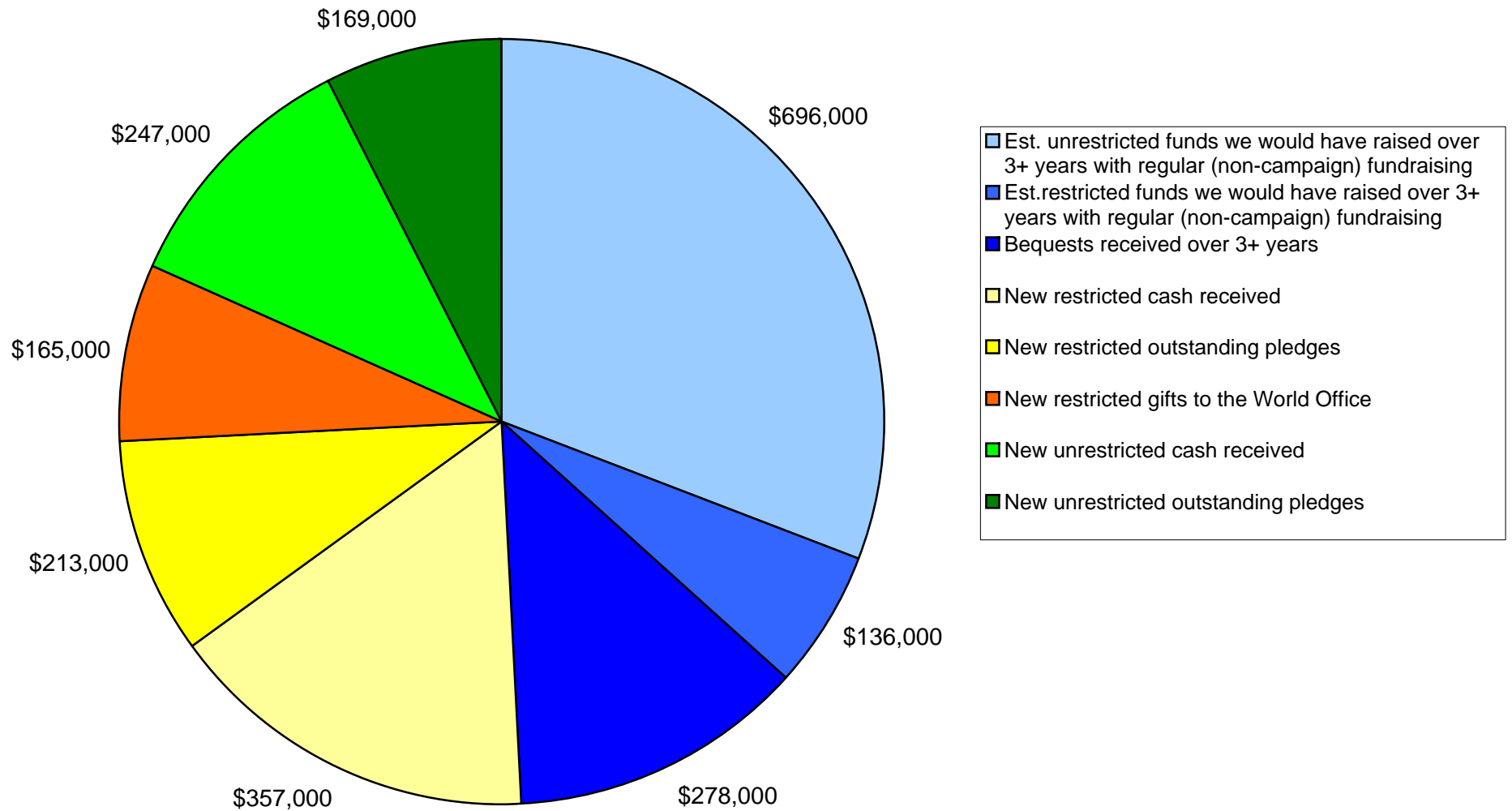


FWCC Section of the Americas Campaign Results

for period January 1, 2005 - March 25, 2008

Breakdown of \$2.26 million Pledges and Payments received over 3+ years



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**The Campaign for Friends World Committee for Consultation
Section of the Americas**

Financial Report of Campaign Commitments

March 25, 2008

Commitments by Type

Campaign Commitments	Number	Amount
Pledges Received¹	155	910,529
Pledges Payments Received		\$528,326
Pledge Payments Outstanding		\$382,203
Outright Gifts (cash and appreciated stock)		1,350,500
Charitable Gift Annuities²	7	31,000
Bequest Commitments (over age 75)³	1	2,000
Other		
TOTAL		\$2,294,029

	Campaign Goal	Gifts Received
Outright Gifts and Pledges Received		\$2,261,029
Deferred Gifts (bequests, trusts, gift annuities)		33,000
CAMPAIGN TOTAL	\$2, 500,000	\$2,294,029

¹ As recorded in Donorperfect database. Number of pledges is not the same as number of individuals who have made pledges. Some individuals make multiple pledges.

² Charitable Gift Annuities with Friends Fiduciary Corporation are listed at gift value (estimated at 50% of face value)

³ Bequests - it is generally accepted policy not to include provisions in wills and bequests in campaign totals except in circumstances where the donor is above a minimum age (75 or above for the Friends World Committee campaign) and when written documentation of the intent of the donor is provided.

REPORT FROM THE EXECUTIVE AND FINANCE COMMITTEES to Annual Meeting 2008

Five years ago the Section began to plan for a major fund-raising campaign in order to bring in more money so that the activities of the Section could be fully funded and reserves restored. During the campaign, the World Office adopted a new mission statement which the Executive Committee embraced for use by the Section, too. The Executive Committee set program priorities that reflect the new mission statement. (See the document *Program Priorities of FWCC Section of the Americas*.) The Executive Secretary developed a work plan that addresses staffing needs for these priorities. In 2007 staff, on their retreat, began exploring the ways in which advances in technology and electronic communications could transform and enhance our work.

The accomplishments of the campaign

The campaign has been successful. We are 90% toward our goal with funds that have actually been received and in pledges of money that will be received in the next three years. The campaign has increased our visibility with advertisements in Quaker publications, distribution of the campaign folders to a large number of Friends not currently involved in the activities of FWCC, personal contacts by phone and in person, the 70th anniversary celebration, and the October issue of the *Friends Journal* featuring FWCC. The campaign has replenished the monies 'borrowed' from the Cory Fund to invest in the early costs of the campaign. Some funds have been pledged to support the World Office and other work directly. Further, we have developed increased capabilities in fund-raising and opened up new approaches to development.

Impacts of the campaign on Section finances

Our campaign was a "comprehensive campaign," meaning that all money and pledges we received from January 1, 2005 through April 30, 2008 are counted towards our goal. If we take the \$2.25 million campaign total to date [as of February 2008] and subtract the portion that was designated for the World Office and subtract what we probably would have received without a campaign, we will have raised an estimated amount just over \$1 million of new money for the Section. Roughly 38% of the million has not yet been received in cash but is still outstanding in pledges, so its impact on the budget will be felt in future years. Another 39% was given to restricted funds such as the Founders Fund and Committee Travel, so it is safely tucked away for those purposes and is not being used to fund the operating budget. Income from the Founders Fund will flow through to the budget, but that is of course much less than the principal amount. That leaves 23% or about \$240,000 in new unrestricted cash that is being used in the operating budget. We shared 25% of that with the World Office. The remaining amount has been spread out over the past 3+ years, so the "bottom line" impact on each year has been about \$50,000. However, we had been running deficits in the range of \$70-80,000 before the campaign, and costs have been going up since then. *(Based on a report from Cathy Habschmidt—Assistant Treasurer)*

Each year as the Finance Committee prepares the budget to present to Annual Meeting, it considers the possible income and the expenses needed to carry out a viable and far-reaching program to meet the mission of the Section of Americas. Each year it has looked to the promise of increasing the income to the organization to maintain programs, and most years it has proposed a deficit budget and has drawn down reserves. We will close this financial

year with a deficit much larger than was budgeted at the annual meeting in 2007. It is now clear to both the Finance and the Executive Committees that there needs to be a determined effort to move to a streamlined, efficient model of operation to accomplish the mission of FWCC, with emphasis on reducing our expenditures to match our income each year.

Analysis of the current fiscal year

We are projected to end the year with twice the deficit which was budgeted: over \$90,000 rather than \$45,000. There are some cost overruns, such as committee and staff travel and on the 70th anniversary celebration. Some expenses were not budgeted for, but they were campaign opportunities, such as the special *Friends Journal* issue which led to spending an additional \$12,000.

The attractiveness of the Founders Fund and the focus on that opportunity in one of our fund-raising letters has diverted some of the funds that might have gone to the general fund to quasi-endowment. Income to the general fund is projected to come in \$20,000 lower than we had hoped for.

The Wider Quaker Fellowship program is headed for a deficit of over \$15,000, due mostly to a shortfall in income, which will have to be met this fiscal year out of the general fund.

We are projected to have greatly-reduced transfers from the Stewardship Fund into the general budget next year (from \$133,000 down to \$90,000) because there have been no bequests this year! A highly unusual situation, but a wake-up call, because we should not be in the position of planning and staffing our work on the basis of funds that might come in but over which we have no control.

Our priorities and budget need to reflect what we can realistically expect to raise through donor support and investment income. *(Based on a report from Margaret Fraser, Executive Secretary)*

Actions of Executive and Finance committees to reduce budget deficit next year

The first budget considered by the Finance Committee when it met in February 2008, a budget which maintained the same activities and number of staff as in the previous years with modest increases in salaries, involved a deficit of \$118,000 which was unacceptable. The committee looked closely at the priorities established by the Executive Committee at its November 2007 meeting, which reflected FWCC's new mission statement.

The Finance and Executive Committees then met jointly by conference call. After an extensive briefing and extended discussion which continued in the weeks following the call, it was agreed that the following actions would be taken:

- Lay down the staffing positions for the Wider Quaker Fellowship, Bilingual Communications and Midwest Field Office.
- Eliminate salary increases for staff that were approved at the November Executive Committee Meeting for FY 09. Staff with health insurance under FWCC will be required to contribute 10% of the cost of individual insurance, instead of being fully funded by FWCC.

- Cut program expenses for FY 09. These include, but are not limited to, development, annual meeting, communications and visitation.

These actions were taken in the context of the Executive Committee's priorities and resulting work plan.

The Task Ahead

In the context of the priorities for FWCC identified by the Executive Committee, how would we start from scratch to design and build an organization and activities, to implement them? How does this compare with our current structures, governance and work? What do we have to do to get from where we are now to where we need to be a year from now? What are the points along the way? *—from the Executive Secretary's report to the Finance Committee.*

As much as possible, our activities need to be in line with the established priorities and resulting work plan. The Executive Committee will look at governance, structure and programs of FWCC in the coming year and will bring proposals to the 2009 annual meeting. It will determine how funds received for campaign priorities will be allocated.

The Finance Committee will implement a plan to monitor expenditure and income on a regular basis; it will consider the way in which costs are currently allocated to programs so that the true costs are apparent; and it will help ensure that, as much as possible, programs such as the Quaker Youth Pilgrimage and regional workshops continue to be self-funding, while finding ways for other activities, such as annual meeting, to cover their costs.

Staff will continue to build on their exploration of cost effective advances in technology and electronic communications that enhance our work while reaching out to a newer generation of FWCC fans. We look forward to hearing at the 2009 Annual Meeting about the ways in which the world- wide goals of FWCC can continue to be funded in a sustainable way.

Connecting Friends

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Program priorities of FWCC Section of the Americas

FWCC MISSION STATEMENT

Answering God's call to universal love, FWCC brings Friends of varying traditions and cultural experiences together in worship, communications and consultation, to express our common heritage and our Quaker message to the world

"Answering God's call to universal love..."

Work themes:

-Peace building within the Religious Society of Friends, so that Friends, as a Peace Church, can continue to have a prophetic voice in the world.

-Creating safe spaces for mutual respect, encounters; acknowledging differences and disagreements

"...FWCC brings Friends of varying traditions and cultural experiences together in worship, communications and consultation, to express our common heritage..."

Work themes:

-Providing experiences that "stretch"

-Be a catalyst for encounters of those who would not otherwise meet

"...and our Quaker message to the world."

Work themes:

-Restore and develop Wider Quaker Fellowship as a beacon of Quaker spirituality to non-Friends

Programs to support the work themes

International events linking Friends in the Caribbean, Latin America & N. America

Activity supports these themes:

- Creating safe spaces for mutual respect, encounters; acknowledging differences and disagreements
- Providing experiences that “stretch”
- Be a catalyst for encounters of those who would not otherwise meet

Section-wide gatherings (emerging from traditional Annual Meeting)

Activity supports these themes:

- Creating safe spaces for mutual respect, encounters; acknowledging differences and disagreements
- Providing experiences that “stretch”
- Be a catalyst for encounters of those who would not otherwise meet

Regional and local events that broaden horizons, take Friends out of their own culture into new ones.

Activity supports these themes:

- Creating safe spaces for mutual respect, encounters; acknowledging differences and disagreements
- Providing experiences that “stretch”
- Be a catalyst for encounters of those who would not otherwise meet

Local gatherings linking Anglo- and Hispanic Friends

Activity supports these themes:

- Creating safe spaces for mutual respect, encounters; acknowledging differences and disagreements
- Providing experiences that “stretch”
- Be a catalyst for encounters of those who would not otherwise meet

Consultations on specific themes

Activity supports these themes:

- Creating safe spaces for mutual respect, encounters; acknowledging differences and disagreements

Workshops in Spanish on specific themes in Latin America and the U.S.

Activity supports these themes:

- Be a catalyst for encounters of those who would not otherwise meet

Quaker Youth Pilgrimage

Activity supports these themes:

- Creating safe spaces for mutual respect, encounters; acknowledging differences and disagreements*
- Providing experiences that “stretch”*
- Be a catalyst for encounters of those who would not otherwise meet*

Travel in the ministry, intervisitation

Activity supports these themes:

- Providing experiences that “stretch”*
- Be a catalyst for encounters of those who would not otherwise meet*

Twinning between YMs and between local meetings

Activity supports these themes:

- Peace building within the Religious Society of Friends, so that Friends, as a Peace Church, can continue to have a prophetic voice in the world.*
- Providing experiences that “stretch”*
- Be a catalyst for encounters of those who would not otherwise meet*

Redevelop Wider Quaker Fellowship program, based on web, blogs, creating electronic communities, with paper mailings as supplement. Young Adult Friends have to be integral to this refocused program.

Activity supports this theme:

- Restore and develop Wider Quaker Fellowship as a beacon of Quaker spirituality to non-Friends*

Work by staff and volunteers to support the program priorities

Creating electronic communities:

Enhanced website

E-newsletter

Blogs

Searchable Electronic Directory

Other communications:

Translation

Interpretation

Mailings

Advertising

Print- on- demand directory and other publications

Financial and administrative support:

Fundraising: solicitation and interpretation

Fundraising: database

Financial management, book-keeping

Office administration

Supervision of all staff

Relationship with World Office and other FWCC Sections

Relationship with other Friends organizations

**FWCC, SECTION OF THE AMERICAS
Proposed Budget March 2008**

	Final Year End <u>04/30</u>	Actual 5/1/07 - <u>12/31</u>	Projected <u>04/30</u>	Budget <u>2008</u>	Draft Budget 2009
REVENUES					
<i>Unrestricted:</i>					
00 Contributions and Grants	290,815	216,176	276,150	295,000	330,000
00 Investment Income	5,030	2,483	3,458	7,100	30,100
00 Misc. Income	1,611	985	985	1,000	0
<i>Restricted:</i>					
12 Website and Directory grants	11,500	0	0	3,000	0
13 Annual Meeting contributions	3,013	0	0	1,000	3,000
15 Midwest Field Office contributions	1,080	130	130	500	0
16 Western Field Office contributions	934	750	750	0	0
20 Latin America contributions	200	500	500	0	0
28 Bilingual Communication-Workshop	0	6,251	6,251	15,000	5,000
30 Visitation income	2,005	1,389	2,050	1,900	1,900
40 Quaker Youth Pilgrimage income	26,108	100	3,100	0	43,940
45 Wider Quaker Fellowship income	20,214	8,643	15,387	30,590	15,300
65 Triennial Travel Fundraising	25,966	411	411	0	0
90-91 Investment Income-Travel Funds	36,733	25,881	38,700	34,900	36,000
Total revenue available to be spent	425,209	263,699	347,872	389,990	465,240
TRANSFERS FROM/(TO) OTHER FUNDS					
70 From Stewardship Fund	140,385	88,957	133,436	133,436	91,024
71 From Cory Fund-for general fund	12,000	0	12,000	12,000	0
71 From Cory Fund-for Campaign	80,193	69,975	79,791	59,600	0
80-84 From Campaign Funds	7,935	0	6,353	4,700	8,000
45 From/(To) Wider Quaker Fell. Fund	14,533	12,928	0	0	0
65 (To) World Office for Triennial Travel	-25,966	0	0	0	0
77 From/(To) Other Funds	3,335	1,043	107	1,530	2,079
Total transfers	232,415	172,903	231,687	211,266	101,103
Total Available to be Spent	657,624	436,602	579,559	601,256	566,343
EXPENDITURES					
00 Salaries and benefits	230,029	160,198	234,281	231,931	236,023
00 Office occupancy & supplies	42,311	29,598	38,065	40,500	40,342
00 Travel	22,999	22,661	25,553	18,000	19,000
00 Audit and payroll service	17,318	1,651	1,710	700	16,700
00 World Office payment	95,366	0	112,027	112,027	105,974
10 Development	20,324	7,472	9,700	13,800	29,500
10 Campaign expenses	80,193	69,975	79,791	59,600	0
12 Communications (website, publicacations)	28,599	18,768	24,399	13,550	7,750
13 Annual Meeting	18,473	5,658	23,750	23,750	14,200
15 Midwest Field Office	20,719	13,913	22,164	22,450	11,695
16 Western Field Office	21,934	15,428	22,920	23,050	23,380
28 Bilingual Communication	2,248	6,992	6,826	15,300	8,000
20 Latin America	34,363	21,232	33,464	37,126	36,030
30 Visitation	6,917	1,651	2,200	3,500	4,000
40 Quaker Youth Pilgrimage	20,729	1,554	2,288	700	44,752
45 Wider Quaker Fellowship	38,857	21,571	31,224	30,590	22,396
65 Triennial Travel & Accom. Fund	18,734	0	0	0	0
Total expenditures	720,113	398,322	670,362	646,574	619,741
GENERAL FUND DEFICIT	-62,489	38,280	-90,803	-45,318	-53,398
(Excluding unpaid pledges and unrealized gains on investments)					