First Unitarian Church of Portland
~ Board of Trustees ~
AGENDA
September 3, 2015

6:00  Board Dinner
6:25  Informal Check-in
6:40  Deepening
6:55  Break

Board Meeting
7:00  Convene Meeting
7:01  Review Agenda

Announcements

- Send website updates to Kathy. If you do not want a webpage for your committee, let Kathy know and it can be deleted.
- Please upload documents into dropbox. Ask Ameena if you need assistance.
- Committee chairs, once you have set your meeting schedule, send the information to Kathy so that the meetings can be publicized correctly in the e-news.
- The Board will be installed on Sunday, September 20 at both services.

7:03  Opening Words

Timekeeper
Approve previous meeting’s minutes

7:05  Open mic for congregants (2-3 minutes per congregant)

Updates
7:15  ET Update
7:20  Finance Committee Update
7:25  Communications Committee Update
7:30  Policy Evaluation Committee Update

Consent Agenda

7:35 1) Approve Board Goals

- In order to make policy-based governance more accessible, the Board will continue working on a document describing and delineating norms, roles, and processes.
- The Policy Evaluation Committee and the Board will perform a comprehensive review of policies and by-laws, and make recommendations for policy revision.
- The Finance Committee and Board will present a meaningful budget, which allows congregants to understand the programmatic results of their giving and cultivate a culture of deeper generosity.
- The Board will use the vision statement to develop five year goals.

2) Approve Cindy Cumfer’s appointment as a non-Board member of the Policy Evaluation Committee

7:40  Break

Action Items
7:50  What will the church look like in five years?
To prepare for this generative conversation, which is the first step toward forming our
five year goals, please review our vision statement and consider what the church should focus on as we move toward this vision. This conversation is intended to be broad, open-ending, and ongoing.

8:55 Communications Check
8:58 Process Observer
8:59 Closing Words
9:00 Adjourn

**August**
1. Possible Board retreat, if not held in June (see above).
2. BOC or Board Meeting:
   - Receive/review/affirm fiscal year-end Financial report, recommendations regarding any deficit or surplus and any corrective actions taken for variances from annual budgets if not acted upon in July.
3. Finance Committee
   - No meeting.
   - Treasurer prepare and post to Finance Committee section of website Treasurer's letter and fiscal year Graphical Dashboard.

**September**
1. Board Meeting:
   - **Monitoring Reports** – Receive/review ET’s Monitoring report re progress toward Ends (semi-annual).
   - Review/finalize annual Board Goals
   - Sign up process observers/givers of “Words”/Sunday morning greeters (if not already done earlier.)
   - Set in process: Annual PEC review of Policies, Ministry of Church by ET, Sr. Minister and Board (Bylaws requirement)
2. Finance Committee
   - Regular meeting
7:00  Convene Meeting  

7:01  Review Agenda  
Announcements  
- Send website updates to Kathy. If you do not see a need for a page for your committee, let Kathy know and she can delete it.  
- Please upload board documents into Dropbox. Ask Ameena if you need assistance.  
- Sign up for Board greeter and meeting roles for fall 2016. Randy will be Board greeter for next Sunday’s service.  
- Committee chairs, once you have set your meeting schedule, send the information to Kathy so that the meetings can be publicized correctly in the e-news. Send also to Corbin Scott, our new communications and Web person.  

7:03  Opening Words: Ameena  
Timekeeper: Randy  
Process Observer: John T  
Approve previous meeting’s minutes  
- Randy approved;  
- Ameena seconded;  
- None opposed.  

7:05  Open mic for congregants (2-3 minutes per congregant). No congregants attended.  

Updates  
7:15  ET Update  
- Bill:  
  - The General Assembly was a great success. Please compliment Ken Wheeler and his crew;  
  - The Ministers of Color meeting at our church went well and there was great attendance;  
  - Corbin has a ½ time job and is taking over for C. Towers. We need to reimagine the way we do communications. He will be joined by our intern T. Burnor, who will be with us September 1st;  
  - The 3rd week in August we will do a wide-scope audit;  
  - We just received the final tally to the half plate contributions. It was well over 50k and is the highest since 2008;  
  - Our plans for the annual fund drive are on the way;  
- Elimination of pledging families in RE and Music, and changes in giving expectations:
It has been our practice to charge fees for children and youth in the Learning Community and for participants in our music program. The policy has been driven largely by budgetary needs;

- We decided to eliminate fees for individuals and families who pledge at a threshold amount. We believe that this is both the right thing to do, and what we’ve been doing really hasn’t been working.

- In discussions with Program staff leaders this spring, a few things have become more clear to us:
  - In the context of our entire budget, the fees bring in a relatively small amount of money;
  - There is a perception that participant fees actually cover the cost of the programs. The truth is the fees we have charged do not come close to covering even half the cost of the programs;
  - Non-pledging individuals and families have paid higher fees, but it has largely been on the honor system as to who is paying the pledging rate and who is paying the non-pledging rate;
  - When you look at the timing of the charge for fees and the pledge year, people begin by getting a “bill” from their program as the church year begins and then are later asked to pledge to the church. Some folks may well feel like they have paid their bill and therefore don’t need to pledge;
  - A review of the families with children and youth in RE show that a third of those families pledge at $500 or more per year, a third pledge below $500 per year, and a third don’t pledge at all;
  - Fees in the music program are still being analyzed, but staff expectation is that a similar pattern will be found;
  - We believe it is time for a change. We have decided to eliminate fees for those who pledge at a minimum threshold amount of $600 per year or $50 per month;
  - For those who don’t pledge or who pledge below that threshold amount, the fees will be $450 per individual. This is significantly higher than we have been charging but closer to the actual amount that the programs cost;

- Some important notes:
  - For those who are new to the church, there will be no fees their first year. We hope that at the end of that time they will have decided to pledge;
  - Anyone can ask for a waiver of the fees based on a financial hardship. We do not want to turn people away because of the fees;
  - We are implementing this policy with the church year beginning in September. As people sign up for their program, they will indicate their intention. Their status will be reviewed, however, once the APF results are complete;
  - This will be a big change and there will be lots of questions. That is why we are letting you know the details since Board members may get questions about the changes;

7:20 Finance Committee Update – In packet!
• **Michael:**
  o We have had good expense control;
  o The pledge income has been above budget for the year. 22k;
  o Contributions were down, but were equal to what we projected;
    More pledges in budget;
  o Rental income is higher;
  o We didn’t require bringing in additional funds;
  o We have about 26k in surplus;
  o It has been a fairly positive year thus far;
  o The sharing of plates has been good;
  o The reserve rebate is the tax credit;
  o The major donor reserve fund is a safety reserve.

7:25 Communications Committee Update
  o Kathy Ludlow and Evie Zaic are going to co-chair committee;
  o Roll out for the new vision statement;
  o Posters with the vision statement will be on easel in Narthex;
  o Create bookmark, like we did when we created covenant;
  o It will be in the OOS, E-news, Bridge, Webpage, and First Steps;
  o The cost of these projects should not be that large. We will be working with Corbin to make this most cost effective and will have report in September.

7:30 Policy Evaluation Committee Update
  o We will be meeting the 2nd Thursday of every month;

**Consent Agenda**

7:35 1. Approve vision statement: First Unitarian Church is a beacon of hope for us and for our community, a spiritual center in the heart of our city that helps each of us to find our moral compass, calling and challenging us to build the beloved community with an ever-deepening sense of spirit, diversity, and inclusion.

2. Approve letter to the staff about the vision statement and listening project results

3. Receive Policy Compliance Review – Financial Parameters and Memo from the
   o Randy approved motion;
   o John T. seconded motion;
   o None opposed.

Finance Committee

7:40 Break

**Action Items**

7:50 Recommendation for FY15 Year-End Contingency Fund Allocation
  • Discussed at finance committee and approved as recommended;
  • Moved to Discussion agenda at John H’s request.
  • A lively discussion ensued.
    o Randy moved that we use the funds as described;
John T seconded the motion

Measure passed with John H opposed

Discuss Draft Board Goals (see attached). Discussion ensured. This topic will be taken up again at our next board meeting.

Discuss plan for continued work on the norms

8:20 Revised Annual Board Calendar (see attached)
  - Please review in advance and bring suggestions for further revision
  - Maryann and Michael have been working on these;

8:30 Executive Session to discuss filling a vacancy on the Board
Randy moves for executive session;
John T. seconded
None opposed

8:55 Communications Check
8:58 Process Observer
8:59 Closing Words
9:00 Adjourn
Board Officers Committee - First Unitarian Church
Meeting Minutes - August 19, 2015 - 4:30pm - 6:00pm

Attending: Rev Bill Sinkford, Ameena Amdahl-Mason, Randy Russell, Maryann Roulier, Kathy Ludlow
A quorum was present.

Ameena read our new Vision Statement and each shared a personal check-in.

Minutes of the July BOC meeting were accepted with following corrections:
there was not a quorum present
Maryann Roulier as 2nd vice moderator will do orientation of new and exit interview for leaving board members.
Randy moved, and Maryann 2nd the motion.

ET Update - Bill:
There is no labor contact yet and negotiations with our employee union continue, with the team back to meeting twice per month.
ET normally delivers the monitoring report at the September board meeting. Asked to re-schedule to the October meeting. All agreed.
There has been positive feedback to the changed fee structure for the music and RE programs.

Upcoming Dates:
The board will be installed during both services September 20.

Vision Statement Discussion:
Ameena shared ideas from the Communications Comm meeting addressing roll-out of the vision.
(See attached).
The board has funds to cover the printing of roll-out materials.
Bill is going to convene small groups of congregants and ask them what it would look like if we were living out our vision.
The Annual Fund Drive theme of ‘what is your greatest hope for this church year’ also fits well with the vision. AFD will happen in November.
The board letter to staff, sharing ideas from our listening sessions, will be transmitted to them from Bill. Evie will forward to Bill.

Board Goals:
This will be part of the Consent Agenda for September board meeting.
There wasn’t anything of substance missing from the draft goals shared at the August board meeting. Most of the discussion was around the measures and timeframe.
BOC tweaked some of the wording. Ameena will revise the document and put in the board packet.

Meeting with Nominating Committee:
Ameena and Randy will meet with Cathy Couch and Pat Malone, co-chairs of Nom Comm. At this annual meeting we will share priorities for future board members and information to share with them. Those include in part, age diversity - the different life circumstances of younger members, realistic time commitment for board work, and an opportunity to see potential nominees’ names before the review meeting between Nom Comm, ET and Board.

Updating Board Calendar:
PEC and Communications Comm are looking at additions to the calendar.
September Board Agenda:

Only one item on Consent Agenda now.
PEC will announce Cindy Cumfer joining the committee. Vote needed?
We’ll have time for a Generative Discussion in our Action Agenda on how the board goals will help inform the Five-Year Church Goals.

Maryann reported that she has contacted Alan Comnes for orientation. Alan has accepted our vacant board position.

Meeting adjourned at 6pm.

Respectfully submitted,
Kathy Ludlow, Secretary

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Communications Committee Roll-out of Vision

Our goal is to share the First Unitarian Church Vision, adopted August, 2015, with the congregation and staff in a way that imparts the enthusiasm and support shown by the Board and Executive Team for this statement that will help guide us as we move into our next 150 years. Updated actions in **bold**.

- Create a poster with the vision statement to post on Sunday mornings in the narthex and then Fuller Hall, during the month of September.
- Create an 11”x17” size poster of the vision statement to post on the Board bulletin board in Fuller Hall, on-going.
- Create a bookmark to give out at events, at the bookstore, at membership signing, and a box of them on the Board bulletin board, on-going.
  - Have them to share after both services on Sept 20.
- **Evie is working with Corbin Scott to develop cost estimates for these products.**
- **Evie and Kathy will update the board bulletin board with this poster and updated pictures. By September. New pics at Sept board meeting.**
- **Kathy will check with bookstore to see if a bookmarks at cashier table will conflict with 150th Anniversary bookmarks being offered now.**
- Read the vision statement when the board is installed at the Sept 20 services.
- Have it written in the Order of Service for Sept 20.
- **CommComm is getting BOC input on how to use at the Sept 20 services.**
- Have an article in the e-news giving background leading up to the new vision statement, early in September.
- **Kathy will put together article for e-news week of Sept 10 using our past write-ups.**
• Ask Cathy Cartwright-Chow to share it in the Bridge, early in the new RE year. 
Evie will contact Cathy and ask it be read at the Teacher’s Workshop Sept 11 or 12.
It will be shared in the Bridge for that week.

• Add it to the Board webpage, by early September.
Post on our vision sub-page.

Other ideas for sharing vision and keeping it current in our minds:
• Read at beginning of our board meetings (along with covenant).
• Ask for listening session participants to share how they see themselves in this vision. Share in e-news.
• Do same for general congregants on our Facebook page.
• Have Cathy or Nicole do same with youth.
• Ameena will follow-through with idea to add vision to our policies.
• On-going - share bookmark with new members at signing, have at membership class, and newcomers table.
• Develop a 1/2 sheet of vision to put in pamphlets boxes in narthex.
Communications Committee Meeting - August 18, 2015

Attending: Ameena Amdahl-Mason, Evie Zaic, Maryann Roulier, Kathy Ludlow

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• On-going - share bookmark with new members at signing, have at membership class, and newcomers table.
• Develop a 1/2 sheet of vision to put in pamphlets boxes in narthex.
Other CommComm news:
• We’ll be updating the board webpage and sharing the profiles of our board members monthly.
• We’ll be adding the commcomm tasks to the calendar as appropriate.

CommComm meets the 2nd Tues of each month at 4:30pm.

PEC – Agenda & Minutes
August 13, 2015
Present: John T, Randy R, Ameena A. Absent: John H, Andy P

Before addressing the agenda John prepared, we discussed adding another member to our committee. Cindy Cumfer is interested in joining us to work on the review of the policies. John T agreed to propose adding her to the PEC. Ameena will take this to the BOC to have it put on the Board Agenda for September.

Ongoing Tasks:

Self Review (section 4 of the policies)
• Begin this process in April and complete/report in June or July

Compliance review (section 3 of the policies with the exception of those few items delegated to the finance committee)
• 1st PEC meeting in September all members to read through By-Laws, Policies and Appendices prior to the meeting. At that meeting decide priorities for review and rewrite.
• Identify first set of policies to review using risk analysis and need to clarify or simplify.
• All policies to be reviewed by the committee as a whole with a goal to simplify.
• October and November meetings will be used to develop policy modifications for submission to the board in December.
• December meeting we finalize policy language to send to the board for approval.
• Begin in January with review using updated policies.

Congregational Survey
• Open on-line in January and leave it open to June/July.
• Work with the communications committee to advertise and encourage the widest possible participation.

Monitoring the ET reports that come out twice a year:
• No changes to past procedures

Reviewing the policies and bylaws yearly
• Begin in September as described above.

Insuring that an outside review occurs every 3 years
• This fall we will work with Bill and the ET to identify a person to conduct the outside review. Review to be scheduled for the Spring.

This year in particular:
Rewriting elements 1, 2, and 4

- John T will take another run at these.

Comprehensive review of the Bylaws and Policies with recommendations on those that need to be changed for consistency or to improve function

- See above

Continue to develop the questions to be used in doing the risk-based compliance review

- See above. We will take this up at the September meeting.
First Unitarian Church
Year-To-Date Operating Summary
7/31/2015

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL OPERATIONS YEAR TO DATE</th>
<th>ACTUAL OPERATIONS YEAR TO DATE</th>
<th>ACTUAL VARIANCE YEAR TO DATE</th>
<th>BUDGET YEAR TO DATE</th>
<th>BUDGET VARIANCE YEAR TO DATE</th>
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<tr>
<td></td>
<td>7/31/2015</td>
<td>7/31/2014</td>
<td>FY 2016 TO 2015</td>
<td>7/31/2015</td>
<td>7/31/2015</td>
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### Church Operations

#### Operating Income

<table>
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<tr>
<th></th>
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<tbody>
<tr>
<td>Pledge Income</td>
<td>84,444</td>
<td>100,194</td>
<td>(15,750)</td>
<td>99,744</td>
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<tr>
<td>Contributions</td>
<td>4,708</td>
<td>3,242</td>
<td>1,466</td>
<td>5,511</td>
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<td>Program Income</td>
<td>9,027</td>
<td>2,398</td>
<td>6,629</td>
<td>2,198</td>
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<tr>
<td>Rental Income</td>
<td>38,328</td>
<td>48,890</td>
<td>(10,562)</td>
<td>48,652</td>
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<td>Other Income</td>
<td>3,153</td>
<td>4,300</td>
<td>(1,147)</td>
<td>3,925</td>
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<tr>
<td>Justice Begins At Home</td>
<td>64,507</td>
<td>-</td>
<td>64,507</td>
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**Total Operating Income:** 204,167

#### Operating Costs

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<tr>
<td>Payroll Expenses</td>
<td>108,554</td>
<td>111,136</td>
<td>2,583</td>
<td>111,210</td>
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<td>Occupancy Expense</td>
<td>16,089</td>
<td>17,173</td>
<td>1,084</td>
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<td>Program Expense</td>
<td>10,185</td>
<td>10,626</td>
<td>440</td>
<td>17,809</td>
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<tr>
<td>Rental Expense</td>
<td>1,703</td>
<td>2,328</td>
<td>624</td>
<td>1,552</td>
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<td>Administration Expense</td>
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<td>4,139</td>
<td>1,054</td>
<td>5,219</td>
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<td>Interest Expense</td>
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<td>5,623</td>
<td>138</td>
<td>5,667</td>
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<tr>
<td>Other Expense</td>
<td>6,050</td>
<td>143</td>
<td>(5,907)</td>
<td>367</td>
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<td>Buchan Principal Payment</td>
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**Total Operating Costs:** 151,151

**Net Church Operations:** 53,017

#### Reserve Account Deposits

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<tr>
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<tbody>
<tr>
<td>Equipment Reserve</td>
<td>-</td>
<td>417</td>
<td>417</td>
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<tr>
<td>Annual Operating Reserve</td>
<td>3,835</td>
<td>3,619</td>
<td>(217)</td>
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<td>Major Repair &amp; Equipment Reserve</td>
<td>1,417</td>
<td>1,000</td>
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**Total Reserve Deposits:** 5,252

**Net Church Operations After Reserve Deposits:** 47,765

#### Investment Income

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<tr>
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<tbody>
<tr>
<td>Dividend &amp; Interest Income</td>
<td>96</td>
<td>78</td>
<td>18</td>
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<tr>
<td>Realized Stock Gain (Loss)</td>
<td>-</td>
<td>(117)</td>
<td>117</td>
</tr>
</tbody>
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**Net Investment Income (Loss):** 96

**Operating Surplus (Deficit):** 47,861
First Unitarian Church
Dashboard Report
July 2015

CAMPAIGN MONTHLY TRACKING

Pledge Drive Statistics

<table>
<thead>
<tr>
<th>All Members--</th>
<th>2016 Campaign 07/31/15</th>
<th>2015 Campaign 07/31/14</th>
<th>2014 Campaign 07/31/13</th>
<th>2013 Campaign 07/31/12</th>
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<tbody>
<tr>
<td>Pledge Goal</td>
<td>-</td>
<td>1,425,000</td>
<td>1,430,532</td>
<td>1,419,000</td>
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<tr>
<td>Pledges Received</td>
<td></td>
<td>500</td>
<td>-</td>
<td>2,950</td>
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Justice Begins At Home Match Challenge

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<tr>
<th></th>
<th>As Of</th>
<th>07/31/15</th>
<th>07/31/14</th>
<th>07/31/13</th>
<th>07/31/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Goal</td>
<td></td>
<td>0.04%</td>
<td>0.00%</td>
<td>0.21%</td>
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</tr>
<tr>
<td>Pledging Households</td>
<td></td>
<td>-</td>
<td>-</td>
<td>2</td>
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<td>Average Pledge Received</td>
<td></td>
<td>500</td>
<td>-</td>
<td>1,475</td>
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</tr>
<tr>
<td>Payments Received</td>
<td></td>
<td>-</td>
<td>-</td>
<td>330</td>
<td></td>
</tr>
<tr>
<td>Match Payments Received</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Percent of Pledge</td>
<td></td>
<td>0.0%</td>
<td>11.2%</td>
<td></td>
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Attendance

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<tr>
<th></th>
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<tbody>
<tr>
<td>For the month</td>
<td>1,463</td>
<td>1,477</td>
<td>-0.95%</td>
<td>1,610</td>
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<tr>
<td>Total for the Church Year</td>
<td>34,574</td>
<td>34,419</td>
<td>0.45%</td>
<td>36,031</td>
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<tr>
<td>Average per Sunday for month</td>
<td>366</td>
<td>369</td>
<td>-0.95%</td>
<td>403</td>
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<tr>
<td>Average per Sunday YTD</td>
<td>720</td>
<td>717</td>
<td>0.45%</td>
<td>751</td>
</tr>
</tbody>
</table>

** = 5-Sunday month
*2/9 = snow day
*Easter

Christmas Eve | 2,201 | 2,035 | 2,025 | 1,864 |

New Members

<table>
<thead>
<tr>
<th></th>
<th>7/14-7/15</th>
<th>7/13-7/14</th>
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</thead>
<tbody>
<tr>
<td>Enrolled</td>
<td>108</td>
<td>84</td>
</tr>
<tr>
<td>Number of Pledges Received</td>
<td>76</td>
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<td>Total Amount of Pledges Received</td>
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<td>Average Pledge</td>
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Plate Contributions

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Fiscal YTD | 3,401
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<th>Change from Prior Month</th>
<th>General Ledger Fund Balance</th>
<th>1010 WF Business Checking</th>
<th>1011 WF Money Market</th>
<th>1020 UBS Investment</th>
<th>1035-10 WF SUI Deposit</th>
<th>1060 Wells Fargo HYS</th>
<th>1012-10 US Building Endowment</th>
<th>1013-10 US Schwab (MJS Lecture)</th>
<th>1014-10 Wells Fargo Tax Rebate</th>
<th>1015-10 Justice Begins At Home</th>
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<td>Cash for Operation</td>
<td>99,077.62</td>
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<td>20,861.24</td>
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<td>Sub-Total Operating Fund</td>
<td>99,077.62</td>
<td>(78,216.38)</td>
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