for each of these questions that we reviewed routinely throughout the year. With detailed reports showing data to support “we're in control”, the Board can focus on the future with confidence. With the feedback we receive from the Executive Team, we can clarify the limits we set and make reporting easier for the future.

Finally, are we being true to our jobs as Board members? Are we developing our relationship with Rev. Josh and his team? By constantly evaluating our own behavior, we help ourselves to stay focused on our responsibilities to the congregation.

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

- Reverend Josh for his leadership, enthusiasm, and partnership with us to have our governance system sing and for inspiring our congregation on Sunday mornings.
- Reverend Barbara for her caring leadership through several years of change and uncertainty, helping us to be strong and ready for our new settled minister, as well as for her inspiration on Sunday mornings and Wednesday evenings. It is our sincere wish that she has been able to renew herself while on sabbatical this winter.
- Helen Foss and Ruth Mette, Executive Team lay members, who have put in many hours and thoughtful consideration in preparation of reports to the Board.
- Our operational staff – Marina VanRenssen, Karen Rockhold, Fran Grubb, and Terry Walls – for their careful attention to our church operations and for implementing many of the improvements we have seen this year.

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- Our inspiring program leadership team, Honorary Minister of Music Scott Ward, Director of Religious Exploration Catherine Williamson, and Membership Coordinator Susan Madison. Special thanks go out to them as they strive for excellence in programming that makes a difference in the lives of all those who cross our doors.
- Treasurer, Steve Cohen, who has worked tirelessly to understand and report progress in financial affairs to the Board. We are grateful for his ability to evaluate the detail and summarize them to the Board in a way that is meaningful for decision-making.

Finally, we thank all of you – the members of our congregation – who are active and enthusiastic, supporting our shared vision with your time and your financial resources. In a year of significant financial challenge, we are grateful to you for your ongoing pledges to the support of our congregation for the next year. Thank you for your trust in our Board members and for working with us actively to make a positive difference in our own lives, as well as the lives of others in our community and in the world.

Nancy Pinson, President

1.2 Minutes of Meetings

1.2.1 Minutes of the Annual Meeting on May 18, 2008

Call to Order, Opening Devotional and Introduction

Board President Dale Stratton called the 142nd Annual Meeting to order at 12:08 pm, Sunday, May 18, 2008. June Mac Artor served as Parliamentarian and Nancy Pinson as Recording Secretary. David Weiss and Barry Marrs handled the microphones.

Rev. Arline Conan Sutherland provided a moment of centering.

Approval of Agenda, Meeting Minutes and Annual Report

First order of business was the approval of the Agenda as it appeared in the Annual Report. A motion to accept the Agenda as published was made, seconded and approved unanimously, with no discussion.

Motions to accept the Annual Report, including minutes of the 2007 Annual Meeting and a Special Congregational Meeting were made, seconded and approved unanimously with no discussion.

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President's report

Board President Dale Stratton recognized the achievements we have had during the three years of interim ministry, which has been a period of stressful transition:

- updated our mission and visionary goals,
- revitalized our Children and Youth's religious exploration,
- extended our social action initiatives,
- increased our pledged income,
- helped start a new congregation in Central Delaware,
- improved our physical facilities, and
- most recently called a new Senior Minister.

Dale recognized members of the Board for their work during the past year and thanked them for the privilege of working with them. She expressed gratitude for the contributions of the out-going Board member, Anna Hamilton, and thanked her for taking on the Finance Committee. She also recognized Paul Pinson for his service as Treasurer for 4 years, for his financial oversight and wisdom and experience on other Board issues. The congregation applauded this recognition. She then recognized Rev. Arline Conan Sutherland and Rev. Barbara Gadon for their wisdom and gentle prodding; Scott Ward for his service, exemplified by the day's Big Music Sunday, again recognized by the congregation with applause; Ruth Mette and Helen Foss for their oversight of day-to-day church operations (applause); newer staff members Catherine Williamson as DRE, Susan Madison as Membership Coordinator, Marina VanRenssen as Office Administrator; Karen Rockhold and Fran Grubb who help Marina with the business of the church. Special thanks were given to Terry Walls, who keeps our building and grounds in working condition, and he was applauded.

Dale then asked all volunteers and contributing members to stand and be recognized for their contributions to our church. All were applauded.

Approval of Nominating Committee and Board Candidates

Dale asked Kathy Granger, chair of the Nominating Committee, to announce the candidates for the Nominating committee and Board of Trustees. Kathy thanked her committee: Bill Hardham, Ken Hostelley and Ned Gladfelter.

- Board nominees: Nancy Pinson, Marilyn Hyte, and Jeff Lott.
 - A motion was made and seconded to accept the nominees submitted.
 - During discussion, a motion was made to vote on the Board nominees separately. The motion was seconded and carried by a vote of 30 yes to 27 no.
 - Kathy Granger entered a motion to accept Nancy Pinson for Board. The motion was seconded and carried with 1 in opposition.
 - Kathy Granger entered a motion to accept Marilyn Hyte for Board. The motion was seconded and carried unanimously

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- Kathy Granger entered a motion to accept Jeff Lott for Board. The motion was seconded and carried with 1 in opposition.
- Dale announced that all nominees were appointed by majority vote.
- Nominating Committee nominees are: 2-year terms: Jerry Okeson, Carl Leshock; Jenny Brown; 1-year term: Florence De Rosa.
 - A motion was made and seconded to accept the nominees submitted. The motion carried with 1 in opposition.

Dale thanked the members of the Nominating Committee for identifying and recruiting these new Board and Nominating Committee members.

Approval of Delegates for the General Assembly

Barry Marrs was called on to nominate members of the General Assembly delegation from First Unitarian Church of Wilmington, DE. They are: Elyse Reznick, Nancy Pinson and Paul Pinson. The motion was seconded to accept the nominees 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 2008 GA. A motion was made and seconded. The motion was approved unanimously with no discussion.

Approval of the Right Relations Covenant

Dale asked Rev. Barbara Gadon to introduce the Right Relations Covenant statement for adoption by the congregation. First, Rev. Barbara thanked Cindy Cohen for carrying on with the process while she was on sabbatical. She explained what we mean by a covenant, and reviewed the handout that participants received before entering the meeting. Cindy Cohen distributed copies to those who had not received them. Rev. Barbara explained the process, beginning with the workshop with Rev. Dr. Fred Muir, continuing with opportunities for upgrades as well as documentation in the Quest. Cindy Cohen was then asked to read the covenant. A motion was made and seconded to approve the statement. The motion was passed unanimously. All were invited to sign the covenant following the meeting. The covenant will be in all new member packages. Dale thanked both Rev. Barbara and Cindy and all who participated in the various opportunities for input.

Budget Adoption for Fiscal Year 2008 – 2009

Dale explained the budget process which was established for FY 2007 – 2008 and continued this year. The Executive Committee generated a goal budget prior to the beginning of the operating campaign. Following the pledge campaign, a budget reconciliation meeting, to which all congregants were all invited, was held to match the budget with the pledge campaign results. The reconciled budget is in the Annual Report.

Dale called on Paul Pinson to present the budget.

Paul gave a brief Treasurer's report; overall, the church is solvent and doing well. He thanked the staff for their superb efforts in managing and operating within the

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budget, and members of the congregation for their financial support. We have maintained a surplus to date for FY 2007 - 2008, primarily due to restructuring of staff and running on short staff at the end of last year and beginning of this year. We have also changed our approach to charitable giving, worked to separate charitable giving income sources from pledges for operating expenses. By doing that, we have increased our charitable giving and not constrained them by unexpected operating expenses.

The budget reconciliation meeting was on May 7. Paul described the significant changes from prior year's budget:

- Line 2 – number of pledging units has decreased, as is usual in transition years. Lowered anticipated pledge income to reflect what we believe will come in.
- Line 8 – we had a surplus from last year and this year, which we will put into reserves. We will use a part of the reserves to support the FY 2008-2009 budget. The rationale is that we do not want to cut our budget in a year we are bringing in a new minister and continuing restructuring. Ongoing, the goal is to use the reserves for emergencies. If, has been experience in transitions, when we bring in a new Sr. Minister we experience new growth, we may not need to spend what we have included in the budget.
- Line 24 – 72 – some of the positions are grayed out – we no longer have these positions. New positions are shown as regular lines in the budget. Salaries are this year's salaries. A separate line shows the provision for increases, which will be allocated between now and July 1, 2008.
- Line 118 – 120 –new programs: long range planning initiative, leadership development, and Green Sanctuary. Leadership development is unfunded; this may be funded if we experience growth and have excess funds. Green Sanctuary has a budget to get started.
- Relocation budgeted for Rev. Snyder. Will accrue over time for future.
- Line 132 – Growth Committee has proposed multi-year grants for our churches in South Jersey and Dover. Congregation must approve those.

The following questions and comments were addressed:

- Line 39 – comment specifies most are close to UUA guidelines. Does that mean “lower than”? Response: We have a compensation policy which proposes fair and equitable compensation, driven by external benchmarks. We have had a 3-year program to bring all staff into alignment with UUA guidelines. We are almost at that point. Will be looking at the new guidelines to see what changes may be needed.
- Shrinkage: assuming 6% - what is the actual shrinkage on the last data we have? Response: Over past 15 or 20 years, we've found 5 – 7.5% is a good number. We've had higher numbers when we made assumptions about pledges that had not come in yet. 6% is good number over the past couple of years when we have made some assumptions about pledges of active members.
- Investment income: most investment income is designated – what shows in the financial reports is clearly undesignated. Response: We have invested most of the money we are not using for operations. The rest of the operating funds have been invested – that's where that income comes from.

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- 403b – are we contributing for all staff? Response: All full-time are eligible; some new staff members are not set up yet. We have policy and plan to provide for all. 5% is what we provide today (not a matching program).
- Line 132 – 2007-2008 Grant for Growth was not correct: should be \$4000, as adjusted during the reconciliation meeting last year. There was agreement that was an error in the report.
- Charitable Giving – UUSC – item 2285 – no reference to Guest of your Table offering, and we had 2 offerings. Looking ahead to the new budget, were those were left out? Response: Marina is trying to move all UUSC donations and plate collections to the UUSC fund; we did collect money and it should have been paid out from the UUSC group fund in the balance sheet. Paul added that each fund would have its own P&L, that doesn't show up in the overall P&L. Each group fund should name a person responsible for the fund and then the funds can be audited against intentions. It's our goal to have the operating budget reflect the operating expenses and have charitable giving separated (special designated offerings).
- The capital funds – what is the status and how is accounted for. Response: Account 1015 on the Balance Sheet is the invested capital from the campaign. Account 1017 is the operating money from capital campaign used to fund initiatives that the congregation has voted on already (air conditioning, landscaping, etc).
- Are there plans for use of the capital campaign money? Response: This will be addressed in long-range planning. Renee Anderson also indicated that ETF still has work remaining relative to refurbishment of the sanctuary, Parish Hall and restrooms that is currently on hold.
- Line 111 – all church child care. Should be \$2300? Response: the contract child care was moved to the staff budget – line 43. The budgeted expense is there.
- Balance Sheet – Account 1015 – how is that capital invested? Response (Steve Cohen): This is currently invested in a money market fund; have a proposal to move into target fund (Vanguard) – bonds, cash and stock – becomes increasingly conservative as you get closer. Tabled until investment policy is finalized by the Finance Team.

With no further discussion, Paul Pinson outlined what we have done for growth in the past, including winning an award for our growth program. In 1999, the congregation voted to grant \$30,000 to Mill Creek to help build their new building. The Growth Committee requested approval to make two 5 year Grants for Growth of \$10,000 each to be paid in five \$2000 annual payments, one starting in June 2008, a second starting in June 2009 and contingent on congregational approval in each year's budget of 50% of goal or greater funding of Grants for Growth. This request was supported by the Executive Team, the Board and the Treasurer. A motion was made and seconded to approve these two grants. The motion was approved unanimously.

A motion was made and seconded to approve the FY 2008-2009 budget. The motion was approved unanimously.

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Dale thanked Paul Pinson for his work, as well as Marina, staff and all who helped him with the financial reporting.

Rev. Arline Conan Sutherland thanked Dale for her service as President of the Board and gave her flowers as a parting gift. The congregation gave a standing ovation and Dale thanked all.

Adjourn

Dale asked and received a motion to adjourn the meeting. This motion was seconded the meeting was adjourned.

Respectfully submitted by Nancy Pinson, Recording Secretary

1.3 Official Notices of Nomination

Presented by the Nominating Committee: Ned Gladfelter (chair), Jennifer Brown, Florence DeRosa, Carl Leshock, Jerry Okeson, Mark Samworth

1.3.1 2009 Nominations to the First Unitarian Board of Trustees

Maggie Duffy – Three-year term

Maggie joined First Unitarian in 2003 searching for her spiritual home. Since joining the church, Maggie has been active in many areas of the church. The list includes Office Volunteer, Adult Religious Education Committee; Process Committee – Mission Statement, First U Book Corner Chair, Kitchen Crew Chair - Pancake Breakfast; Green Sanctuary Committee, 2009 Spring Auction Committee, Senior Minister Search Committee, and Senior Minister Advisory Group. Participation in Small Groups is a passion. She retired from Verizon in 2007.

Barbara Lenahan – Three-year term

Barbara joined First Unitarian Church in 2002, after attending for nearly two years. Barbara retired from CIGNA International in 2008, after a long career in marketing communications with a variety of agencies and corporations. Barbara is involved in The Journey Group, The Write Group, and a Brown Bag Group. She participated in developing First U's Small Group ministry and co-facilitated a Small Group for five years.

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Michael Toll – Three-year term

Mike grew up attending All Souls Unitarian Church in Tulsa, OK. After moving to Delaware in 1969 he didn't attend church again until 1985. He felt a need to investigate the UU church again and after hearing Bob Doss preach and the thunder of the Rieger organ, he was here to stay. He has been a mainstay in the Choir since that time and has participated in one search committee for assistant minister. He was married in this church in 1992 to Carolyn and they have two children, Alice and Andrew who are active participants in the CYRE program. Mike teaches exceptional children and youth in the Colonial School District.

1.3.2 2009 Nominations to the First Unitarian Nominating Committee

Florence DeRosa – Two-year term

Florence has been a member of First Unitarian Church of Wilmington since 1997. She was previously a member of a UU church in New Jersey, where she served as Board President and was active in the choir.

At First U, she has volunteered at the church in many capacities, including serving as a member of Barbara Gadon's Search Committee, being active in social justice projects, volunteering in the church office, serving on the UU Growth Committee, helping with Togs & Treasures, and the new Membership committee being formed. Florence is currently finishing out a one-year term on the Nominating Committee, where she filled in the last year of a 2-year term for a previous member.

Florence retired to Wilmington from a career in school administration and a business in floral design. She is also active as a child advocate in Family Court (CASA) and enjoys swimming. Her Brown Bag buddies remain a vital part of her retirement.

Becky Laster – Two-year term

Becky Laster, and husband Travis, joined First U in February of 1999. As a new UU, Becky enjoyed the adult RE classes and was nourished by one of the women's spirituality groups. From 2000 through 2006, Becky and Travis were Senior High School Youth Group advisors and assisted in transforming the youth group from a curriculum-driven program into a youth empowerment program in which the youth lead and direct the energy of the group. Becky also recently chaired the Mission Refining Committee that crafted the current version of our Mission Statement. Outside of church, Becky has a full time job with Jewish Family Services of Delaware as a licensed clinical social worker, supervisor, and coordinator of programs for older and disabled residents of Delaware.

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Barry Marrs – Two-year term

A UU since 1973, Barry joined First U in 1997 with his wife, Barbara. He has been involved in the Bettoney Lecture series, as a member of Big Questions/Small Groups, helps with Fall Festival, and is finishing up a 3-year term on the Board of Trustees. Barry is a molecular biologist and CTO of Athena Biotechnologies, Inc. He and Barbara have two grown daughters and four grandchildren.

1.3.3 Election of Delegates to the 2009 General Assembly

Our church qualifies to send 10 delegates to the Unitarian Universalist Association General Assembly (GA). This year GA will be held in Salt Lake City, Utah, from June 24 to June 28. Included in our 10 delegates are absentee voters for UUA President, in the event we do not have 10 people traveling to Utah. If you would like to be a delegate or absentee voter this June, please contact Marina in the church office by email or phone. The delegates who will represent our church to this year's GA will be presented at the Annual Congregational Meeting for election. For more information regarding this year's GA, you can visit their website at <http://www.uua.org/events/generalassembly/index.shtml>.

1.4 Expansion Task Force

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

April 2008-April 2009 saw us through another bidding process for our replacement sign on 202 and choosing a new fabricator; American Sign and Graphics. Our sign designer, Steve Yarnell, and Richard Stat of Builders and Managers have guided us through this task as well as the removal of the faulty sign and base. We chose to face the new base with stone this time. As of mid-April, the sign is in and the LED is being tested. Thank you for your support and patience during this work.

1.5 Long-Range Planning Team

Marie Oakberg (Chair), Rev. Josh 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, and the planning process began. Since this is the first time we have done a long-range plan since adopting policy governance, our process is different from those we have used in the past, especially in terms of how we go about it, the content, and the implementation. In particular, the plan and the Ends Statements must be in agreement, and implementation is through the established structure.

In October, Paul Pinson led three "Why do long-range planning?" sessions for the congregation. In each, we described what the process might look like. We heard loud and clear that we need to avoid re-gathering the wealth of survey, focus group, and

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statistical information we already have from the Capital Campaign, Ministerial Search Committees, Mission workshops, and Covenant of Right Relations.

Rather than survey the congregation again, a small group has been working with the existing information and will be bringing relevant parts to the congregation for conversation. We started by making sure we had a clear focus that is in line with the Ends Statements. We've talked about who we are and what makes us different from other social, commercial and professional organizations.

We have identified the following five key goals that map to the Ends Statements, and have been gathering data about areas of opportunity. The next steps include understanding our demographic area, and conversations with leadership, staff, committees, and the congregation at large to build understanding and involvement.

	End statements summary	Goals	Ends
1	Vibrant community of <u>religious learning</u>	Radical Hospitality We are welcoming to all people	3, 5
2	Community of <u>spiritual seekers</u>	Culture of Shared Ministry This includes Leadership Development	1, 2
3	<u>Welcoming</u> and caring <u>community</u>	Clear Sense of Mission and Purpose We know who we are (and are not) We are connected (Interdependent web) and we are also unique (Inherent worth and dignity).	
4	Passion for <u>social justice</u> and the <u>environment</u>	High Expectations of Ourselves Citizen servant	1, 2
5	<u>Growth</u> of Unitarian Universalism	Lead Social Transformation We are known by our works	2, 4

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2 Executive Team Reports

2.1 *Executive Team Introduction*

This year's Annual Report is taking a very different format. There is good reason for this. Under our current shared leadership model, the primary role of the Board of Trustees is to articulate the vision of the church. It summarizes what we want to be as a congregation in the near future. The Board performs this role through the articulation of its "Ends Policies" or "Ends Statements". It is the role of the Executive Team to implement the means by which we achieve those ends. The Board can tell the Executive Team which means NOT to take, but delegates (and monitors) the implementation of the means. The Executive Team in turn enlists the help of paid staff and volunteers to make real the vision the Board has laid out.

Ends are visionary statements. They are statements about outcome; what have we done and how far have we come to making that vision a reality. Since the Executive Team in the form of paid staff and volunteer teams implement these Ends, they move the church further along the path of making them real. Therefore we are presenting their work in a new context. The work of the Executive Team, the paid staff, and the volunteer teams is presented here in relation to the End they have helped to achieve. This gives us a very clear indication of all of the many accomplishments we have celebrated as a congregation this year. This year there have been tremendous strides made toward becoming the kind of congregation we envision ourselves to be. It is thanks to the hard work of our many church leaders that has made this possible.

Of course not every team or committee in the church moves us closer to the Ends. This is not a bad thing, nor is the work they do any less important. Some teams help the Executive Team stay within the Board's limitations. This is invaluable work that is a ministry to the congregation in a less visible way. Since the work of groups like the Finance Team or the Buildings and Grounds Team does not align with the Ends, but rather keeps us within the Limitations, we have categorized the work of these groups and staff members as "Operational Support for the Mission of First Unitarian Church."

Finally, the Executive Team has done some work on its own that does not fall into either of these categories. As a result we are submitting an "Incidental Annual Report". Executive Team Incidental Reports, which are given monthly to the Board, consist of information that is important to know but does not necessarily move us toward the Ends Vision Statements or keep us within the Limitations policies. However the Executive Team feels that these accomplishments are still noteworthy to the congregation.

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We deeply appreciate the cooperation of all the staff and teams that helped us write this report. We appreciate everyone's willingness to try something new this year. Not everything that was submitted got into the report. But everything is important to us, moved us toward our mission, and is worthy of celebration. The Executive Team offers our deep thanks to you all for making it a fantastic year at First Unitarian Church!

Respectfully Submitted by the Executive Team,

Rev. Dr. Josh Snyder
Rev. Barbara Gadon
Helen Foss
Ruth Mette

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

2.2.1 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.

INTERPRETATION: We worked to provide programs which foster learning and curiosity about religious truths. Knowing that our members and visitors come from different religious backgrounds, we hope to enable them to integrate their past and present spiritual journeys. Religious learning spans all generations and supports individual journeys of self-discovery, where people create a sense of UU identity. As a result of this experience, we strive to inspire those who participate to take actions that benefit others, within and outside our congregation.

HIGHLIGHTS: The following highlight our efforts towards this end:

- Sunday mornings provide a rich source of religious learning for our intergenerational community of very diverse beliefs. Sermons covered topics such as Universalism, Buddhism, liberal Christianity, spiritual practices, radical hospitality and our core Unitarian Universalist values, exposing our adult community to a variety of religious traditions and supporting our goal of opening minds. Ancient and modern readings provided further support.
- A new format for “A Time for All Ages” was added to the beginning of each worship service, presenting stories for our children and adults that help to enrich our understanding of UU values. Children eagerly joined our story leaders at the front of the sanctuary to participate in the story time which kicked-off their religious exploration programming for the morning.

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- This year the Adult Religious Education Team, DRE Catherine Williamson, HMM Scott Ward and Rev. Barbara Gadon began a Wednesday Night tradition by offering a meal, worship, and programs. Some of the adult RE programs included a course on Ken Wilbur, UU Source, and world religions. For kids there were classes on Spanish, OWL, and the Age of Reason.
- Our Membership Coordinator Susan Madison taught a very exciting class on Transcendentalism on Sunday mornings, as well as a class called “Roots”, which is an introduction to Unitarian Universalism and our church for new members.
- 110 children are registered in the CYRE program with an average attendance of 65 on Sunday mornings. The Sunday morning programming consists of 6 groups: Chalice Children (Nursery/Preschool), Rainbow Walkers (Kindergarten/1st), Seekers (2nd/3rd), Questers (4th/5th), Jr. Youth Group (6th – 8th), and Youth Group (9th – 12th). Kindergarten through 5th graders focused on Unitarian Universalist Sources this year utilizing a variety of curricula, including the new UUA program “Tapestry of Faith” and lessons created by the Director of Religious Exploration. The Jr. Youth Group focused on bonding, exploring UUism through media, and community service. The Youth Group continued to focus on programming based on the five components of worship, community, learning, leadership and social action. Eight children participated in Our Whole Lives for grades 4 – 6, and 12 youth participated in Our Whole Lives for grades 7 – 9. Twelve children participated in the Age of Reason rite of passage for 2nd and 3rd graders.
- Support structures for the children’s and youth programs were also enhanced:
 - The CYRE Team created a website to facilitate communication and outreach for the children and youth religious exploration program.
 - The junior and senior youth groups were restructured (as described above) to create an organizational structure that would more easily support the goals of the program.
 - Rev. Snyder, Rev. Gadon, and DRE Catherine Williamson participated in a gathering of parents of our RE children with the purpose of gaining a better understanding of their needs and limitations to participation in our programs. This fruitful conversation generated new ideas and began to build relationships with this important constituency of the church.
- As a direct result of CYRE programming, our children and youth became more involved in the welcoming and social justice efforts of our church (documented under Ends #3 and 4).
- Our religious education programs were further enhanced by our Library and Book Corner initiatives:
 - The Library purchased over 100 titles this year to support adult religious education
 - The Book Corner also made huge strides toward adult religious education with excellent sales during coffee hour.

ASSESSMENT: With the second year of our Director of Religious Exploration we are seeing increased participation and energy in our programs for children and youth. Special programs such as OWL and the Age of Reason with activities that go beyond

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Sunday morning have deepened relationships among our young people and their families in the areas of ethics and spiritual growth in life issues. This creates a vibrant and energetic community around religious learning.

Adult Religious Education is rebuilding in energy. Having found some success in Sunday morning programming and Wednesday nights, we need to press forward to develop topics and instructors that will further attract participation.

2.2.2 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.

INTERPRETATION: Regardless of age, we are each on our own individual spiritual journey, with our own perspectives of spiritual experience. We strive to have everyone honor each other in these journeys. We welcome guests, as well as members, in the Universalist spirit of radical hospitality. While Sunday morning worship is of central importance, we offer a variety of experiences to members, visitors and friends of our church.

HIGHLIGHTS:

- Rev. Josh Snyder and Rev. Barbara Gadon, along with much help from the Program Staff, created a new liturgy for Sunday morning worship that is unique to First Unitarian Church of Wilmington. Rev. Josh and Rev. Barbara co-wrote the new “Unison Affirmation” read each Sunday. They also introduced Prayers of the People, a new Chalice Lighting, and Ancient and Modern Readings. All components are intended to create a warm environment for personal spiritual reflection.
- Music provides a significant component of the spiritual experience in our church.
 - Our Honorary Minister of Music, Scott Ward, provides music in the form of two choirs, guest musicians, organ music and other special music, as well as accompaniment by Marcie Nagoski.
 - New musical components were added to the Sunday morning liturgy: a processional for the first hymn to open our services, a new song for children leaving, a choral response to our readings.
 - Big Music Sunday featured a good mix of outside performers and talent inside the church.
 - Scott provides music enrichment to Wednesday night worship.
- Numerous affinity groups, such as UU Christians, Women’s Spirituality Groups and Godfrees, meet regularly throughout the year and provide a small group environment for focused personal growth. Additionally, Rev. Gadon has piloted a new covenant group with an open membership format. If this is successful, it will be expanded next year.

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- Worship services on Wednesday Night provided an alternative for those who prefer a different time and environment than our normal Sunday service. They included a Jazz funeral for the old year, a Seder, and many fantastic guest speakers in and outside the church.
- A Meditation Group met for the first half of the year each Sunday morning before services led by Jim Curtis.
- Video taping Sunday worship services for DVDs, tapes, and the Warner Room feed were refined with new technology.

ASSESSMENT: Spiritual growth and worship are the central activities that churches do to make a difference in the world, which no other institution can accomplish. While it is nearly impossible to “measure” spiritual growth or quality of worship, clearly worship and music are two things that we are doing very well as a congregation. With our clearly defined Sunday worship service that unites our church, we are then free to express more particular forms of spiritual identity around our differences in age or theology through specific affinity groups. Small groups definitely accomplish this end. Our many small groups in the church meet the social needs of their members, but too many of them lack the depth and quality of connection. We envision a reinvigorated small-group program next year with many side benefits but with the goal to help members grow in soul. The Program Team is currently evaluating the Wednesday Night program of fellowship, worship, and adult classes. Attendance has been small, with some notable exceptions, and next year we may target a particular population in the church or one that we hope to attract.

2.2.3 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.

INTERPRETATION: Finding community is consistently reported as a key factor for people attending our church. One thing that sets Unitarian Universalism apart is the intentional welcome of all people across differences of race, class, beliefs and sexual orientation. In our church, it is a goal for newcomers to feel connected and easily join in the life of our church. We hope for members to grow their involvement in church life, finding meaningful ways to contribute to our community, including becoming leaders of our various programs.

We are also a caring community, where we strive for our members and friends to feel cared for in times of need, illness or other grief. We hope that we have a culture where people ask for help – either for themselves or others – and where we recognize and celebrate important life transitions such as birth, adoption, marriage, church membership, anniversaries, graduation, and bridging to new stages in young lives.

HIGHLIGHTS: We have accomplished the following in support of building a welcoming community:

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- Our congregational and Board covenants are prominently displayed and referred to in support of our goal for a welcoming community.
- The new Membership Team was established this year. It has supported the work of our Membership Coordinator Susan Madison by starting new member classes, celebrating members with a twice a year recognition, and hosting a lunch afterwards.
- Susan Madison has been busy interviewing new members as they join, creating a new set of bulletin boards and signs throughout the church, and refining the process of welcoming visitors and newcomers.
- Susan Madison and Rev. Josh led a workshop on Radical Hospitality. This was a lively discussion that helped people understand what it means to be welcoming to new people and all members of the congregation.
- The CYRE Team is leading the way with radical hospitality by formalizing the way families are greeted at church
- A new leadership development team was established, working to integrate members into leadership roles in the church.
- Major anniversaries, marriages, births, and deaths were recognized at our annual service of the living tradition.
- The ministers at First Unitarian Church performed nine memorial services this year.
- Rev. Gadon trained and supervised two pastoral care teams to help meet the needs of our members. The visiting team is a trained group who regularly visits the homebound and follows up on members with long-term care needs. The home team is a trained group committed to helping people with practical needs, such as meals for those recuperating from illness, rides, memorial receptions and cards. The teams had 100% response record for meals delivered this year. They made numerous visits to hospitals and homes to support members in need. It is clear that we serve more than individuals, but also family members, trying to keep up both their spirits and physical demands of care giving.
- A caregivers' support group, led by Marge Meyermann, meets twice monthly.
- We have an abundance of Church community groups and activities that support this goal. Some of these are:
 - Ingathering Sunday welcomed back many people this year, including many who had not been to church in several years. It was an intentional program to mix children with the adult congregation and celebrate the new church year as a spiritual community.
 - Friday night intergenerational nights were well received by kids and adults alike. They celebrated holidays like Valentine's Day, Halloween, and Christmas. Nick Page drew over forty people to his concert.
 - Wednesday night dinners provided a way for those who attend the service to socialize before time.
 - The Women's Alliance enjoyed one of the best attended and highest grossing Fall Festivals in recent memory and again produced the annual spring Togs & Treasures Sale.

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- The Men's and Women's Brown Bags groups and other affinity groups like the choir met throughout the year providing a place to socialize and get to know other members of the church.
- Some of the small groups in the church are welcoming to new members such as the Great Book Club, which provides open and stimulating conversation.
- The Supper Club held its last meeting after fifty years of programs and meals. Congratulations to the members of the Supper Club for such a long and storied group!
- There were six concerts held at First Unitarian Church welcoming our members along with members of the public.

ASSESSMENT: Of note, our membership continues to be less diverse than our goals would suggest. We recognize the need for intentional programs for welcoming people of all races and sexual orientations. We also recognize that we have historically been a middle class or wealthier congregation. We are looking hard at these truths in the face of our values.

2.2.4 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.

INTERPRETATION: We seek to have wide involvement of First U members and friends who are active and engaged together in social and environmental justice, focusing on alleviating suffering and oppression, environmentally responsible behavior within and outside our church, and raising awareness of justice issues, such as advocacy for those in need, climate change, conservation and energy. This work is based in our UU principles of the inherent worth and dignity of each person; justice, equity and compassion; and the interdependent web of all existence of which we are a part.

HIGHLIGHTS:

- The following accomplishments support our social justice goal:
 - The tradition of having a Candidate's Forum at First Unitarian Church continued in this election year. The Social Justice Team hosted the candidates for Governor and Lieutenant Governor.
 - Independent Living for Young Adults (ILYA) was very busy this year providing rent supplements, sending holiday cards and college care packages to young adults, donating and moving furniture, and advocating for SB 103 in State Legislature for better and longer lasting support for foster children. In all, we have supported 45 young adults this year.
 - The Emmanuel Dining Room (EDR) team served lunch to 200 adults and children in Wilmington each month. In January they began cooking the

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meals they served. Additionally, the junior high youth baked bread and muffins together, selling them to raise money for EDR; and the CYRE program sponsored collections of food year-round and the “Souper Bowl of Caring” in February to raise funds for EDR

- The Alternative Gift Fair provided for contributions to three organizations at Christmastime, raising awareness of needs not being met in our community and the world: Emmanuel Dining Room, Heifer International, and ILYA.
- The CYRE program supported social justice by raising money for “Gifts that Give.”
- The UUSC group hosted UUSC President Dr. Charlie Clements in our pulpit and held Fair Trade and Equal Exchange fundraisers. In addition, the CYRE program used the UUSC children’s program of awareness for all people to have the right to have access to water. “Guest at your Table” boxes were sent out the week before Thanksgiving to raise awareness of the needs UUSC programs address and to solicit support.
- Several of our members participate as mentors for women just released from prison in the Alternative to Violence Re-entry program.
- The Welcoming Congregation Group has reconvened to advocate for pending legislation in Dover relevant to GLBT issues, such as HB5, the new “HB 99.”
- On the environmental justice front,
 - The Coalition for Climate Change, Study & Action (C3SA) has organized six congregations working together for advocacy on environmental issues.
 - Our Green Sanctuary Team began implementation of their plan for First UU to become designated as “Green Sanctuary”
 - Temperature readings for an energy audit were conducted by the Green Sanctuary Team
 - The Team led a household survey on energy use by members of the church
 - Members regularly purchased Fair Trade products during coffee hour
 - CYRE made recycling bins and bird feeders
 - Our own member, Chad Tolman, spoke multiple times in the community in addition to writing his newsletter that is posted on the Unitarian Universalist Ministry for Earth Website and reaches across the country.

ASSESSMENT: The Executive Team is working with the long-range planning team to understand how we can engage more of our members in church-sponsored justice programs. We estimate that approximately 11% of our congregation is actively involved in our church programs, while significantly more than that participates through financial donations. We would like to see our active involvement rise to about 20%, which is a benchmark we see in other socially active churches.

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2.2.5 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.

INTERPRETATION: Our church has a history of growing Unitarian Universalism, specifically helping new congregations to get started and grow. We have voted as a congregation to support these efforts. We raise awareness of the needs of other congregations in the district and provide services to help them. We strive to educate our own members about our connection to the Joseph Priestley District and the Unitarian Universalist Association, with which we are connected and from which we receive support.

HIGHLIGHTS: Our accomplishments in support of growth are:

- The Growth Team distributed grants to Unitarian Universalist congregations in Dover and the South Jersey Shore. With the addition of the Dover congregation, this brings the number of congregations supported by our Growth Team in recent years to four.
- First Unitarian managed the finances and payroll for the UU Church in Dover prior to their official chartering.
- Members of the Growth Team, and our own First Unitarian Choir, attended the Charter Sunday in Dover.
- The Growth Team facilitated discussions between Lewes, Dover and Easton about the joint sponsorship of new congregations.
- A new Chalice Lighters group formed and will have a special service June 14.
- We supported our district and denomination as a full fair-share congregation, and will be recognized as such at General Assembly in June. Additionally, we supported the denomination through contributions to Association Sunday in October.
 - An example of support we received in return was the JPD-sponsored and led start-up weekend held to kick off Rev. Snyder's ministry with us.
 - We also received the benefit of the Growth District Workshop sponsored by the JPD and held in our church in the fall.
- Our church was home to the JPD youth conference this spring.
- Rev. Barbara led a group of First Unitarian Church members on a trip to the Holy Land that took our UU message to the world.
- Our own Karel Toll was recognized by the JPD for his outstanding work on growth of Unitarian Universalism
- Youth member, Chris Kane, was also recognized by the JPD as outstanding district youth of the year.
- JPD leadership roles filled by our church this past year
 - Joan Priest, Part time Director of Development for the JPD, and leader of the new Chalice Keepers (Endowment) program

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- Pam Finkelman, serving on the Growth & Extension Committee and the Leader of the Chalice Lighters
- Noreen Bayly, Philadelphia/Wilmington Metro Growth Team (Dave Sheppard has until recently served on this team)
- Bill Hardham, UU House Board
- Chris Garrett, Journey Toward Wholeness Team

ASSESSMENT: First Unitarian's Growth Team's effort is outstanding. There is visible impact upon the four vibrant new congregations our Growth Team has spawned. Our membership development work is making great strides, although our total membership number is slow to rise. We recognize the need for lay leadership to extend the work of Susan Madison. We are still working on strengthening our denominational connections and have launched a Denominational Connections effort to help realize our dream of connecting with other members within the larger denomination.

First Unitarian Membership Statistics:

Membership as of April 20, 2008 587

Between April 2008 and April 2009:

Resignations	11
Administrative drop	18
Deceased	10
Moved or Transferred Church	10

New Members	33
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Membership as of April 30, 2009 573

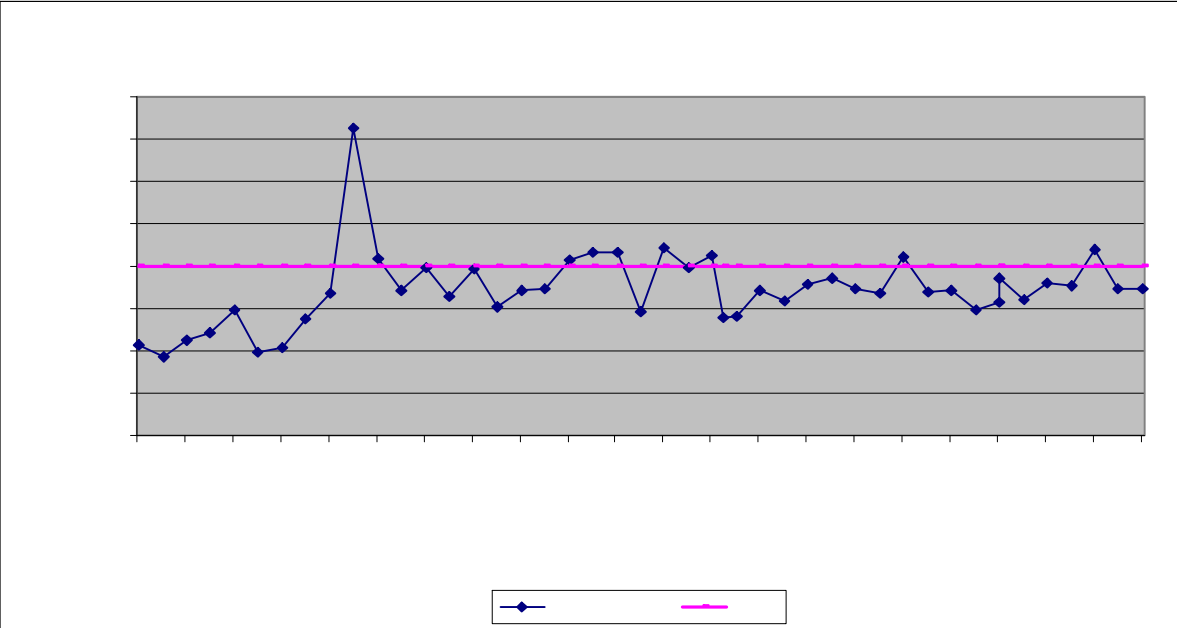
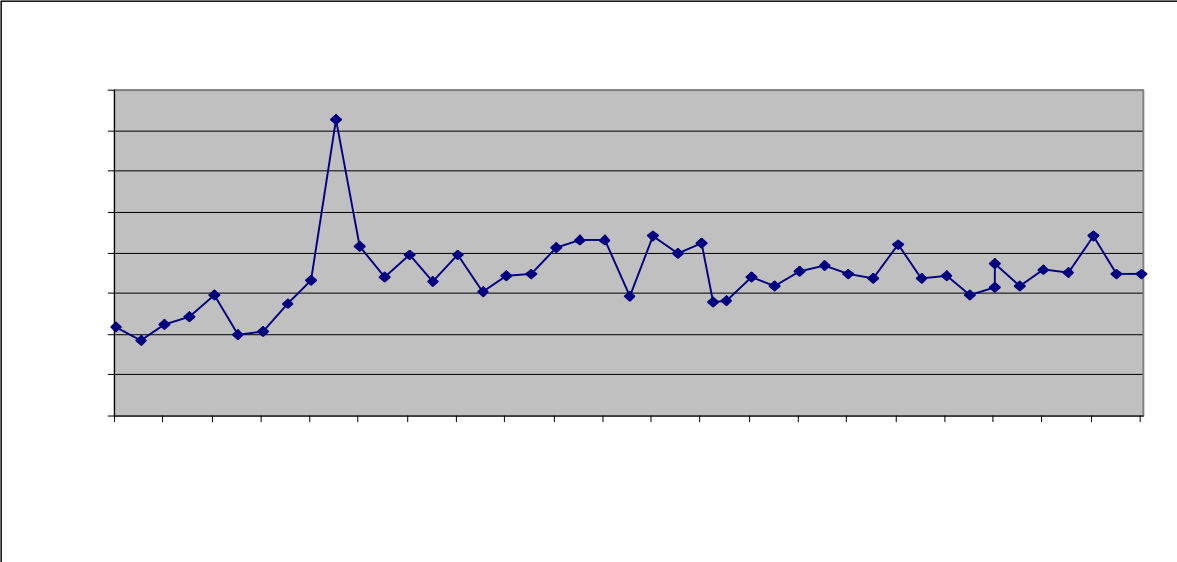
Active	442
Inactive	121
Youth Members	10

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

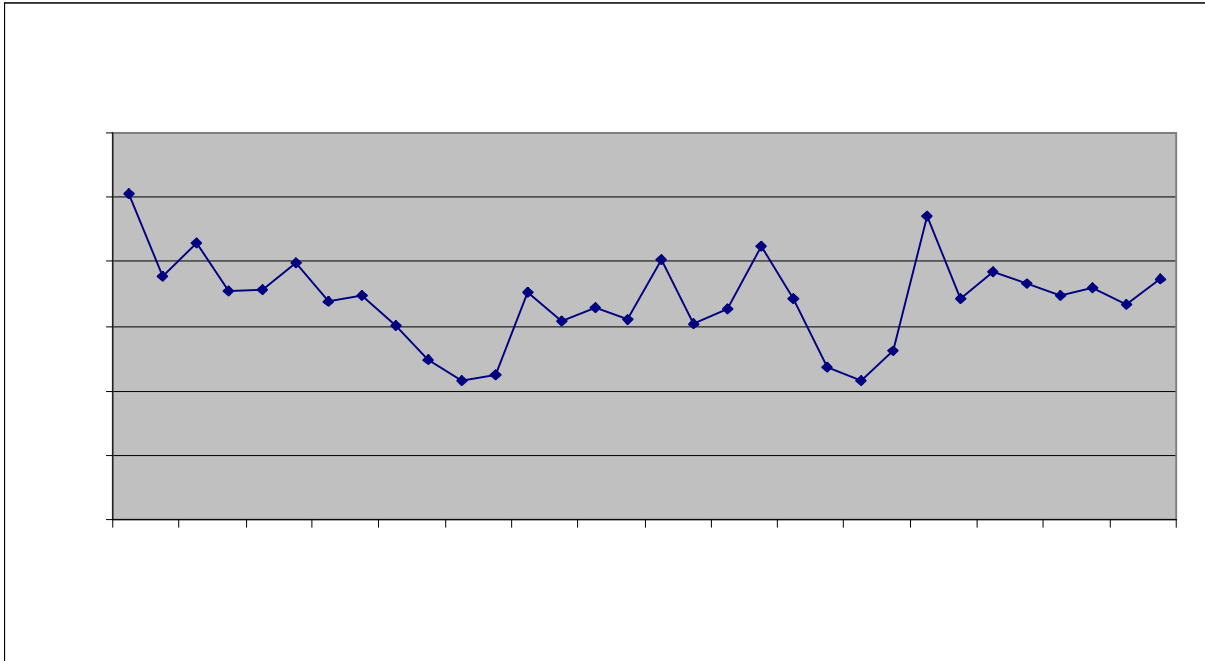
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Attendance Statistics:

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



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

2.3.1 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.

2.3.2 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.

INTERPRETATION: We interpret this to mean that the Executive Team will interact with members, friends, and visitors in ways that are courteous, respectful, and confidential. We will provide leadership for membership development. We will maintain safe, accessible, and functioning facilities.

HIGHLIGHTS: The Building Supervisor and the Business Manager regularly monitor the building for safety issues. Bathroom accessibility remains an issue, but this is being addressed by the ETF; a Board committee. The church has protected members’

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information in its recently installed WiFi network in the offices, a non-broadcast network that is encrypted with access available only through special permission from the church office. Snow and ice removal was particularly efficient this year, thus ensuring that our buildings and grounds were safe. A new Leadership Development Team has been launched that will work to integrate members into leadership roles in the church, and the Membership Team is working on ways to clarify further our congregation's expectations of what it means to be a member. Our covenant with each other is proudly displayed in the Parish Hall.

2.3.3 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.

INTERPRETATION: We interpret this policy to mean that the Executive Team must have a policies and procedures handbook in place that protects employees from unfair and/or harmful situations, and also provides a mechanism to bring grievances forward for consideration and resolution. Such mechanisms must be easily accessible and visible to all employees, and employees may not be prevented or discouraged from using them.

HIGHLIGHTS: We inform our staff of our personnel procedures through the Personnel Handbook which the Personnel Team has done an extraordinary job creating. This Handbook contains a wealth of information concerning the human resource procedures at the church. A lot of hard earned wisdom has gone into this document. The Handbook is available to the staff and to the entire congregation on the website. Three members of the staff received training in Church Windows this year, greatly assisting them in using our membership and database software.

2.3.4 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.

INTERPRETATION: We interpret this policy to mean that the Executive Team must produce a conservative budget within board-approved planning assumptions and with realistic projections about revenue and expenses for the fiscal year that are based on available data, and that such data must be presented to the Board. Total salary and benefit costs must not exceed 70% of the budget total. Capital expenditures and funds to pay for them must be presented separately from the operations budget. Both the operating budget and capital budget must be created with the Board's established Ends' priorities in mind. A reserve fund process must be included with the capital expenditures budget, sufficient to cover any expected long-term expenditures anticipated in a multi-year capital expenditures plan.

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HIGHLIGHTS: With an expected shortfall this year, the Business Manager and the ET developed a revised budget based on the reality of anticipated pledges. A set of planning assumptions were developed and approved by the Board prior to the development of next year's budget. A new Capital Expenditures Fund was created from the generous gift from Phyl Wynn's estate to supplement big-ticket items for the building that could not fit into any one year of operating money. This reserve fund will be replenished through future operating budgets. The first item for the Capital Expenditure Fund was a new roof over the offices. The old one was beginning to leak. The Buildings and Grounds Team created a project list and a capital reserve budget for FY2010.

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

2.3.5 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.

INTERPRETATION: We interpret this policy to mean that the Executive Team must keep expenses within the bounds of the established budget, and such expenses must be incurred with the Board's established Ends' priorities in mind. No commitments can be made that bind financial obligations beyond the current budget year without board approval. We must request Board approval for any requested expenditure in excess of \$7,500. At least two bids must be obtained for any expenditure in excess of \$2,500, where practical. Funds received from givers must be expended in the manner requested by the giver. Church debts, taxes and filings must be completed and settled in a timely fashion. A statement for pledge commitment and payments made will be mailed to members in the last month of each quarter. Monies owed to the Church and not paid within a reasonable period shall be pursued aggressively.

HIGHLIGHTS: With an expected budget shortfall for this fiscal year, the Business Manager and the ET have closely monitored pledge income and held expenses, keeping the Board's End's priorities in mind and maintaining a "surplus" on the balance sheet at least through the first nine months of the fiscal year. The newly formed Stewardship Steering Team led a face-to-face canvass for the pledge drive for FY2010. NOTE: The Balance Sheet, Profit and Loss, an update on the pledge drive, and a final Treasurer's report follow in the Financial Reports Section.

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2.3.6 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.

INTERPRETATION: We interpret this policy to mean that the Executive Team must ensure that the roles and functions of each ET member, within the functioning of the Executive Team, are understood by more than one other member or a staff member; and that the following roles and functions are carried out: Monitoring Limitations and Ends Achievement Reports, creating agendas for ET meetings, making operational decisions for the congregation (contracts, etc.), serving as liaisons to church teams/committees to carry out the work of the church toward the ends, working with staff and lay leadership to develop and monitor the operating budget, etc.

HIGHLIGHTS: This is perhaps the Limitation Policy in which the Executive Team has had the most experience this past year. We successfully transitioned between Rev. Arline Sutherland and Rev. Josh Snyder as chairs of the Executive Team. Rev. Snyder and Rev. Sutherland met for a week of “orientation” last summer. Rev. Josh also met with the staff and the Executive Team during that week. There was some transition within the Executive Team when Rev. Snyder took paternity leave and Rev. Gadon was on sabbatical. The two lay members of the Executive Team are stepping down after three key years of service to the church. The Executive Team is in the process of creating a vision for its restructure. This new structure will be presented to the Board with the goal of implementing it in the fall. Brief daily meetings are now facilitating our staff to know each other’s work and substitute for one another if necessary, one of the goals in last summer’s staff restructuring.

2.3.7 Asset Protection

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

INTERPRETATION: We interpret this to mean that sufficient insurance coverage must be maintained to ensure adequate replacement value as well as for protection of the staff and trustees against liability in their respective capacities. The building must be properly maintained, and wear and tear must be monitored to prevent unnecessary damage. Operating funds must be held in protected accounts, audits must be performed in accordance with the Bylaws, and the handling of funds must meet the standards of the Church’s auditor. Files, information and historical data must be protected from loss or damage. Activities that might jeopardize the Church’s non-profit status are not allowed.

HIGHLIGHTS: This year we conducted a self-audit based on recommendation from the UUA. This resulted in a change in office procedure. We now practice dual-monitoring

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between the work of the Business Manager and the Administrative Assistant. An external audit is envisioned for later in the year. We had an incident of theft in the church this year when the TV was stolen from the Warner Room. Our insurance covered this, and the Women's Alliance was generous enough to purchase a new TV. Glen Barbaras and the Heritage Fund Team led the effort to investigate old designated funds and create a policy for future designated funds. The Finance Team developed and implemented an Investment Policy per the Board's Limitations. The Finance Team recommended to the Executive Team that we keep the Heritage Fund in assets that are more conservative than described in our Investment policy to protect the Heritage Fund from the volatility in the stock market. So far this has proven to be wise, but a change in the Investment Policy or in our investment practices needs to happen so that the two are once again compatible. This will be reassessed in May.

2.3.8 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.

INTERPRETATION: We interpret this to mean that the Executive Team must seek Board approval to set, and possibly change, benefits and/or compensation for Executive Team members who are paid staff. The Executive Team must also get approval for a compensation policy as well as any changes in the compensation and benefits policy, and implement it. The Executive Team cannot guarantee permanent employment to anyone, nor enter into obligations of compensation longer than can be safely projected—presumably one fiscal year. The Executive Team shall have a basic level of compensation and benefits for all full time employees and will not take away benefits already promised to them. The members of the Executive Team who are paid staff shall not be given special treatment relative to other key employees.

HIGHLIGHTS: This year the church created a new 403b Retirement plan for all lay staff in the church. The congregation matches part of the employee's contribution to this program. An addendum was added to the Senior Minister's agreement that allowed his entire family to be covered under the UUA's health insurance plan. Payroll procedures were refined, and some tax issues were improved.

2.3.9 Communication and Support to the Board

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

INTERPRETATION: We interpret this policy to mean that the Executive Team must ensure that the Board is kept apprised of any and all information relevant to its work, and that such information is presented in an easy to understand, concise manner. The Executive Team must ensure that no member or members of the Board are "out of the

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loop” on material information, and that the Board is treated as a single entity. The Executive Team will notify the Board when it is out of compliance with the Limitations Policies and when the Board itself is out of compliance with its own policies. The Executive Team must not speak publicly on behalf of the Board and/or congregation unless a position on an issue has been expressly adopted.

HIGHLIGHTS: The relationship between the Executive Team and the Board of Trustees has enjoyed a high degree of cooperation and collegiality this year. The Executive Team has been presenting to the Board a monthly “Incidental Report” that includes information the ET feels is important for the Board to be aware of, but does not require Board action. The Executive Team has occasionally reported non-compliance with the Executive Team Limitations policies. When this has occurred, the Executive Team also presented a plan to come into compliance with the policy in question, and the Board had the opportunity to approve their plan or not. Individual members of the Executive Team and the Board of Trustees are careful not to speak for their respective groups outside of Board meetings.

2.3.10 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.

INTERPRETATION: We interpret this policy to mean that the Executive Team must be aware of a grant recipient’s intended use of any grant. Usage of the grant must fall within the established Ends, and such use must not be irresponsible, immoral, or illegal. The Team must also be satisfied that the recipient has the ability of achieve their intended results.

HIGHLIGHTS: Our only grant is the Grant for Growth that is managed by the Growth Team. These grants were given to the UU churches in Dover and South Jersey Shore.

2.4 Executive Team 2008-2009 Annual Incidental Report

- **Ministers’ Leave**—This year both of our ministers took some much needed time away from the church. Rev. Barbara Gadon took the second half of her sabbatical from January 1 through April 8. We are so glad that Rev. Gadon can come back to us relaxed and refreshed. We were happy to celebrate the birth of Rev. Snyder’s second son in April. He was away for four weeks of paternity leave from April 13 through May 11.
- **Program Staff Activities**—This year the Program Staff (Rev. Josh, Rev. Barbara, Scott Ward, Catherine Williamson, and Susan Madison) began holding a meeting twice a month. This has greatly facilitated the ability of the program staff to plan for this year and next year. It has also been a time for a good cross-

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fertilization of ideas to occur. One of the big highlights of the year was the Senior Minister's Installation on March 15. This was a huge success that was celebrated by many ministers in the district and the country.

- **Executive Team Activities—**
 - The Executive Team faced some unique challenges this year. We have improved the sophistication and level of detail of our monitoring reports to the Board. This was a big step forward for the Board to perform its monitoring function of the Executive Team. There is still work to do in this area, but we have a firm foundation in place to build upon. These reports are now available on the church's website and in the Parish Hall for all of the members and friends to review.
 - Because the Executive Team created so many new groups this year, it was necessary to redistribute the Executive Team's portfolios. This has allowed greater communication between the Executive Team and the Teams, which again we hope to expand on next year.
 - Ruth Mette and Helen Foss are stepping down from the Executive Team at the end of this year. We are deeply grateful for their years of service. Their contributions to the church in this capacity have been invaluable. This means that the Executive Team will need to restructure itself for next year. As of this writing, a draft of what the Executive Team will look like next year is in the works and will be presented to the Board by the end of the year.
 - Finally we had a \$48,000 budget shortfall last summer. Thanks to the generosity of our members, friends, and visitors, along with wise and careful stewardship on the part of our leaders we have made up this shortfall this year! How many groups can make that claim in this economy?

- **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 VanRenssen, Business Manager; Fran Grubb, Administrative Assistant; Karen Rockhold, Program Administrator; Terry Walls, Building Supervisor; and Robert Warner, Night Custodian.
 - *Executive Team:* Rev. Josh Snyder, Rev. Barbara Gadon, Helen Foss, and Ruth Mette

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○ *Teams:*

Adult RE:	Nan Norling, Maggie Duffy, Jim Davis, Lorinda Leshock, Judy Windle, Janet Jones
Auction Co-Chairs:	Suzanne Perry and Cindy Cohen
Book Corner:	Maggie Duffy, Suzie Cornell, Debbe Krape, Beverly Bach, Sylvia Tarzanin
Booster Cards:	Suzanne Proud, Dale Stratton, Paul Pinson, Jan King, Bill Hardham, Pete Small, Gina Small, Susan Soltys
Buildings and Grounds:	Ken Hostelley, Randy Windle, Gina Small, Pete Small, Bill Flack, Jim Weddell, Noreen Bayly, Jim Davis
Coffee Exchange:	Steven Marek, Abby Marek, Emma Marek
CYRE:	Jane Cislo, Gina Small, Maria Massington, Amy Gunderson, Diane Beneck, Charlotte Grabau
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
Finance:	Anna Hamilton, Glen Barbaras, Steve Cohen, Lew Collat, Bill Flack, Mark Fries, David Harrell, Bill Hardham, Jim Watson, Jeff Granger, Bill Lawrence, Joan Priest, Paul Pinson, Suzanne Proud, Peggy Rawheiser, and Bob Wynn.
Flowers:	Suzie Cornell, Florence De Rosa, Marian

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	Sargeant, Bella Gier.
Green Sanctuary:	Randy Windle, Judy Windle, Maggie Duffy, Betty Wier, Bella Gier, Cindy Cohen, Pat Johnson, Bob Johnson
Greeters;	Bill Johnson, Pat Johnson, Dale Stratton, June Peterson, Judy Govatos, Cindy Cohen, Steve Cohen, Roxanne Harris, Mary Jo Metz, Renee Anderson, Charlie Anderson, Jim Davis, Rita McWhorter, Barbara Perry, Kathryn Lloyd, Nancy Pinson, Paul Pinson, Robert Gadon, Dee Burdash, Barbara Lenahan, Marilyn Hyte, Pat McGee, Phil Dowd, Marie Oakberg, George Huhn, 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 Oakberg
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
Installation Planning:	Marilyn Hyte, Maggie Duffy, Dale Stratton
Leadership Development:	Kathy Granger, Cindy Cohen, Lani Zlupko, Leslie Dickerson, Pam Finkelman, Marge Meyermann
Library:	Judy Windle, Nan Norling, Suzie Cornell
Membership:	Bill Barry, Jan Blanchfield, Florence De Rosa, Jan Jones, Barbara Lenahan, Mary Jo Metz, Sue Oldenburg, Jennifer Philips, John Priest, Terry Ramsey, Margaret Sheridan
Office Volunteers:	Jeannette Burke, Maggie Duffy, Marilyn Hyte, Elyse Reznick, Faith Whittington, Dee Burdash, Suzie Cornell, Florence DeRosa, Noreen Bayly, Deb Griffin, Pat Kent, Pam Finkelman, Peggy Rawheiser, Rita McWhorter, Jean Kennedy, Phyllis Seibel, Mary Jo Metz, Esther Engelhardt, Kathi Weiss
Pastoral Care:	Phil Dowd, Roxanne Harris, Deborah Griffin, Marge Meyermann, Bob Johnson, Jerry Okeson,

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	Joan Flack, Frank Barbehenn, Lori Cowan, Jackie Watson, Jackie Feldman, Peggy Rawheiser, Gerry Drysdale, Cinda Crane, Susan Bleiberg, Suzie Cornell
Personnel:	Florence Rice, Norm Cahill, Marge Meyermann, Suzanne Perry, Eric Olsen, Jennifer Brown.
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 Hanson
Ushers:	Primary: Jim Watson, Jackie Watson, Cindy Cohen, Steve Cohen, Chris Frazer, Robert Gadon, Harry Feldman, Jackie Feldman, Bill Flack, Joan Flack, Connie Cluff, Ed Cluff, Subu Subramanian, Kathie Thomas, Peggy Cairncross, Eleanor Morrow, Margaret Sheridan, Mary Collat, Lew Collat, Lori Cowen, Jim Davis. Substitutes: Glen Barbaras, Bob Burtner, Dotty Burtner, Suzanne Cornell, Neil Craver, Jan King, Nan Norling, Parry Norling, Carol Okeson, Jerry Okeson, Peggy Rawheiser, Pete Small, Paul McGhee
UUSC:	Doyle Dobbins, Beverley Baxter, Miriam Priest-Benedict, Maggie Duffy
Welcoming Congregation:	Kathy Buckalew, Barbara Crowell, Leslie Dickerson, Phil Dowd, Helen Foss, Christine Glatt, Marie Oakberg, Tish Taylor, Marilyn Hyte, Kelly Green
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:	Matt Pinson, Cindy Cohen, George Huhn, Diana Patton, Ryan Egnor-Kiel, Ben Farmer, Annie Sheehy, Tom Sol-Church, Chris Kane

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3 2008 - 2009 Financial Reports

3.1.1 2008 - 2009 Treasurer's Report

The area of focus in this fiscal year was closely managing expenses as well as finding additional sources of income. Since the previous year pledge campaign was conducted during the third year of interim ministry, pledge income was significantly below the amount that was included in the budget. The budget assumed pledge income would be \$628,000 and the pledge campaign only raised \$591,000 (known only in summer 2008 after the May Annual Meeting). The Alliance and Book Corner came to the rescue by providing gifts of \$4200 and \$10,000 respectively that helped close the gap. The Executive Team led by our new Senior Minister along with the entire staff worked hard all year to minimize expenses which has offset the remainder of the funding gap. Through the end of the first 9 months of the fiscal year, operating income has exceeded operating expenses. The Executive Team and Staff are commended for their fiscal management.

A big concern this year was how the Global Financial Crisis would impact the fulfillment of pledges. So far, I am happy to report that most members are able to meet their pledges which is another reason why our finances remain sound.

Our Balance Sheet is in good shape especially in light of what other churches and non-profits have recently faced. We made sure to keep all of our checking and money market cash in FDIC protection by having different accounts none of which exceeded the FDIC maximum. Our biggest financial asset is the Capital Campaign funds which did not lose any value since they were in money markets and not in equities. The one area where we were exposed is the Heritage Fund which was primarily in equities. This was done in keeping with its mission of long-term growth where only a limited amount of interest is withdrawn each year to assist the Operating Funds of the Church.

The church auction held on May 3 was a big success and exceeded our highest expectations. The money raised by generous donations and bids from a number of members helps us to have funds for staff and programs to both serve our members as well as to grow the Church.

The automated giving program from Vanco begun in Feb, 2008 has been steadily growing in sign-ups by our members. The automatic withdrawal of funds from checking accounts or automatic charges to credit cards is a big productivity improvement for the Staff each month since they no longer need to process each check individually. Vanco smoothes out our cash flow since it drives a predictable and equal amount of income each month or quarter for many members. Please consider enrolling.

I want to recognize the Finance Team and their leader, Anna Hamilton for excellent work developing the new Investment policy that was adopted this year and then

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managing our investments thru the difficult financial crisis. I also want to recognize Marina VanRenssen and the Staff for their excellent work in tracking, managing and containing expenses. Finally, I want to let you know how impressed I have been with the willingness of Rev Josh Snyder to dive into the finance issues including attending every meeting of the Finance Team as well as leading this year's Stewardship Campaign.

Respectfully Submitted,

Steven R. Cohen, Treasurer

3.1.2 2009 - 2010 Stewardship Campaign Update

The theme for our Operating Campaign this year is "A New Direction" with our symbol being a hand-held GPS device. With Rev. Josh leading the Campaign, pledge stewards met with individual members to discuss the future of the Church and to solicit pledges for the upcoming fiscal year. As of May 6, the team has raised \$555,500 from 226 pledge units. The outlook is that we will raise \$606,000 and when combined with gifts from the Alliance and Book Corner, we expect to raise \$623,000 which is \$19,000 more than last year. A number of members have significantly raised their pledges, offsetting reduced pledges from a number of members most impacted by the global financial crisis. On average, for every one pledge unit that needed to decrease their pledge, two pledge units have increased their pledge. Also, for the first time ever, we have 9 pledge units in the Warner Giving Circle. To all those who have pledged and especially those who raised their pledge, your generosity is inspiring!!

However, even with the increased income, the amount will not be enough to sustain our church budget at the same level as this year. The reason is that the Congregation passed budgets in the past two years for Church Growth in which we added staff positions to attract and retain church members. This was funded by a one-time withdrawal of undesignated savings of \$62,000 as well as by our auction held every other year. Since these sources of income will not be available for the coming year, an austerity budget will be presented at the upcoming annual meeting.

I would like to thank our campaign team of: Drew Hansen (Marketing), Dave Harrell (Phonathon and Pledge Steward Recruitment), Bill Hardham (Communications), Joan Priest (Pledge Steward Training), Steve Cohen (Statistics) and our Leader, Rev. Josh as well as all of the Pledge Stewards and Phonathon callers for a job well done!

Respectfully submitted,

Steve Cohen on behalf of Rev. Josh Snyder, Chairman

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3.1.3 Balance Sheet, March 31, 2009

Detail Accounts	June 30, 2008	Mar 31, 2009	\$ Change	% Change	Comments
ASSETS					
Operating Checking	90,176	59,804	-30,372	66%	
Capital Campaign Bldg Fund including Barnes Stain Glass	1,143,514	1,207,654	64,140	106%	
Church Group Funds	122,716	101,373	-21,343		
Petty Cash	50	50	0	100%	
					donated by Phyl Wynn which funded the new Small Capital
Money Market	123,932	135,333	11,401	109%	Improvements fund (June 30 restated to donated by Phyl Wynn which was transferred into the Heritage account in Sept 2008 (June 30 restated to
Heritage Fund	608,834	462,116	-146,718	76%	include this amount for
Booster Cards - Inventory	33,555	32,605	-950	97%	
AmerExpress - Mtl Fund ins bequest	16,731	13,237	-3,493	79%	
TOTAL ASSETS	2,139,507	2,012,171	-127,336	94%	
LIABILITIES & EQUITY					
CURRENT LIABILITIES					
2100 · Payroll Liabilities	5,848	1,062	-4,787	18%	
2150 · Audit Reserve	3,000	3,000	0	100%	
2160 · Search reserve	9,822	2,308	-7,514	23%	
GROUP FUNDS					
2201 · Alliance	30,477	25,314	-5,163	83%	and refurbished the Warner Room
2207 · adopt-a-family	75	75	0	100%	
2208 · Gifts that Give	208	348	140	167%	
2210 · Bettoney Lecture	5,081	0	-5,081	0%	Fund
2212 · Bill Kennedy Memorial	782	782	0	100%	
					Donated funds to
2214 · Book Corner	30,325	24,538	-5,787	81%	Operating Income
2222 · Climate Change	1,184	1,212	28	102%	
2225 · Counterpoint	584	2,798	2,214	479%	
2227 · Dave Warner Fund	200	200	0	100%	
2228 · Donations - general help	756	756	0	100%	
2230 · Emmanuel Dining Room	2,634	1,564	-1,070	59%	
2233 · Exchange	341	341	0	100%	
2239 · Habitat for Humanity	1,089	0	-1,089	0%	
2240 · High School Youth Fund	1,765	-130	-1,895	-7%	
2245 · House Pins	683	806	124	118%	
2250 · Library including Sagar Fund	497	477	-20	96%	
2252 · ILYA	17,220	14,590	-2,630	85%	
2255 · O'Neill Book Fund	3,121	3,121	0	100%	
2260 · Partner Church	71	71	0	100%	
2270 · Scott-10 Fund	3,560	3,560	0	100%	
2273 · Social Justice	1,416	1,416	0	100%	

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Balance Sheet (continued)

Detail Accounts	June 30, 2008	Mar 31, 2009	\$ Change	% Change	Comments
2275 · Channing Fund	527	575	48	109%	
2280 · UUpbeats	571	671	100	118%	
2285 · UUSC	938	869	-70	93%	
2286 · Metanexus D-Doser	0	250	250		
TOTAL GROUP FUNDS	104,104	84,202	-19,902	81%	
					Funds owned by Central Delaware UU Church - temporarily held by First
2290 · UU Congregation of Central DE	25,687	23,498	-2,189	91%	UU
2291 · CRE Donations (not for operating)	1,828	468	-1,361	26%	
2292 · Minister's Discretionary Fund	350	600	250	171%	
2500 · Pre-paid pledges for next year	56,152	16,748	-39,404	30%	
2502 · Prof. Devel. from Arline	300	300	0	100%	
2501 · Coming of Age Pass Through	-1,010				
2710 · exp paid in prev yr for TY	-1,084				
2720 · exp for LY pd TY	1,500				
TOTAL CURRENT LIABILITIES	206,499	132,186	-74,313	64%	
LONG TERM LIABILITIES					
2155 · Emergency Reserves Fund	10,977	10,977	0	100%	
					Funded by \$100,000 from Phyl Wynn. Spent a portion of the funds to
2165 · Capital Expenditure Reserve	100,000	78,347	-21,653	78%	repair the leaking roof
2730 · Mortgages payable	115,322	106,000	-9,322	92%	
2750 · Deposits - Security	3,532	3,532	0	100%	
2770 · Heritage & Desig gifts	684,505	470,290	-214,214	69%	
TOTAL LONG TERM LIABILITIES	914,335	669,146	-245,189	73%	
TOTAL LIABILITIES	1,120,834	801,331	-319,502	71%	
EQUITY					
3001 · Opening Bal Equity	72,318	72,318	0	100%	
3010 · Unrestrict (retained earnings)	1,016,489	955,616	-60,872	94%	
Net Income	-70,133	182,906	253,040	-261%	
TOTAL EQUITY	1,018,673	1,210,840	192,167	119%	
TOTAL LIABILITIES & EQUITY	2,139,507	2,012,172	-127,335	94%	

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3.1.4 Profit & Loss, Budget vs. Actual, July 2008 – March 31, 2009

	July 2008 - March 2009	Budget	\$ Over Budget	% of Budget
Income				
Pledge Giving	498,723	510,720	-11,997	98%
Investment/Interest Income	152	2,870	-2,718	5%
Transfer from reserve	0	2,255	-2,255	0%
Rental Income	84,014	88,356	-4,342	95%
Plate Offering special collections	10,363	0	10,363	100%
Plate offering undesignated	4,708	4,613	95	102%
Special Events - Fund-raising	0	7,501	-7,501	0%
Adult Enrichment Fees	2,945	4,000	-1,055	74%
Non-pledged Income	14,013	15,815	-1,802	89%
Booster Card Net Sales (profit)	5,216	6,018	-802	87%
DVD sales	176			
Operating Income	620,310	642,148	-21,838	97%
Expenses				
Salaries	275,047	276,781	-1,734	99%
Independent Contractors	10,130	11,203	-1,073	90%
Pension Plan Contributions	9,537	11,813	-2,277	81%
Housing	67,753	67,786	-33	100%
Interim Sr minister per diem	3,380	3,380	0	100%
Employer Paid Insurance	27,629	29,133	-1,504	95%
Employer FICA	18,985	16,075	2,909	118%
SECA- Cash in Lieu FICA	5,164	5,519	-356	94%
Worker's Comp Insurance	2,760	4,731	-1,971	58%
403B - Employer Contribution	10,440	10,402	38	100%
Other salary & related expenses	159			
Professional Expenses	12,017	17,775	-5,758	68%
Office Expenses	16,891	24,724	-7,833	68%
Financial Mgmt. Expenses	2,964	4,875	-1,911	61%
Maintenance and Repairs	11,888	14,063	-2,175	85%
Utilities	34,211	44,103	-9,892	78%
Exterminators	509	540	-31	94%
Lawn Care & Snow Removal	5,500	7,266	-1,766	76%
Alarm System & Sprinkler	2,574	2,325	249	111%
Cleaning/Paper/Plastic Supplies	1,949	3,285	-1,336	59%
Property Liability Insurance	8,232	19,200	-10,968	43%
Transfer to Emergency Reserve	0	0	0	0%
UUA Mortgage	13,811	13,800	11	100%
Children's RE	4,437	5,552	-1,115	80%
Music Expenses	2,641	3,300	-659	80%
Adult Enrichment	4,240	3,000	1,240	141%
Pastoral Care	125	225	-100	56%
Library	260	375	-115	69%
Membership Growth & Development	2,175	2,625	-450	83%
Adult Programming	6,800	6,225	575	109%
Church Services	4,212	7,643	-3,431	55%
Long Range Planning	0	750	-750	0%
Leadership Development	0	0	0	0%
Green Sanctuary	0	375	-375	0%
Search & Relocation Exp Accrual	10,000	10,000	0	100%
UUA Annual Dues	19,992	19,278	714	104%
JPD Dues	8,925	8,568	357	104%
Charitable Gifts	9,952	9,075	877	110%
Grant for Growth	3,656	2,000	1,656	183%
UU Growth Committee	0	375	-375	0%
Operating Expenses	612,145	662,483	-50,338	92%
CASH FLOW	8,165	-20,335		

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3.1.5 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.

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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3.1.6 Proposed 2009 - 2010 Operating Budget

	A	B	F	H
1	Approved 2008- 2009 Budget restructured with salary chngs	Income/Expense Item	Proposed 2009-2010 Operating Budget as of May 5, 2009	Notes
2	476	Denomination Dues membership	442	Readjusted from 509 reported to UUA in February after review of membership rolls.
3	628,420	Pledge Income	606,000	Prior year budget for pledges was high and included Alliance and Book Corner supplementary contributions of \$12,700. This year, the supplementary contributions from these groups are shown on lines 9 and 19. Actual pledges for last year totaled \$591,300. With 91% of pledges in this year, \$606,000 is a realistic estimate.
4	37,700	Less Shrinkage factor	48,480	assumes 8% shrinkage rate vs prior year 6%
5	590,720	Net Pledge Income	557,520	
6	25,000	Pledge Income-Previous Yr	20,000	Based on trend for 08-09
7	615,720	Total Pledge Giving	577,520	
8	3,830	Investment/Interest/Div Income	2,000	Based on trend for 08-09
9	62,255	Transfer from Reserves	8,000	Book Corner contribution
10	15,000	Heritage Fund Income	24,950	FY 08/09 used 3% of value, FY 09/10 ask to approve 5% of Heritage Endowment Fund value Value 12/31/08 is \$499,000
11	81,085	Total Investment Income	34,950	
14	117,810	Total Rental Income	119,900	
15	5,900	Plate Offering Undesignated	5,900	Undesignated plate offerings
16	new	Grants	0	zero value pending results of investigation into grants, perhaps a LREDA grant to fund RE assistant position? Energy saving improvements grants?
17	12,100	Special Offerings	0	special offerings moved to pass-through account instead of operating budget - see addendum
18	20,000	Non-pledged income	23,200	All donations not specified for pledge or other purpose amt based on trend 116% as of 1/27/09
19	10,000	Special Events-Fundraising	9,000	Alliance contribution
20	8,000	Net Booster Sales	8,000	No increase;we are working on improving publicity but plan flat since we are at 80% of budget for 08/09
21	new	Coffee hour income (coffee, donation for snack)	1,800	Based on trend for 08-09
22	4,000	Adult Enrichment Fees	4,000	Based on trend for 08-09
23	60,000	Total Other Income	51,900	
24	874,615	Total Income	784,270	

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	A	B	F	H
	Approved 2008- 2009 Budget restructured with salary chngs	Income/Expense Item	Proposed 2009-2010 Operating Budget as of May 5, 2009	Notes
27				
28		Expenses		
57	472,848	Total Salaries	455,692	Salary reductions 2.5%
75	101,514	Benefits & Taxes	113,312	FICA, Pensions and 403b adjust with salary; last year's budget omitted minister pension in error. Some benefit costs increased.
76	574,362	Total Staff Related Expenses	569,003	Funding levels exceed 70% of income; \$569,003 divided by income line \$784,70 = 72.6% Salary and benefits at 70% of projected income is \$548,989
86	23,460	Professional Expenses	12,797	45% reduction for all Prof Exp
94	30,980	Total Office Expenses	31,284	Based on tight budget control and trends for 08-09
101	7,500	Total Financial Mgmt Expenses	6,067	Based on tight budget control and trends for 08-09
117	124,820	Total Building Operations Expenses	107,444	No contribution to maintenance and capital reserves
118	18,400	UUA Mortgage Payments Interest and Principal	0	Paying off mortgage eliminates debt service, 7 years remain on mortgage
119	18,400	Total Debt Service	0	
120	181,700	Ongoing Operations	144,795	Paying off mortgage reduces ongoing operations
121	7,000	Total CRE Expenses	7,000	no reductions
122	4,000	Total Music Expenses	4,000	no reductions
127	7,300	Total Adult Programming	3,000	
135	9,415	Total All Church Services	4,992	50% reduction, primarily in marketing and external communications
144	12,250	Total Miscellaneous	0	no funds allocated to Search & Relocation accrual, long range planning, guest ministers, green sanctuary
145	39,965	Church Programs	18,992	
146	25,704	UUA Dues	24,752	Reduced based on recalculated membership of 442; this is a 13% reduction from funding 509 members originally certified. \$56.00 per member
147	11,424	JPD Dues	11,492	Reduced based on recalculated membership of 442; this is a 13% reduction from funding 509 members originally certified. \$26.00 per member
148	37,128	Total Denominational Membership	36,244	cost of membership is \$82 per active member
149	400	Murray Grove	0	eliminated
150	4,000	Grant for Growth	2,000	50% funded; balance from special plate offering suggested.
151	500	UU Growth Committee	0	eliminated
152	1,000	Faith Center	0	eliminated
153	12,100	Special Offerings	0	removing special offerings from operating budget and including in Addendum. See Special Offerings Addendum.
154	18,000	Total Charitable Giving	2,000	
155	18,000	Total Church Mission	2,000	
156				
157	874,615	Total Income	784,270	
158	874,615	Total Expenses	783,832	
159	0	Difference	\$438	

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3.1.7 Proposed 2009 – 2010 Special Offerings Addendum

Income/Expense Item	Entered in QB Approved 2008 2009 Budget restructured with salary chngs	2009- 2010	Comments
Special Offerings Income	12,100	15,000	Amt based on trend for 2008
Charitable Giving (special offerings) Expenses	12,100	15,000	Funded by special plate offerings

FY 08-09 collections		
Neighborhood House	7/27/08 special collection	653.13
Tennessee Valley UU Church	special Collection	941.00
Half the Sky	August 2008 special Collection Earthquake Fund	768.27
Amnesty International	Special Collection Sept 2008	1,038.30
Delaware Community Foundation	special collection in honor of Russ Peterson	1,894.00
Central Asia Institute	Special Collection 11/30/08	860.16
Food Bank of Delaware	12/24/08 collection	1645.79
Pacem in Vitae	02/26/2009 collection	668
UUA Living Tradition Emanuel Dining Room	Rev. Snyder Installation	1109
UU House	Multiple collection dates 03/26/09 collection	1196 621
Total		11,394.65

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3.1.8 Proposed 2009 – 2010 Capital Expense Budget

Budget for Capital Expenditure Reserve		Comments
25% of 97073	24268 available	
2009-2010 Plan	Estimated cost	
Replace eight windows in the youth center with insulated glass	4500	
Paint and repair wood exterior of all buildings -	12000	
a. Exclude all windows with the exception of the youth center		
b. Vent soffits as required to prevent mildew		
c. repair wood rot		
d. Scrape, sand, prime, paint		
Total	16500	
Not spent 2009-2010	7768	Carry over to 2010-2011