

Unitarian Universalist Church of Arlington  
Annual Congregational Meeting Minutes D R A F T

**June 5, 2016**

**CALL TO ORDER, WELCOMING BOWLS, AND CHALICE LIGHTING: 11: 50 A.M.**

**In Memoriam and in Gratitude**

UUCA members who passed away last year were recognized with a reading of each of their names:

Peter Aoki; Mary Buffum; Marjorie Clark; Julie Dickson; Madeline Ehrman; Robert Eldridge; Sylvia Fibel; Martha Figueroa; Seymour Fishbein; Bill Hamilton; Mary Johnston; Jamie Kendall; Judith King; Mary Lathram; Annette Normand; Nancy Perry; Clayton Selph; Patricia Selph; Patricia Straus.

**Opening Hymn:** Come, Come, Whoever You Are, No. 188 in *Singing the Living Tradition*

**STATE OF UUCA**

**Executive Summary Report — Rev. Aaron McEmrys**

Rev. McEmrys highlighted his report to the congregation, included in the online annual report, posted at [uucava.org](http://uucava.org). He mentioned core businesses accomplishments:

- The church is financially strong, and is taking the necessary steps to fund mortgage commitments while maintaining staff and programs. Thanks to Don Leverenz and the Finance team's efforts, a five-year view of the budget is now part of planning. As the Capital Campaign ends, it's clear capital expenses exceed pledge fulfillments, so more work remains in that area.
- The Stewardship Team led by Diane Ullius is guiding integration of fundraising and development under one umbrella, including Finance, Stewardship, Strategic Planning, and Endowment Teams.
- The five-year Strategic Plan written this year by Allen Keiswetter and the Strategic Planning Team reflects broad and deep outreach for input from 250 members of the congregation.
- Facility use is increasing, with revenues up 25% this year, and nearly 40% since 2014.
- Communications have increased with greater and timelier use of the website; a new website is under development. Also, Tech Team leader Paul Kearney has helped increase video support and coverage of services and programs.
- The need for leadership development in the middle ranks of the organization has led to stepping up opportunities for congregational leaders.
- He said three new staff members have joined the church: Chief Administrative Officer Tamara Srader, Director of Lifespan Religious Education LeeAnn Williams, and Coordinator of Youth and Young Adult Ministries Andrea Albamonte. The budget has been drafted with a 2% cost of living adjustment to better align compensation with market expectations.

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Turning to the church mission, Rev. Aaron highlighted progress toward the three strategic “end” polices. More details are available in his full report posted online, at [uucava.org](http://uucava.org):

- **People feel they belong and are cared for.** Small groups for young adults and international members, pastoral care, and programs cutting across various congregants age and cultural backgrounds are increasingly helping youth and adults of all ages feel like they count.
- **People experience a spiritually vital faith community.** Progress on the first mission “end” has allowed for greater focus on community and faith outreach. Circles of Trust are guiding participants to confidently put faith into action. Four UUCA members are training to facilitate active engagement of aging congregants. Chalice families are designated to light the chalice at services, and take it home during the week for spiritual reflection and discussion. Work on increasing intercultural competency and diversity is ongoing as part of a three-year effort
- **The Church is a force for service and social justice.** Rev. Aaron praised Rev. Linda Olson Peebles for her contribution as president of the UU Ministers Association, bringing together ministers throughout the UU faith. He mentioned sending church delegations to Guatemala, and the high school youth group to Appalachia, where they met residents facing both poverty and environmental degradation. He noted that the Israel/Palestine Team focused important attention and dialogue on interfaith understanding with Jewish, Muslim, and other populations.

**Board of Trustees Update — Steve Brannon (Attachment 1)**

Chair Steve Brannon summarized Board of Trustees work during the past year. He encouraged congregants to always stay calm and collaborative even when important issues with diverse perspectives tend to raise passions and voices. “Take a deep breath and stay calm,” he advised.

He highlighted the covenant that Rev. Aaron and the Board formed, focusing on bringing core UUCA values to life: gratitude, trust, commitment, diversity, and compassion. This was accomplished while maturing foundational governance practices of linkage, policy, and monitoring.

He explained “linkage” as what the board does to stay in contact with the congregation. This past year, that included speaking with youth, parents, and teachers about spiritual growth. The Board then applies linkage work to guide Rev. Aaron as the UUCA Executive. Steve said that the Board had reviewed all Executive Limitations this past year, and had revised policies that needed to be updated and more specific. He said that the Board made an effort to focus on identified mission ends more, and less on rules and details the Executive follows, once those were clarified.

Steve thanked retiring board members Wendy Jessup and Mary Pike, as well as Secretary Joan Perry for their service.

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**Awards and Recognition**

Awards to UUCA members recognized exceptional service to the community:

Unsung Hero Award: Joella Hertzler

Jack McWethy Award for Religious Education: Dee Emory

Joan Gelbein "Incredible Lightness of Being" Award for volunteering with grace  
and good nature: David James

Vera Tilson Award for Music Ministry: Susan Andalora, Mary Shilton, and Lori  
Rottenberg

Joseph Fisher Award for Community Service: Jacomina de Regt

Distinguished Service Award: Beth Rager

Board Chairman's Award: Peter Vitaliano

In addition, Rev. Aaron recognized Steve Brannon, outgoing Board chair, for his service to the UUCA community, including support and kindness to the ministers and church staff.

**BUSINESS MEETING**

**Call to Order**

Steve Brannon called the meeting to order at 12:50 p.m.

**Establishment of a Quorum – Teller Committee** – Sarah Masters said a quorum was reached for the meeting. Under Article IV, Section 5 of the UUCA bylaws, a quorum is the lesser of 8% of members, or 75 members. Teller Committee members were: Sarah Masters, Chair; Betsy Bailey, Joella Hertzler, Wendy Jessup, Regina Koffman, Mary Pike, and Kathy Smith.

**Certification of Membership Listing and Notice** – Betsey Lyon, substituting for Secretary Joan Perry, certified that 144 members were in attendance at the start of the meeting. UUCA members eligible to vote at the meeting were provided written materials including the agenda, budget, and reports in a timely manner consistent with the bylaws. Note: The count of certified voting members reached 154 after the start of the meeting.

**Appointment of a Parliamentarian** – Steve Brannon appointed James Tsai as meeting parliamentarian.

**Purpose of the Meeting and Rules of the Meeting and Election**

Steve Brannon referred attendees to the meeting and election rules included in their meeting packets. The congregation voted to adopt the rules, included as page 6 of these minutes.

**UUCA Covenant Reading**

We covenant with each other, promising our goodwill and honest effort, pledging our care and support to one another and to our church community, challenging one another to live in accord with our Unitarian Universalist principles.

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With this common purpose as our source, we covenant:

- to welcome all who come to us with acceptance and respect for the differences among us;
- to practice patience and speak the truth directly and with compassion;
- to reflect carefully about the potential results of our words and actions before we speak or act;
- to keep our discussions to topics and issues rather than personalities;
- to acknowledge that we may not always agree with the group decisions, but we will support and participate in decision-making processes that are collaborative and democratic;
- to seek to resolve disagreements to our mutual satisfaction and ask for help when needed;
- to speak directly to those with whom we have disagreements;
- to facilitate direct communication between parties in conflict, when appropriate;
- to act with loving kindness, seeking to promote justice, equity, and compassion;
- to speak out with loving kindness when we witness disrespectful interactions;
- to understand that building our beloved community requires learning and practice.

**Treasurer's Report – Peter Vitaliano (Attachment 2)**

Peter summarized his report, which is attached and is included in the online Annual Report at [uucava.org](http://uucava.org).

**Board-Recommended Budget for 2016-2017 (Attachment 3) – Peter Vitaliano and Tamara Srader**

Four members of the congregation raised questions about the budget. One person asked how the proposed 2% cost-of-living increase for staff would be funded, and was told that the Endowment fund will be used to make up the budget shortfall between expenses and revenues, including the COLA. Another person asked that consideration be given to increasing office hours along with providing a COLA for staff. Rev. Aaron said that staffing and compensation are being reviewed, with the goal of aligning pay and benefits with UUA midlevel salaries. He noted that meeting market expectations would support staff retention.

A third person requested that salary increases be clearly identified in the budget for transparency. She added that staff hour cuts had added a burden for volunteers. In response to a fourth question about an eliminated line item for childcare costs, Tamara explained the funds were included under staffing, where they should be for administration and audit purposes.

Diane Ullius commented that giving levels determine 85% of the budget, and the budget carefully balances expectations with reality.

A motion was made and seconded to approve the budget. **APPROVED.**

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**Nominating Committee Report: Nominating Committee Slate – David Shilton**

Nominating Committee Chair David Shilton presented the Nominating Committee slate, which had been shared well in advance of the meeting. Nominating Committee members were Pat Findikoglu, Gerda Keiswetter, Regina Koffman, and Melissa Rea.

David mentioned efforts to find dedicated UUCA members with diverse perspectives, and listed the slate:

- Four Board of Trustees openings for members elected for a term of two years, with the opportunity to serve (if re-elected) for a total of three consecutive terms (six years). Nominees are Janice Morris and Paula Bendl Smith (current Trustees) and Warren Wright and Al Himes (new).
- Three openings for the Nominating Committee, elected for a single two-year term. Nominees are Bill Turner, Ben D'Avanzo and Tina Hinh.
- Board Secretary is elected annually. The nominee is Betsey Lyon.
- Church Treasurer is elected annually. The nominee is Peter Vitaliano, the current Treasurer. Assistant Treasurers are elected annually. Nominees are Bob Gayer and Gene Mulligan, who both currently serve in that capacity.

**Other Nominations**

There were no additional nominations from the floor.

**Elections**

Steve Brannon asked for a motion to approve the Nominating Committee slate of candidates for the Board of Trustees, Secretary, Treasurer, Assistant Treasurers, and Nominating Committee. A motion was made and seconded. By voice vote, the motion was **APPROVED**.

**Approval of Minutes of 2015 Annual Meeting**

Minutes from the 2015 Annual meeting had been published along with notice of the 2016 meeting, and copies were provided before the meeting. A motion was made and seconded to approve the minutes of the last annual meeting as distributed, pending any motions for correction; no motions were offered. The motion to accept the 2015 annual meeting minutes as distributed was seconded and the minutes were **APPROVED**.

**Closing Hymn:** 'Tis a Gift to be Simple, No. 16 in *Singing the Living Tradition*.

**Adjournment**

Board Chair Steve Brannon moved to adjourn the meeting. Hearing no objection, the meeting **ADJOURNED** at 1:30 p.m.

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### **Rules for the Annual Meeting and Election**

The Annual Meeting of the Congregation is held at the call of the Board of Trustees to elect Officers and Trustees and vote on whether to approve the budget for the upcoming Church year.

General Rules for the UUCA Annual Congregational Meeting:

1. To speak, you must first be recognized by the Chair. Only members eligible to vote may speak.
2. Except for scheduled agenda presentations, speakers will be limited to one and a half minutes and to the issues raised by the motion. If there are pros and cons, they will be kept in balance. No one may speak twice on an issue. Overall time limit for statements about the budget is 20 minutes.
3. Speakers are to respect our UUCA covenant. They must address ideas and points, not personalities or people. Opinions should not be presented as facts. Facts and circumstances should be described accurately.
4. This meeting will last no more than two hours, preferably less. To stay within that timeframe, additional agenda items will not be added.

Rules for Election:

1. Nominating Committee begins by nominating its entire slate.
2. Nominations may then be made from the floor. Nominees from the floor must declare they are willing to serve if elected, and must be a member in good standing.
3. If there is a contested race, the election will be by written ballot. Cumulative voting is not permitted, and ballots with more than one vote for any candidate will be disallowed.
4. Candidates (or their representative if absent) for contested seats may speak on their own behalf for 1.5 minutes. There will be no other speeches.
5. Only members in good standing may vote.
6. Business will move forward while Teller Committee counts ballots.

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**Attachment 1**

**Board of Trustees Update**

Steve Brannon, Chair

Stay calm. Don't panic. As I think back on my time in the boardroom, that's the lesson I want to share with you. There's a dimension of our church life where we come together for decision making, like this meeting. It's a structured and practical process. The order of service today even calls this part the business meeting. But at the same time we're dealing with a lot of the things that matter most to us, sometimes even the same issues where in other contexts we carry signs, raise our voices, and take bold action. So how do we do our planning and decision making, our governance, about these same things when we come together, at church?

It looks to me like we have a choice, and I think it's worth making the choice intentionally. On one hand, we can work collaboratively. We can come together encouraging each other to raise our diverse perspectives, to respect those diverse perspectives, work to understand them, and practice healthy conflict. Then we can all come out together on the other side united behind all our best ideas and decisions. Or we can take an adversarial approach, where each of us may be fighting for what we truly believe is best, but we tear each other down in the process. We do great things sometimes, but none of us is perfect, and I've seen us go both ways.

My experience has been that when we get to the issues that are most important, the ones that matter to us most deeply, we intuitively recognize them. But then too often, without even thinking about it, we invite each other to treat that important decision like a crisis, even when it's not—sometimes I think I see us accidentally invite each other to panic. So if you remember something I say today, please remember this: try to recognize the choice we have when we come together about something we care a lot about. Take a deep breath. And stay calm. I've seen us do our best work at church and become our best selves when we work with each other, not against each other. And as a wise man once wrote, don't panic.

Of course, I would be remiss if I didn't also give an update on the board's governance. Out of all the things we've done this year, first I want to highlight the covenant that Rev. Aaron and the board formed together. We went through a process of examining our core UUCA values—gratitude, trust, commitment, diversity, and compassion—and we talked about what actions best bring those values to life. In addition to relational work like that, I'm happy to report that we've also matured our foundational governance practices of linkage, policy, and monitoring.

First, linkage is what we do to as a board to stay in contact with you, the congregation. One of our responsibilities is to seek out all of our church's moral owners, not just the ones who have the means and desire to approach us. So this year we went downstairs to talk with the youth, parents, and teachers in the RE program to tackle the question, "How can our spirits grow together?" With some amazing help from staff and volunteer facilitators, board members engaged with over 100 participants using stories and drawings to talk about the difference UUCA is making and could make in our lives. And the board's linkage working group is finalizing what we heard, learned, and experienced for a report back at the end of this month.

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Second, based on the foundation of all our linkage work, past and present, the board uses policies to guide Rev. Aaron as Executive about the direction we believe UUCA should go. We do this with Ends policies that describe what difference we should make, and with Executive Limitations, that describe means that would be unacceptable to achieve our ends. For a few years now, the board had left our policies the same as we focused on other priorities. But this year we stepped up our policy making a notch and with leadership from our policy working group, we made a full pass through all our Executive Limitations, revising the parts that needed to be adjusted. We also held three policy review sessions, one about each of our Ends, to explore what each of them means in practice and how we might make the policies more specific and concrete.

Third, the last main board practice is monitoring to make sure the Executive is meeting each policy expectation. We're on track to monitor each of our policies this year, just like last year. And we also expanded the time we spent monitoring our progress towards our Ends by devoting one report and meeting to each End this year versus discussing them all at the same time like we did last year. That's part of a conscious shift we're making as the board and Rev. Aaron mature in our governance. As we need to spend less time on monitoring the rules and details in Executive Limitations, it frees us up to spend more time on our Ends and the kind of visioning work for UUCA's future that the board needs to do. Last but not least in the category of monitoring, our audit working group has met with the staff to conduct an internal audit for this year, and they will also finish their work this month.

Finally, I want to close by thanking the officers of the church leaving their official roles in the boardroom. Wendy Jessup and Mary Pike are finishing their service as board members, and Joan Perry is finishing her services as Secretary. It's been an honor to work with you, and we'll miss everything you've brought to our work together. Thank you for everything you've done and everything you do for UUCA.



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**Attachment 2**  
**Treasurer's Report**  
Peter Vitaliano

**UUCA Operating Results: Revenues and Expenses**

The church has an operating budget of \$1,468,000 for Fiscal Year 2015-16, which was approved by the Congregation at the annual meeting on June 7, 2015. During the first six months of the fiscal year, total revenues averaged just over \$155,000 per month and total expenses averaged just over \$116,000 per month. These results were due largely to the higher than average pledge payments that typically occur during the first half of the July-June fiscal year, particularly yearend payments in December for tax purposes, to an earlier-than-typical pattern of pledge payments this year and to vacancies in the staff positions of Chief Administrative Officer and Director of Lifetime Religious Education during all or part of the first half of this fiscal year. At the end of December, the year-to-date operating surplus, or surplus of revenues over expenses, was \$234,250. During the subsequent four months, January through April, total revenues averaged just over \$82,000 per month and total expenses averaged \$123,666 per month. These results were due largely to lower than average pledge payments typical for a fiscal year second half and to the filling of remaining staff vacancies. At the end of April 2016, the year-to-date operating surplus was down to just under \$68,100.

At the end of April 2016, year-to-date total revenues were \$1,259,540, just ahead of budget. Key components of total revenues were pledge payments and contributions (87% of total and just over budget), rental revenue (9% of total and almost equal to budget for the full year) and fundraising (3% of total and under budget). At the end of April 2016, year-to-date total expenses were \$1,190,963, which was under budget. Key components of total expenses were total staff costs, both compensation and benefits (68% of total and just under budget), buildings and grounds (13% of total and over budget) and mortgage payments, not including the construction line of credit, which is still being paid from the Capital Campaign (9% of total and just under budget).

**UUCA Investment Funds and Reserves**

The church's operating reserves consist primarily of the General Fund/Designated Accounts and the Replacement Reserve, both invested in Fidelity Mutual funds. The former holds liquid funds not needed for immediate expenses, which are paid from BB&T checking accounts. The latter is restricted. The combined balance in these two accounts at the end of April 2016 was \$245,995. Board policy under policy governance requires the Executive to operate with at least two months of liquid operating reserves, unless otherwise approved by the Board. Two months of the church's operating budget of \$1,468,000 for Fiscal Year 2015-16 is \$244,667, so this policy was complied with as of April 30, 2016.

The UUCA Endowment Fund consisted, at the end of April 2016, of \$969,438 invested in various Vanguard mutual funds plus \$612,682 due from the Capital Campaign plus \$29,092 in notes receivable from the OpenDoor Housing Fund (ODHF), for a total of \$1,611,212. Board policy under policy governance requires the Executive to maintain a balance in the Endowment Fund

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not less than 100% of the annual operating budget (\$1,468,000 for the current fiscal year) except in connection with refinancing the mortgage, in which circumstance the Endowment Fund balance shall be not less than 50% of the annual operating budget. Therefore, this policy was complied with at the 100% level as of April 30, 2016. Board policy under policy governance also permits the Executive to draw up to 4% of the Endowment Fund balance each year for annual requests and also more than 4% of the Endowment Fund balance for the purpose of refinancing the mortgage.

The loan from the Endowment Fund to the Capital Campaign was collateralized by legacy pledges to the Capital Campaign. This obligation, which is internal to the finances of the church, has \$200,000, or about 33% of the balance, of remaining legacy pledges against it. ODHF paid the church \$12,687 in principal and interest on its notes from UUCA during Fiscal Year 2015-16. This represented about 30% of the outstanding balance of, and interest on, these notes. ODHF has ceased its business operations but is continuing to collect some payments on its portfolio of loans to low-income housing organizations, which will be paid out to UUCA on a pro-rata basis as received. This portfolio is being liquidated and is in various stages of payment, non-payment and potential foreclosure, so the current balance of the notes must be considered illiquid and will need to be written down to a more realistic level prior to the next external audit of the church's finances.

#### **Capital Campaign and Long-term Debt**

The balance on the construction line of credit for the recent addition to the church building and related work on the parking lot was \$1,783,222 at the end of April 2016. Interest and principal payments to date have been made from the Capital Campaign but will need to be incorporated into the operating budget next year. The balance on the existing mortgage was \$1,830,670 at the end of April 2016. This mortgage, together with the construction line of credit, will need to be combined and refinanced at the end of Fiscal Year 2016-17.

#### **Other Finance-Related Board Policies under Policy Governance**

Other board policies under policy governance impose various requirements on the Executive in connection with managing the church's finances. These include operating with an approved annual budget, a long-term financial plan, a long-term strategic plan, and a 20-year facilities maintenance/replacement plan and restricted replacement reserve. Board policies also require the Executive to seek the board's approval for a number of financial actions beyond day-to-day operations under the annual operating budget. As of April 2016, the Executive was in compliance with these policies with the exception of a policy that requires UUCA to provide its full fair share of financial support to the Unitarian Universalist Association (UUA) and the Joseph Priestly District of the UUA, which is merging with three other UUA districts to become Central East Region of the UUA (UUA-CER). UUCA has budgeted \$36,000, or 50% of full fair share of support to the UUA and JPD for Fiscal Year 2015-16.

## Expenses

## Staff

Salary	716,955	779,280	806,650	834,802	851,498	868,528
FICA	54,020	59,615	61,709	63,862	65,140	66,442
LTD	3,648	3,945	4,086	4,230	4,314	4,401
Retirement	68,992	77,759	86,428	89,479	91,268	93,093
Health	111,000	113,366	126,228	135,851	146,436	158,080
Prof expenses	36,472	36,472	36,472	36,472	36,472	36,472

## Ministry and Worship

## Church Office

## Mortgage

## Youth and Ministry

## Member Support

## Building and Grounds

## Communications

## Our Wider Movement

## Faith in Action and Outreach

## General Fund Surplus Replenishment

## Expenses

Increase Cumulative  
Increase Year to Year

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed	2020/2021 Proposed
Salary	716,955	779,280	806,650	834,802	851,498	868,528
FICA	54,020	59,615	61,709	63,862	65,140	66,442
LTD	3,648	3,945	4,086	4,230	4,314	4,401
Retirement	68,992	77,759	86,428	89,479	91,268	93,093
Health	111,000	113,366	126,228	135,851	146,436	158,080
Prof expenses	36,472	36,472	36,472	36,472	36,472	36,472
Expenses	13,500	17,500	17,850	18,207	18,571	18,943
Expenses	51,850	67,750	61,285	62,341	63,918	65,016
Expenses	130,000	236,000	236,000	236,000	236,000	236,000
Expenses	26,100	22,350	22,797	23,253	23,718	24,192
Expenses	23,150	23,150	23,613	24,085	24,567	25,058
Expenses	168,735	176,761	180,096	183,498	186,968	190,507
Expenses	7,450	7,450	7,599	7,751	7,906	8,064
Expenses	36,000	36,000	41,820	42,656	43,510	44,380
Expenses	16,400	16,400	16,728	17,063	17,404	17,752
Give the Plate	0	0	0	0	0	0
Expenses	-	-	25,000	25,000	25,000	25,000
	1,464,272	1,673,798	1,754,361	1,804,550	1,842,690	1,881,929
	1,464,272	209,526	290,088	340,278	378,418	417,657
	1,464,272	209,526	80,563	50,190	38,140	39,239

# A 5 Year Spending Plan to Move Forward the Mission and Ministry of UUCA

## Budget Meeting 3

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**Expenses**

		<b>2015/2016 Approved</b>	<b>2016/2017 Proposed</b>
Staff			
	Salary	\$ 716,955.00	\$ 779,279.81
	Benefits	\$ 276,529.00	\$ 291,157.26
Ministry and Worship			
	Expenses	\$ 13,500.00	\$ 17,500.00
Church Office			
	Expenses	\$ 51,850.00	\$ 67,750.00
Mortgage			
	Expenses	\$ 130,000.00	\$ 236,000.00
Youth and Ministry			
	Expenses	\$ 26,100.00	\$ 22,350.00
Member Support			
	Expenses	\$ 23,150.00	\$ 23,150.00
Building and Grounds			
	Expenses	\$ 168,735.00	\$ 176,761.00
Communications			
	Expenses	\$ 7,450.00	\$ 7,450.00
Our Wider Movement			
	Expenses	\$ 36,000.00	\$ 36,000.00
Faith in Action and Outreach			
	Expenses	\$ 16,400.00	\$ 16,400.00
General Fund Surplus Replenishment			
	Expenses	\$ -	\$ -
Total Expenses		\$ 1,466,669.00	\$ 1,673,798.06
Total Revenue (D)		\$ 1,468,000.00	\$ 1,673,798.00
Difference			\$ 0.06

## Ministry and Worship

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed
5123 Worship Guests	2,500	2,500	2,550	2,601	2,653
5124 Worship Svcs/Other Expenses	2,000	2,000	2,040	2,081	2,122
5134 Special Events	1,500	1,500	1,530	1,561	1,592
5616 Guests and contractors	3,500	7,500	7,650	7,803	7,959
5630 Purchases/Other expenses	4,000	4,000	4,080	4,162	4,245
<b>Total, Ministry and Worship</b>	<b>13,500</b>	<b>17,500</b>	<b>17,850</b>	<b>18,207</b>	<b>18,571</b>
<b>Annual Increase</b>		<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

## Church Office

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed
5219 Bank Fees	3,000	3,000	3,060	3,121	3,184
5221 Credit Card Processing	4,250	4,250	4,335	4,422	4,510
5222 Audit	-	16,000	8,500	8,500	9,000
5223 Payroll Expenses	4,100	4,100	4,182	4,266	4,351
5224 Unallocated Staff Expenses	1,500	1,500	1,530	1,561	1,592
5228 Worker's Comp	4,500	4,500	4,590	4,682	4,775
5230 Misc.	900	900	918	936	955
5232 Health Benefit Plan	1,200	1,100	1,122	1,144	1,167
5235 Staff Training	-	-	-	-	-
5240 Office Supplies	6,250	6,250	6,375	6,503	6,633
5245 Postage	4,000	4,000	4,080	4,162	4,245
5250 Telephone	6,150	6,150	6,273	6,398	6,526
5255 Office Machine Maintenance	15,000	15,000	15,300	15,606	15,918
6101 Office Equipment	1,000	1,000	1,020	1,040	1,061
<b>Total, Church Office</b>	<b>51,850</b>	<b>67,750</b>	<b>61,285</b>	<b>62,341</b>	<b>63,918</b>
<b>Annual Increase</b>		<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

## Mortgage

5801 Mortgage	130,000	236,000	236,000	236,000	236,000
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## General Fund Surplus Replenishment

General Fund Surplus Replenishr	-	-	25,000	25,000	25,000
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## Children and Youth Ministry

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed
5310 Volunteer Training	5,000	5,000	5,100	5,202	5,306
5315 Adult Education Expenses	2,500	2,500	2,550	2,601	2,653
5320 RE Supplies	2,900	2,900	2,958	3,017	3,078
5322 Libraries	-	-	-	-	-
5325 Instructional Resources	1,400	1,400	1,428	1,457	1,486
5330 Youth Activities Support	5,700	8,000	8,160	8,323	8,490
5335 Summer Program	700	700	714	728	743
5340 Child Care-Other Activities	6,000	-	-	-	-
5355 RE Equipment Maintenance	800	800	816	832	849
5331 Multigenerational Activities	800	800	816	832	849
5344 Criminal Background Checks	250	250	255	260	265
<b>Total, Youth and Ministry</b>	<b>26,100</b>	<b>22,350</b>	<b>22,797</b>	<b>23,253</b>	<b>23,718</b>
<b>Annual Increase</b>		<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

## Member Support

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed
5512 Pamphlets/Stickers	1,150	1,150	1,173	1,196	1,220
5515 Membership	2,500	2,500	2,550	2,601	2,653
5530 Board Expenses	2,000	2,000	2,040	2,081	2,122
5540 Canvass Expenses	9,000	9,000	9,180	9,364	9,551
5560 Service Auction	8,500	8,500	8,670	8,843	9,020
<b>Total, Member Support</b>	<b>23,150</b>	<b>23,150</b>	<b>23,613</b>	<b>24,085</b>	<b>24,567</b>
<b>Annual Increase</b>		<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

## Our Wider Movement

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed
5705 Delegate	-	-	-	-	-
5710 Other Expenses	-	-	-	-	-
5720 UUA Contribution	25,000	25,000	30,600	31,212	31,836
5725 JPD Contribution	11,000	11,000	11,220	11,444	11,673
<b>Total, Our Wider Movement</b>	<b>36,000</b>	<b>36,000</b>	<b>41,820</b>	<b>42,656</b>	<b>43,510</b>
<b>Annual Increase</b>		<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

## Building and Grounds

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed
5406 Trash Pick-up	9,755	9,755	9,950	10,149	10,352
5407 Utilities	65,000	65,000	66,300	67,626	68,979
5410 Fire and Liability Insurance	14,280	14,280	14,566	14,857	15,154
5415 Bldg. Maintenance-Routine	22,000	22,000	22,440	22,889	23,347
5416 Building Maintenance-Projects	4,000	4,000	4,080	4,162	4,245
5420 Grounds Maintenance	2,000	2,000	2,040	2,081	2,122
5422 HVAC Work	24,500	24,500	24,990	25,490	26,000
5425 Parsonage Maintenance	1,500	1,500	1,530	1,561	1,592
5430 Parsonage Taxes	6,200	6,226	6,351	6,478	6,607
5545 Computer Support	7,500	7,500	7,650	7,803	7,959
6103 Computer Equipment	2,000	2,000	2,040	2,081	2,122
6110 Equipment	2,000	2,000	2,040	2,081	2,122
5421 Memorial Garden Upkeep	5,500	5,500	5,610	5,722	5,837
6170 UnForeseen Expenses	500	500	510	520	531
6190 Replacement Reserves	2,000	10,000	10,000	10,000	10,000
<b>Total, Building and Grounds</b>	<b>168,735</b>	<b>176,761</b>	<b>180,096</b>	<b>183,498</b>	<b>186,968</b>
<b>Annual Increase</b>		<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

## Communications

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed
5501 Connections	2,600	2,600	2,652	2,705	2,759
5502 Website Hosting and Maint	1,900	1,900	1,938	1,977	2,016
5505 Print Media Advertising	500	500	510	520	531
5508 Video and Audio Expenses	1,500	1,500	1,530	1,561	1,592
5509 Photography/Archives	400	400	408	416	424
5510 Communications-Other	550	550	561	572	584
<b>Total, Communications</b>	<b>7,450</b>	<b>7,450</b>	<b>7,599</b>	<b>7,751</b>	<b>7,906</b>
<b>Annual Increase</b>		<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

## Faith in Action/Outreach

	2015/2016 Approved	2016/2017 Proposed	2017/2018 Proposed	2018/2019 Proposed	2019/2020 Proposed
5380 Peace Camp	2,500	2,500	2,550	2,601	2,653
5517 Pastoral Care	500	500	510	520	531
5640 Creative Arts	500	500	510	520	531
5713 VOICE	8,500	8,500	8,670	8,843	9,020
5526 Equality UUCA	500	500	510	520	531
5711 PAG	2,900	2,900	2,958	3,017	3,078
5715 Social Action	1,000	1,000	1,020	1,040	1,061
subtotal	16,400	16,400	16,728	17,063	17,404
Give the Plate	-	-	-	-	-
<b>Total, Social Action and Outreach</b>	<b>16,400</b>	<b>16,400</b>	<b>16,728</b>	<b>17,063</b>	<b>17,404</b>
<b>Annual Increase</b>		<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

# Revenue

Revenue Source	2015-2016 Approved	2016-2017 Proposed	2017-2018 Proposed	2018-2019 Proposed	2019-2020 Proposed	2020-2021 Proposed
<b>Donations</b>						
4033 Pledge Fulfillment	\$1,166,500	\$1,250,809				
4092 Additional pledges	73,000	50,000				
4004 Special Contributions	25,000	25,000	25,000	25,000	25,000	25,000
Residual Capital Campaign						
New 1 Pledges		40,000				
New 2 FY16 Surplus		25,000				
Board Allocated						
New 3 Endowment Draw		45,167				
New 4 Entrepreneurial Ministry		5,000				
<b>Subtotal, Donations</b>	<b>1,264,500</b>	<b>1,440,976</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Fundraising</b>						
4111 Services Auction	44,000	44,000	37,000	37,000	37,000	37,000
4123 Mistletoe Mall	3,000	3,000	4,500	4,500	4,500	4,500
4124 Scrip	1,800	1,800	3,000	3,000	3,000	3,000
4121 Miscellaneous Fundraising	1,500	2,000	2,000	2,000	2,000	2,000
<b>Subtotal, Fundraising</b>	<b>50,300</b>	<b>50,800</b>	<b>46,500</b>	<b>46,500</b>	<b>46,500</b>	<b>46,500</b>
<b>Rentals</b>						
4131 Parsonage	10,000	10,200	11,000	11,000	11,000	11,000
4132 Pre-School	23,000	23,322	22,500	22,500	22,500	22,500
4133 Events	83,000	130,000	80,000	80,000	80,000	80,000
<b>Subtotal, Rentals</b>	<b>116,000</b>	<b>163,522</b>	<b>113,500</b>	<b>113,500</b>	<b>113,500</b>	<b>113,500</b>
<b>Program Income</b>						
Music/Theater						
4151 Contributions	5,000	5,000	5,000	5,000	5,000	5,000
<b>Subtotal, Program</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Other Income</b>						
4161 Interest	8,500	8,500	8,500	8,500	8,500	8,500
4162 Refreshments	2,700	2,500	2,500	2,500	2,500	2,500
4172 Miscellaneous	2,500	2,500	2,500	2,500	2,500	2,500
Cattell Fund transfer	11,000	0	0	0	0	0
Memorial Garden Transfer	7,500					
<b>Subtotal, Other Income</b>	<b>32,200</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>
<b>Revenue Minus Pledge Fulfillment</b>	<b>\$ 1,468,000</b>	<b>\$ 1,673,798</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>



<b>Pledges Income Needed to Meet Budg</b>	<b>-3,728</b>	<b>0</b>	<b>1,550,861</b>	<b>1,601,050</b>	<b>1,639,190</b>	<b>1,678,429</b>
<b>% increase in contributions per pledge</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.4%</b>
Estimated Contribution per Pledge Un	1,643	1,683	1,723	1,764	1,807	1,850
Estimated number of peldge units To N	-2	0	900	907	907	907
Estimated increase in peldge units to N	-737	2	900	7	0	0
Current Pledge Units	725					

	# Pledge Units	Total Given By Pledge Units	\$ Given per Pledge Units	% Increase		
FY 07/08	760	1,232,299	1,621		1,621	-0.17%
FY 08/09	798	1,242,309	1,557	-4.0%	1,619	
FY 09/10	786	1,192,732	1,517	-2.5%	1,616	
FY 10/11	764	1,141,655	1,494	-1.5%	1,613	
FY 11/12	750	1,189,285	1,586	6.1%	1,610	
FY 12/13	724	1,142,995	1,579	-0.4%	1,608	
Fy 13/14	735	1,179,414	1,605	1.6%	1,605	
Fy 14/15	770	1,108,397	1,439	-10.3%	1,602	
FY 15/16	691	1,250,514	1,810	25.7%	1,600	