

Asylum Hill Congregational Church

Helping people grow in faith and love as disciples of Jesus

Annual Meeting

June 6, 2021

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Agenda – 2021 Annual Meeting

1. Call to Order/Prayer
2. Approve Order of Meeting
3. Approve Minutes of 2020 Annual Meeting
4. Vote on Nominated Officers, Deacons, Committee and Subcommittee Chairs and Members
5. Vote on Proposed Amendments to the By-laws
6. Remarks from Moderator Tory Chavey and Vice Moderator Earl Exum
7. Remarks from Senior Minister Erica Thompson
8. Questions/Comments from Members
9. Closing Prayer/Adjournment

Meeting Minutes – 2020 Annual Meeting

Moderator Linda Kelly convened the meeting at 10:30am. A quorum was present. Senior Minister Rev. Erica Thompson began by offering remarks and led the opening prayer.

Approval of the order of the meeting

Moderator Kelly opened by sharing the order and instruction for the meeting. Ms. Kelly acknowledged the meeting is being held virtually due to COVID-19 and that voting will be conducted by on-line voting.

A motion was made by Ms. Tory Chavey and seconded by Mr. Earl Exum that the 2020 Annual Meeting of Asylum Hill Congregational Church shall be conducted on-line. Motion passed with 116 voting “yes,” 93% of participants.

Approval of minutes

A motion was made to approve the minutes from the 2019 Annual Meeting with updates to correct dates by Ms. Tory Chavey and seconded by Mr. Earl Exum. Motion passed with 103 voting “yes.”

Moderator Report by Ms. Linda Kelly

Moderator Kelly made opening remarks regarding the past year being guided by the theme of “Wading into Deeper Waters.” She encouraged members to read the reports that detailed work of the Committees over the past program year and thanked members for their roles in helping AHCC achieve a balanced budget for the fiscal year.

Moderator Kelly acknowledged the necrology and led a moment of silence remembering members we lost in the past year.

Moderator Kelly closed her report by thanking AHCC for the opportunity to serve.

Vice Moderator Report by Mr. David Figliuzzi

Mr. Figliuzzi shared he is pursuing a personal call to ministry and therefore has become a member in discernment.

Approval of Slate of Officers, Chairs and Committee Members

A motion was made to approve the nominated slate of proposed Officers, Deacons, Committee Chairs, and Members, and Subcommittee Chairs and Members by Mr. David Figliuzzi and seconded by Senior Minister Rev. Erica Thompson. Motion passed with 103 voting “yes.”

Incoming Moderator Ms. Tory Chavey Remarks

Ms. Chavey thanked Moderator Kelly and Vice Moderator Figliuzzi for all they have done and continue to do for AHCC, and expressed her thanks to the congregation. She shared her optimism for the year ahead and encouraged members to get involved.

Subsequent remarks were made by incoming Vice Moderator Mr. Earl Exum, Senior Minister Rev. Erica Thompson, Pastor Jordan Rebholz, and Rev. Tracy Mehr-Muska.

Senior Minister Rev. Erica Thompson closed the meeting in prayer. Meeting adjourned at 11:24am.

Respectfully submitted,
Francis Vincent, Assistant Secretary

By-Laws: Proposed Amendments

There are two proposed by-laws changes: (a) concerning membership in the church; and (b) concerning the terms of the moderator and vice moderator. The proposed language is set forth below. Both changes were unanimously supported by the Diaconate, at its January 2021 meeting and May 2021 meeting, respectively.

The first proposed change, concerning membership, was one of the recommendations of the Governance Task Force on Membership, whose final report is available on the portal or by request at the church's front office. This task force members were: Marjorie Berger, Tory Chavey, Jim Grigsby, Claudia Lindsey (Chair), Brent Robertson and Jermaine Woodard. In sum, the objectives of this task force's recommended changes to the by-laws are to remove perceived barriers to membership in the church and to accommodate more diverse membership pathways.

The second proposed change, concerning terms of the moderator and vice moderator, returns to the two-year terms that were in place until 2018. The change will permit more lay leadership continuity and consistency, by having the moderator and vice moderator serve two-year terms, as do committee chairs, rather than one-year terms. Relating to this proposed change is the removal of the provision stating that the immediate past moderator shall serve as chair of the Personnel Committee; the proposed change calls for a person with appropriate experience to serve as Personnel Committee chair. Together, these changes mean that, in the future, the moderator and vice moderator will be making a four-year commitment to serve in these roles.

FIRST PROPOSED CHANGE – CONCERNING MEMBERSHIP

Proposed revised section concerning membership:

IV. MEMBERS

- A. *Persons desiring to unite with the church will confer with a member of the ordained clergy and shall be received upon their request.*
- B. *Members desiring to leave the membership of the church shall be removed upon their request.*
- C. *Only members of the church are entitled to vote at its meetings.*
- D. *The minutes of the Board of Deacons and all committees, sub-committees, task forces, and affinity groups other than the Executive Committee and Personnel Committee, shall be available for review by any member of the church by contacting the director of operations. All minutes are to be submitted to the appropriate committee staff liaison in a corrected and finalized form.*
- E. *Members of the church may attend any meeting of the Board of Deacons, committee, sub-committee, task force, or affinity group other than meetings of the Executive Committee and Personnel Committee, provided that at least 24 hours prior to the meeting, the*

member seeking to attend a meeting requests permission to attend from the moderator (in the case of the Board of Deacons) or the chairperson of any other group. The moderator or chairperson, as appropriate, shall not deny the request to attend unless, in the reasonable exercise of his or her discretion, he or she concludes that the member's presence is likely to (1) interfere with the conduct of the meeting or (2) result in a breach of an expectation of confidentiality with respect to the subject matter of the meeting. Any disputes between a member desiring to attend a meeting and the moderator or chairperson who has denied a request shall be settled by the Executive Committee.

Current section of by-laws with notes in bold:

IV. MEMBERS

- A. Persons desiring to unite with the church will confer with a member of the ordained clergy and shall be received on their assent to the Covenant of Membership. The Board of Deacons shall affirm the admission of all new members. **(to be amended as set forth above)**
- B. If a member of this church joins another church without asking for a letter of transfer, he or she shall be transferred to the inactive list of this church. **(to be deleted as set forth above)**
- C. If a member fully separates himself or herself for more than one year from the fellowship of this church, its worship, service, and support, the Board of Deacons, after appropriate discussion and notification to such member, may transfer such member to the inactive list. Inactive members may be restored to active status by a vote of the Board of Deacons. **(to be amended as set forth above)**
- D. Only active members of the church are entitled to vote at its meetings. **(to be amended as set forth above)**
- E. Persons who wish to retain membership in their home church may unite with this church as associate members by vote of the Board of Deacons. Persons who wish to join another church may retain their membership with this church as associate members. All associate members will be considered active members and may sit on any board or committee. The minutes of the Board of Deacons and all committees, sub-committees, task forces, and affinity groups other than the Executive Committee and Personnel Committee, shall be available for review by any member of the church by contacting the director of operations. All minutes are to be submitted to the appropriate committee staff liaison in a corrected and finalized form. **(first three sentences to be deleted as set forth above; no changes to last two sentences)**
- F. Members of the church may attend any meeting of the Board of Deacons, committee, sub-committee, task force, or affinity group other than meetings of the Executive Committee and Personnel Committee, provided that at least 24 hours prior to the meeting, the member seeking to attend a meeting requests permission to attend from the moderator (in the case of the Board of Deacons) or the chairperson of any other group. The moderator or chairperson, as appropriate, shall not deny the request to attend

unless, in the reasonable exercise of his or her discretion, he or she concludes that the member's presence is likely to (1) interfere with the conduct of the meeting or (2) result in a breach of an expectation of confidentiality with respect to the subject matter of the meeting. Any disputes between a member desiring to attend a meeting and the moderator or chairperson who has denied a request shall be settled by the Executive Committee. **(no changes)**

SECOND PROPOSED CHANGE – CONCERNING TERMS OF MODERATOR AND VICE MODERATOR

Proposed revised section concerning moderator and vice moderator terms:

C. OFFICERS

The officers of the church shall be the moderator of the church, the vice moderator of the church, the secretary, the assistant secretary, the treasurer and the assistant treasurer. The officers shall be elected at the annual meetings of the church. Beginning with Fiscal Year 2023, all officers shall serve for one term of two years and shall be eligible for re-election to the same position only after the lapse of one year. The moderator and vice moderator who were elected to serve during Fiscal Year 2021 shall serve in the same capacity during Fiscal Year 2022, provided they are elected to do so at the annual meeting in June 2021.

Current section of by-laws with notes in bold:

V. C. OFFICERS

The officers of the church shall be the moderator of the church, the vice moderator of the church, the secretary, the assistant secretary, the treasurer, and the assistant treasurer. The officers shall be elected at the annual meetings of the church. The moderator and vice moderator shall serve for a term of one year and shall be eligible for re-election to the same office only after a lapse of two years. Other officers shall serve for one term of two years and shall be eligible for re-election to the same position only after a lapse of one year. **(third sentence to be deleted; fourth sentence to be amended as set forth above; new sentence added concerning current moderator and vice moderator)**

Proposed revised section concerning Personnel Committee:

V. E. 3. PERSONNEL COMMITTEE

The Personnel Committee shall consist of an AHCC member with skills and expertise related to the work of the Personnel Committee who will serve as chair, the moderator, the vice moderator, the chairperson of the Administration and Finance Committee, the director of operations, the senior minister, and two members of the congregation appointed by the moderator to bring experience related to the work of the

committee. The two appointed members shall serve staggered two-year terms. Working with the senior minister, who recommends and implements the following, the Personnel Committee shall have ultimate responsibility for hiring of staff, terminating the employment of staff, staff relationships, setting salaries within the budget recommended by the Administration and Finance Committee and approved by the Board of Deacons, and an annual review of personnel matters and dismissals. The Personnel Committee shall establish personnel policy subject to the approval of the Board of Deacons.

Current section of by-laws with notes in bold:

V. E. 3. PERSONNEL COMMITTEE

The Personnel Committee shall consist of the immediate past moderator, the moderator, the vice moderator, the chairperson of the Administration and Finance Committee, the director of operations, the senior minister, and two members of the congregation appointed by the moderator to bring experience related to the work of the committee. The two appointed members shall serve staggered one-year terms. Working with the senior minister, who recommends and implements the following, the Personnel Committee shall have ultimate responsibility for hiring of staff, terminating the employment of staff, staff relationships, setting salaries within the budget recommended by the Administration and Finance Committee and approved by the Board of Deacons, and an annual review of personnel matters and dismissals. The Personnel Committee shall establish personnel policy subject to the approval of the Board of Deacons. The immediate past moderator shall chair this committee. **(first sentence to be amended as set forth above; last sentence deleted)**

Report from the Moderator

It has been my tremendous privilege to serve as AHCC Moderator this year, and I am pleased to provide this report as an overview of where we have been and where we are headed. Even as we have been separated over the past year due to the pandemic, I am truly overwhelmed by the togetherness I have felt in this church community. I have seen a strong desire of our members to get involved in the church's many services and programs, take action to help others in our community, learn and grow in our spiritual understandings, and ensure that AHCC remains as vibrant – and even more vibrant – than ever.

As you know, our theme at AHCC this year has been “For Just Such a Time as This.” The Diaconate and other lay leaders have fully embraced this theme, seizing on opportunities to reflect on our past and present and to lead the church into the future.

Some highlights since the last annual meeting:

A Time for Planning:

A major focus for AHCC's lay leadership this year was the creation, with the clergy team and staff, of a dynamic plan, or “roadmap,” for our church's activities and work over the next three years. The roadmap is called *AHCC 2024*. It builds on the long-standing priorities of the church, as well as the statement of vision – “Acceptance, Inquiry, Impact” – that developed out of the congregation's work in recent years.

The reason for creating the roadmap was simple -- a desire to make sure that everyone at AHCC and the broader community knows where we are headed and can see how and where they can engage with AHCC in the coming years to make the biggest impact possible. We will need everyone's help and participation – yes, that means you – to realize the full extent of the plans reflected in *AHCC 2024*. So please contact me, our clergy, or any member of the Diaconate to find out more about how you can get more involved or if you have ideas about new directions that AHCC can pursue.

An overview of the *AHCC 2024* roadmap has been made available to all church members and is attached to this report. You will see that it includes three central components – Pursue Justice, Nurture and Engage, and Expand Our Impact. These three areas are intended to continue and expand our current work at AHCC, and also to overlap with each other. You also will see in the road map that our ability to reach our targeted destinations in each of the three key areas depends on a variety of tools and resources. Some of those tools and resources are things we already have, including a full complement of ministers, an amazing staff, and a committed congregation; some tools we need to develop, such as enhanced technology capabilities.

You will hear more about *AHCC 2024* in the coming weeks, months, and years, and we will all need to work together to bring this exciting plan to fruition!

A Time for Justice:

AHCC has continued to focus on and discuss justice issues over the course of the year. Not only did the monthly Diaconate meeting agenda include a “justice segment” covering a range of justice-related topics, but also over half of the Deacons participated in a training program through our membership in the Greater Hartford Interfaith Action Alliance (GHIAA). The program trained us on how to have successful one-on-one relational meetings to build a connectional church and give us the tools to begin working on better relating to our communities.

AHCC hosted numerous justice-related events, from a discussion of Black experiences in corporate America to a program on structural inequities in housing development, and has several more planned before the end of the program year. There is so much you can get involved in, with our Justice In Action affinity group (formerly known as SUSO), our membership in GHIAA, or another one of our active ministries, as AHCC’s work to support and create justice in our community continues.

A Time for Reflection:



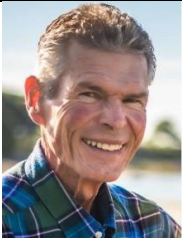



Over the past year, several task forces have reviewed and reflected on how we approach important parts of our work at AHCC. In the fall, Claudia Lindsey led a task force on the governance aspects of membership – addressing such fundamental questions as what are the mutual covenants between members and the church. This task force made recommendations to the Diaconate that were unanimously supported, and some of those recommendations appear in the proposed by-laws changes that will be presented at the Annual Meeting. Another task force, led by Mike Stockman, studied the current mission and structure of the Thrift Shop, and made recommendations about how the Thrift Shop can continue to support our outreach efforts more effectively. Finally, as part of the roadmap created by *AHCC 2024*, a task force led by Jim Grigsby and Brent Robertson started working this spring to consider how AHCC can best partner with the community to serve our neighbors’ needs and live our values. We look forward to hearing more about what this task force discovers and what recommendations it will make.



A Time for Teamwork:

I want to make special mention of the staff at AHCC and the tremendous work they do day in and day out. The pandemic created special and difficult challenges, but our staff persevered cheerfully and tirelessly, coming up with new ways to do their work, innovative programs, creative communications methods (for example, I encourage everyone to subscribe to the AHCC YouTube channel!), and so much more.

It is no small accomplishment that we are projected to finish the year with a balanced budget, we have a new floor in the sanctuary, and our in-person services are resuming even while the livestreaming option continues for those who are not local or feel more comfortable participating remotely. So please take a moment to extend your thanks to the AHCC staff for all that they do to support and sustain this church community.

Necrology

Nancy Fischer		September 30, 2020
Shepard Baker		October 15, 2020
Bill Nixon		November 11, 2020
Dan Ferraina		November 25, 2020
Shirlee Ciccone		January 13, 2021
Mildred Conlon		January 26, 2021

Tom Robinson		January 31, 2021
Clara Hutt	(no image available)	February 25, 2021
Greta Sergeant		April 4, 2021

Slate of Nominees

Member		Title	Term End
<u>Board of Deacons</u>			
Victoria	Chavey	Moderator	2022
Earl	Exum	Vice Moderator	2022
Francis	Vincent	Secretary	2022
Christina	Hollister	Asst. Secretary	2022
Claudia	Lindsey	Chair AFC/Treasurer	2022
Tom	Pringle	Asst. Treasurer	2022
Chloe	Horton	Chair, CFM	interim
Mally	Cox-Chapman	Chair, Outreach	2022
Jane	Torrey	Chair, Adult Education	2022
Marjorie	Berger	Co-Chair, Membership	2023
Amrita	John	Co-Chair, Membership	2023
Hildegard	Demallie	Co-Chair, Engagement	2022
Debbie	Mosebach	Co-Chair, Engagement	2022
Laura	Harker	Chair, Youth	2022
Paul	O'Mara	Chair, MAC	2022
Debby	Sutherland	Chair, WSF	2022
Glenn	Olson	Chair, Stewardship	2022
Jim	Grigsby	Member at Large	2023
Lila	Pierce	Member at Large (youth)	2022
Todd	Bigelow	Member at Large	2022
Frank	Virnelli	Member at Large	2022
Mike	Stockman	Member at Large	2022
John	Bourdeaux	Member at Large	2022
Africka	Hinds	Member at Large	2022
Brent	Robertson	Member at Large	2022
Wanda	Williams-McCormack	Member at Large	2022
<u>Administration & Finance Committee</u>			
Claudia	Lindsey	Chair/Treasurer	2022
Tom	Pringle	Asst. Treasurer	2022
Jim	Carter		2022
Jeremy	Clafin		2022
Africka	Hinds		2023
Jim	Bannister		2023
<u>House Sub-Committee</u>			
Beverly	Duncan	Chair	2023
Judy	Roberts		2023
Carol	Barry		2023
Kathleen	Burr		2023
Shirley	Fulton		2023

Member		Title	Term End
<u>Investment Sub-Committee</u>			
David	Stevenson	Chair	2022
Suzanne	Bourdeaux		2022
Guy	Cyr		2022
Alan	Mattamana		2022
Ted	Reed		2022
<u>Adult Christian Education</u>			
Jane	Torrey	Chair	2022
Lynn	Wadhams		2022
Marion	Carling		2022
Marie	Dalton-Meyer		2022
Kathleen	Graham		2022
Leslie	Desmangles		2022
Nancy	Kirchmyer		2022
Charles	Kurz, II		2022
<u>Children & Family Committee</u>			
Chloe	Horton	Chair	interim
Patti	Beckett		2023
Emily	Safino		2023
Amber	Berry		2023
David	Lemkey		2022
Andrea	Orsey		2022
Julie	Cipes		2022
Nate	Gibson		2022
Marvin	McNeill		
<u>Communications Committee</u>			
Ashley	Womack		2022
Kathye	Cipes		2022
<u>Membership Committee</u>			
Marjorie	Berger	Co-Chair	2023
Amrita	John	Co-Chair	2023
Christina	Hollister		2022
Sara	Pierce		2023
David	McMullen		2023
Hillary	Hammer		2023
Missy	Aiello		2023
Alesia	Wellington		2022
Jon	Reidel		2022
Nancy	Ford		2022
Meghan	McLaughlin		2022
Bill	Charamut		2022
Abby	Charamut		2022

Member		Title	Term End
<u>Hospitality Sub-Committee</u>			
Barbara	Anderson	Co-Chair	2022
Natasha	Roggi		2023
Lorrie	Kellogg		2023
Patricia	Dworak		2022
Linda	Fazio		2022
Tiffany	Smetak-Scurr		2022
Holly	Landers		2022
JoAnn	Bradley		
<u>Engagement Committee</u>			
Hildegard	DeMallie	Co-Chair	2022
Debbie	Mosebach	Co-Chair	2022
Bob	DeMallie		2022
Laura	Repka		2022
Janet	Kennedy		2022
Sandy	Wood Forand		2022
Andrea	Williams		2023
Bev	Cyr		2023
Cathie	Benner		2023
Arlene	LaPenta		2023
Debbie	Loomis		2023
Lara	Poulios		2022
Lynn	Snyder		2022
Pam	Palmer		2023
<u>Outreach Committee</u>			
Mally	Cox-Chapman	Chair	2022
Dayl	Walker	Co-Chair	2022
Paul	Grimmeisen		2022
Betsy	Hopkins		2022
Bob	Nolte		2022
Lesley	Skenderian		2023
Melissa	Morriss-Olson		2022
<u>UCC Delegates</u>			
Wanda	Williams-McCormack		Yes
Constance	Belton Green		Yes
Dahlia	Rivera		Yes
<u>Stewardship Committee</u>			
Glenn	Olson	Chair	2022
James	Cox-Chapman		2022
Katie	Nixon		2023

Member		Title	Term End
<u>Legacy Giving Sub-Committee</u>			
Barnaby	Horton	Chair	2022
Charles	Kurz, II		2022
Paul	Pendegast		2022
Doug	Thomas		2022
Bruce	Murray		2022
Sandy	Lee		2022
Sharon	Barrett		2022
<u>Music & Arts Committee</u>			
Paul	O'Mara	Chair	2022
Mary	deManbey		2022
Kelly	Halloran		2022
Rob	Lindauer		2022
Frank	Virnelli		2022
Kay	Carver		2022
Jacob	Carey		2022
Candace	Tanner		2023
Carol	Pinkston		2023
Ellie	Tener		2023
Candy	Lammers		2023
<u>Women's Spirituality & Fellowship Committee</u>			
Debbora	Sutherland	Chair	2022
Veronica	Pimentel		2022
Kay	Carver		2023
Janet	Kennedy		2023
Wendy	Benson		2022
Nancy	Sinsteden		2022
Hildegard	DeMallie		2022
Sandy	Knight		2022
Christie	Davis		2022
Candace	Low		2023
Diane	Nattrass		2023
Nancy	Owen		2023
Carol	Pinkston		2023
Marcie	Sener		2023
<u>Youth Ministries Committee</u>			
Laura	Harker	Chair	2022
Julie	Booth		2023
Martin	Magnusson		2023
David	Lemkey		2022
Kristen	Moyer		2022

Fiscal Year 2020-2021 Forecast

	FY 2020-2021	<i>FY 2020-2021</i>
	7/1/20 - 6/30/21	<i>7/1/20 - 6/30/21</i>
	Budget	<i>FORECAST</i>
Ordinary Revenue		
Contributions	\$ 1,100,000	\$ 842,888
Gifts/Donations	-	45,817
Program/Event Revenue	98,000	14,000
Rental Income & Reimbursement	127,626	127,626
Other Revenue	-	346
Endowment Draw	717,466	717,466
Total Revenue	2,043,092	1,748,143
Ordinary Expense		
Adult Education	1,937	1,937
Children & Family Ministries	9,114	9,114
Circles of Care	404	404
Communications	29,545	22,000
Member Engagement	1,996	5,307
Membership	5,501	5,501
Music and Arts	177,998	101,737
Office	126,000	150,000
Outreach	146,300	166,738
Personnel	1,309,878	1,285,000
Capital Depreciation	55,000	55,000
Plant	265,000	265,000
UCC Allocation	18,000	18,000
Women's Spirituality & Fellowship	8,390	8,390
Worship	6,233	6,233
Youth Education	7,976	7,976
Total Expense	2,169,272	2,108,337
Net Ordinary Income	\$ (126,180)	\$ (360,194)
Adjustments		
	Budget	<i>Forecast</i>
Add: FY 2021 Contributions paid in FY 2020		\$ 9,500
Add: Off-Budget Funds (repurposed)	\$ 24,000	\$ 24,000
Add: Estate gift for Outreach	\$ 70,000	\$ 70,000
Add: Off-Budget Support	\$ 32,180	\$ 39,480
PPP Loan		\$ 237,470
Adjusted Net Income	\$ • -	\$ 20,256

Note: This is a forecasted financial statement for the period of July 1, 2020 through June 30, 2021, based on actuals through March 31, 2021.

The budgeting process for the 2020-2021 fiscal year began just as AHCC was beginning to shift our operations due to the pandemic. In this unprecedented time, we understood that we did not know what to anticipate yet proceeded with cautious hope and a dynamic budget that was closely monitored by the Administration and Finance Committee. In June 2020, the Deacons adopted a provisional budget that guided us through the summer and into the fall when the delayed annual stewardship campaign was scheduled to be completed. As described below, measures were taken to reduce the budgeted and forecasted deficit throughout the remainder of the year.

Revenue:

The stewardship campaign resulted in commitments from 295 households totaling approximately \$790,000 against a goal of \$1,100,000. Additionally, significant donations have been made through the year, largely in support of our community meals and angel tree which offset the overage in the outreach budget. Along with the reduction in committed contributions, we anticipated reductions in program income because of the uncertainty surrounding when we would be able to open our church facility and hold in-person events. As a result, the forecast illustrates reduced program income. Rental income reflects our lease income from The Hartford for the use of the parking lot and the City of Hartford for the daycare. Our endowment draw reflects five percent of the average balance of the unrestricted portion of the endowment. In February 2021, AHCC applied for and received a Payroll Protection Program (PPP) loan, disbursed by the Small Business Administration to support small businesses that were impacted by the pandemic.

Expense:

In light of reduced programming due to pandemic restrictions, most programs were budgeted at 75% of their FY2020 actuals. The capital depreciation line item which funds building repairs and improvements was reintroduced at \$55,000, after having been eliminated in the previous year. This amount is lower than our customary \$85,000. The personnel budget reflects a reduction in support, housekeeping, and outreach staff. Outreach, music and arts (with the exception of Boar's Head), communications, office, plant and UCC were not reduced from the previous year. Overall, our staff have done a great job managing their budgets while providing new programming that is accessible remotely.