

**Tapestry, A Unitarian Universalist Congregation
Fiscal Year 2008-2009 Budget
Budget Evolution/Key Issues**

Preliminary Budget Shortfall - May 2008 **\$ (57,349)**

Cost reduction actions:

Negotiate no increase in base facility rent	\$ 4,730	
Hold Interim Minister salary flat	\$ 3,274	
Reduce Administrative Assistant hours from 25 to 15	\$ 8,986	
Other miscellaneous items	\$ 163	
Subtotal	\$ 17,153	\$ 17,153

Additional cost items:

Interim Minister relocation	\$ (7,180)	
Interim Minister increased insurance costs	\$ (3,818)	
Subtotal	\$ (10,998)	\$ (10,998)

Additional income:

Receipt of additional Pledges	\$ 9,110	
Additional Scrip purchases assumed	\$ 4,500	
Subtotal	\$ 13,610	\$ 13,610

"Closing the Gap" Funding

One month additional pledge per member (assumes 60% participation)	\$ 10,000	
Volunteer conversion of capital pledge to operating expense (assumes 20% of pledged FY2008-2009 amount)	\$ 27,584	
Subtotal	\$ 37,584	\$ 37,584

Total = Balanced Budget	\$ 0	\$ 0
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Opportunities for Additional Income:

Establish a Building Use Committee to find and manage new renters	\$ 9,000
Increase Scrip participation to \$200/month/member	\$ 12,000

FY2008 - 2009 Recommended Budget

166 Estimated Members	Full Year					Remarks
	FY07-08		Forecast Better / (Worse) Budget	FY08-09		
	Actual / Forecast	Budget		Prelim FY08-09 Budget	% Chg FY07-08 Act/Fcst	
Income						
Pledges	212,492	226,933	(14,441)	236,694	11%	Pledges received to date (\$199,110) - plus - one month extra per member adjusted (\$10,000) - plus - 20% of capital pledge for 2008-2009 converted to operating expenses (\$27,584)
Pledge Growth (new members)	-			7,101	0%	Assume 3% of pledge income; equals about 5-7 new members
Plate Income	5,174	6,750	(1,576)	5,400	4%	Assumes 4%-5% increase from prior year
Unpledged Contributions	4,929	5,000	(71)	5,000	1%	Assumes same budget as prior year
\$crip Income	4,159	5,068	(909)	7,500	80%	Requires congregation commitment to purchase \$crip
Ways & Means (Fund Raising)	30,082	30,000	82	31,500	5%	Assume 5% increase in Ways & Means fund raising
Building Use Income	17,219	30,035	(12,816)	17,200	0%	Assume rental income equal to prior year actual
2006-07 Surplus	-	9,977	(9,977)	-	0%	No surplus carryover; utilized reserve funds in FY07-08
All Other	10,638	4,112	6,526	721	-93%	2007-2008 Actual includes pledge carryover from prior year
Total Income	284,693	317,875	(33,182)	311,116	9%	
Expenses						
Leadership						
Minister	92,048	95,519	3,470	101,607	10%	Relocation expense, increased insurance costs
DRE	30,215	33,664	3,449	32,043	6%	4% COLA/merit, full year retirement contribution
Administrator	28,593	29,592	999	18,973	-34%	Reduction in hours/week from 25 to 15
Payroll Service Expenses	1,758	1,633	(125)	1,828	4%	Assume 4% increase from prior year
Board Discretionary Fund	37	-	(37)	-	-100%	
Total Leadership	152,652	160,408	7,756	154,451	1%	
Administrative Expenses						
Advertising	2,015	822	(1,193)	1,100	-45%	Elimination of Yellow Pages ad
Office Expenses	5,361	4,974	(386)	5,548	3%	
Insurance, Postage, Phone, Other	5,205	5,243	38	4,988	-4%	
Website	513	743	230	730	42%	Web-based PowerChurch
Total Administrative Expenses	13,093	11,782	(1,311)	12,366	-6%	
Building & Grounds						
Rental	105,280	105,525	245	107,025	2%	No increase in base; property tax only
Electricity	3,863	4,516	653	4,000	4%	Increase in utility costs offset by Green Sanctuary initiative
Gas	409	577	168	450	10%	Increase in utility costs offset by Green Sanctuary initiative
Maintenance	1,779	3,400	1,621	2,150	21%	
Total Building & Grounds Expenses	111,331	114,018	2,687	113,625	2%	
Life of the Church						
Ways & Means	2,259	2,500	241	2,500	11%	
Musicians	5,775	6,825	1,050	6,000	4%	
Speaker Expense	2,000	2,000	(0)	2,000	0%	
Childcare	1,559	1,645	85	1,600	3%	
Other	3,089	3,805	716	3,775	22%	
Total Life of the Church	14,682	16,775	2,093	15,875	8%	
Community Life						
\$ 22 PSWD Fairshare	3,297	3,424	127	3,652	11%	Assumes rate shown times 166 members
\$ 56 UUA Fairshare	8,478	9,364	886	9,296	10%	Assumes rate shown times 166 members
Other	1,382	2,105	723	1,850	34%	\$crip expense, equal exchange, all other
Total Community Life	13,157	14,893	1,736	14,798	12%	
Total Expenses	304,914	317,875	12,961	311,116	2%	
Excess Income/(Expenses)	(20,221)	0	(20,221)	0	0%	

FY2008 - 2009 Proposed Budget

166 Estimated Members	Full Year					Remarks
	FY07-08		Forecast	FY08-09		
	Actual / Forecast	Budget		B/(W) Bud	Prelim FY08-09 Budget	
Income						
Pledges previous year	4,923	-	4,923	2,000	-59%	
Pledges	212,492	215,000	(2,508)	236,694	11%	Pledges received to date (\$199,110) - plus - one month extra per member adjusted (\$10,000) - plus - 20% of capital pledge for 2008-2009 converted to operating expenses (\$27,584)
Anonymous Pledge *	-	6,500	(6,500)	-	0%	
Pledge Growth (new members)	-	5,433	(5,433)	7,101	0%	Assume 3% of base pledge income
Plate Income	5,174	6,750	(1,576)	5,400	4%	Assumes 4%-5% increase from prior year
Unpledged Contributions	4,929	5,000	(71)	5,000	1%	Assumes same budget as prior year
Scrip Income	4,159	5,068	(909)	7,500	80%	Requires congregation commitment
Literature/Coffee/etc. Income	1,067	1,301	(233)	1,000	-6%	
Bridge Income	186	300	(114)	200	8%	
Ways & Means (Fund Raising)	30,082	30,000	82	31,500	5%	Assume 5% increase in Ways & Means fund raising
Non-Cash Contributions (offset by expense)	1,801	2,515	(714)	1,500	-17%	
Interest Income	4	10	(6)	5	30%	
Building Use Income	17,219	30,035	(12,816)	17,200	0%	Assume rental income equal to prior year actual
Miscellaneous Income	862	200	662	750	-13%	
Pass Through Income	6	-	6	-	-100%	
Memorial Gifts	1,789	250	1,539	-	-100%	
Minister's Discretionary Fund	-	1,000	(1,000)	-	0%	
Pledge Loss	-	(1,463)	1,463	(4,734)	0%	Assume 2% loss of base pledge income
Chalice Lighter Grant	-	-	-	-	0%	
2006-07 Surplus	-	9,977	(9,977)	-	0%	No surplus carryover; utilized reserve funds in FY07-08
Total Income	284,693	317,875	(33,182)	311,116	9%	
Expenses						
Leadership						
Minister						
Salary & 7.65% SECA	48,799	48,800	1	48,799	0%	Hold to prior year actual for interim minister
Housing	23,000	23,000	(0)	23,000	0%	
Minister Relocation	-	-	-	7,180	0%	10% of salary plus housing
Retirement (14% of Salary & Housing)	10,052	9,668	(384)	10,052	0%	
Insurance (Med, Dent, Life, Disab)	1,578	5,051	3,473	5,396	242%	Rev John through Aug, Rev Mitra Sept-June (UUA Insurance)
Professional Expenses	8,379	8,000	(379)	7,180	-14%	10% of salary plus housing
Sabbatical Fund	-	-	-	-	0%	
Minister's Discretionary Fund	240	1,000	760	-	-100%	
Subtotal Minister	92,048	95,519	3,470	101,607	10%	

FY2008 - 2009 Proposed Budget

166 Estimated Members

	Full Year					Remarks
	FY07-08		Forecast	FY08-09		
	Actual / Forecast	Budget		B/(W) Bud	Prelim FY08-09 Budget	
DRE - 1,440 hours over 50 wks						
Salary & Vacation Accrual	23,667	23,667	(0)	24,614	4%	Assume 4% COLA/merit
Retirement (14% of Salary)	2,787	3,451	664	3,446	24%	Paid partial year 07-08
Insurance	871	3,736	2,865	1,000	15%	Actual costs below prior forecast
Professional Expenses	1,080	1,000	(80)	1,100	2%	
Payroll Taxes	1,811	1,811	(0)	1,883	4%	
Subtotal DRE	30,215	33,664	3,449	32,043	6%	
Office Administrator - 15 hrs./wk						
Salary & Vacation Accrual	20,280	20,280	-	13,798	-32%	Reduction in hours/week from 25 to 15
Retirement & Insurance						
Retirement (14% of Salary)	1,820	2,957	1,137	1,932	6%	Reduction in hours/week from 25 to 15
Insurance	4,942	4,804	(138)	2,188	-56%	Reduction in hours/week from 25 to 15
Payroll Taxes	1,551	1,551	(0)	1,056	-32%	Reduction in hours/week from 25 to 15
Subtotal OA	28,593	29,592	999	18,973	-34%	
Employer Expenses	-	-	-	-	0%	
Payroll Service Expenses	1,758	1,633	(125)	1,828	4%	Assume 4% increase from prior year
Board Discretionary Fund	37	-	(37)	-	-100%	
Total Leadership	152,652	160,408	7,756	154,451	1%	
Administrative Expenses						
Advertising	-	-	-	-		
Yellow Pages	1,093	-	(1,093)	-	-100%	Yellow pages contract expired
Newspaper	490	584	94	550	12%	
Newsletter Expenses	-	46	46	50	0%	
Publicity	432	192	(240)	500	16%	
Subtotal Advertising	2,015	822	(1,193)	1,100	-45%	
Office Expenses						
Bank Charges	180	182	1	180	0%	
Office Supplies	1,273	1,207	(65)	1,300	2%	
Copier Lease	3,043	2,281	(761)	3,708	22%	Based on negotiated rate
Copier Overage Costs	865	1,304	439	360	-58%	
Subtotal Office Supplies	5,361	4,974	(386)	5,548	3%	
Other Expenses						
Taxes/Permits	155	155	-	175	13%	
Postage	932	1,270	339	1,002	8%	Postage increase
Printing	-	143	143	100	0%	
Comprehensive Insurance	2,268	2,625	357	2,336	3%	Assume 3% increase from prior year
DRE Search Committee	-	-	-	-	0%	
Professional Services -backgrounds	-	50	50	50	0%	
Office Furniture/Equipment	772	100	(672)	150	-81%	
Books & Literature	25	-	(25)	25	0%	
Misc Expenses	15	100	85	50	233%	
Phones	1,038	800	(238)	1,100	6%	

FY2008 - 2009 Proposed Budget

166 Estimated Members

Full Year						Remarks
FY07-08		Forecast	FY08-09		B/(W) Bud	
Actual / Forecast	Budget		Prelim FY08-09 Budget	% Chg FY07-08 Act/Fcst		
	5,205	5,243	38	4,988	-4%	
Subtotal Other						

FY2008 - 2009 Proposed Budget

166 Estimated Members

	Full Year					Remarks
	FY07-08		Forecast	FY08-09		
	Actual / Forecast	Budget		B/(W) Bud	Prelim FY08-09 Budget	
Website						
Internet Access	195	543	348	250	28%	
Computer Hardware	-	-	-	-	0%	
Computer Software	70	-	(70)	-	-100%	
Support Contracts - Power Church	248	200	(48)	480	94%	Recommend switching to web-based PowerChurch
Web hosting	-	-	-	-	0%	
Subtotal Website	513	743	230	730	42%	
Total Administrative Expenses	13,093	11,782	(1,311)	12,366	-6%	
Building & Grounds						
Rental	105,280	105,525	245	107,025	2%	No increase in base negotiated; property tax only
Utilities						
Electricity	3,863	4,516	653	4,000	4%	Green sanctuary initiative
Gas	409	577	168	450	10%	Savings based on prior year actual
Maintenance						
Kitchen Supplies	233	250	17	250	7%	
Janitorial Supplies	274	350	77	250	-9%	Based on prior year actual
Cleaning Service	1,040	2,400	1,360	1,250	20%	Occasional professional cleaning required
Repairs/Maintenance	233	400	167	400	72%	
Total Building & Grounds Expenses	111,331	114,018	2,687	113,625	2%	
Life of the Church						
Aesthetics	416	400	(16)	450	8%	Based on prior year actual
Membership	661	500	(161)	550	-17%	
Hospitality	78	55	(23)	75	-4%	
Visitor Materials (Hospitality & Books)	324	350	26	350	8%	
Ways & Means	2,259	2,500	241	2,500	11%	
Stewardship	11	800	789	500	4413%	
Music						
Piano Fund	-	-	-	-	0%	
Piano Tuning	225	200	(25)	250	11%	Based on prior year actual
Musicians	5,775	6,825	1,050	6,000	4%	
Music Supplies	-	50	50	50	0%	
Worship						
Speaker Expense	2,000	2,000	(0)	2,000	0%	
Worship Supplies	543	150	(393)	500	-8%	Based on prior year actual
Hymnals to be Purchased	-	-	-	-	0%	
Adult Religious Exploration	60	200	140	150	149%	
Children's Religious Exploration	-	-	-	-	0%	
Supplies	658	1,000	342	750	14%	Based on prior year actual
Childcare	1,559	1,645	85	1,600	3%	
Miscellaneous	112	100	(12)	150	33%	

FY2008 - 2009 Proposed Budget

	Full Year					
	FY07-08		Forecast	FY08-09		
	Actual / Forecast	Budget		B/(W) Bud	Prelim FY08-09 Budget	
166 Estimated Members						
Total Life of the Church	14,682	16,775	2,093	15,875	8%	
Community Life						
ADR	-	-	-	-	0%	
Books & Literature (Misc Expenses)	45	750	705	250	456%	
Scrip Expense	241	124	(117)	250	4%	Should be offset by additional \$scrip income
Leadership School	-	-	-	-	0%	
GA/DA Registration	-	-	-	-	0%	
Equal Exchange Expense	776	931	156	800	3%	
Caring Network	-	100	100	50	0%	
Social Action/Outreach	254	200	(54)	400	58%	
Transfer to UBS Account	-	-	-	-	0%	
\$ 22 PSWD Fairshare	3,297	3,424	127	3,652	11%	5% rate increase from prior year times 166 members
\$ 56 UUA Fairshare	8,478	9,364	886	9,296	10%	Forecast rate times 166 members
Welcoming Congregation	66	-	(66)	100	51%	
Total Community Life	13,157	14,893	1,736	14,798	12%	
Total Expenses	304,914	317,875	12,961	311,116	2%	
Excess Income/(Expenses)	(20,221)	0	(20,221)	0	0%	

FY2008 - 2009 Potential Budget Recovery Items

Potential Recovery Items - Included:

Convert 20% of current year's capital campaign contribution to pledge income	\$ 27,584	Potentially delays fulfillment of capital campaign
Request every member to pledge one additional month	\$ 10,000	Assume 60% participation

Potential Recovery Items - Rejected:

<u>Item</u>	<u>Savings</u>	<u>Comments</u>
Eliminate one of four rental spaces	\$ 27,869	Very undesirable - space is at a premium now and there is little room for growth. Would likely need to spend large portion of 1st year savings restoring space to previous condition.
Take shortfall from reserve account	\$ 37,584	Very undesirable - solves only current year shortfall and diminishes safety net
Find additional renters	\$ 9,000	Highly desirable, but can not depend on income for current year budget
Increase Scrip income	\$ 12,000	Highly desirable, but can not depend on income for current year budget
Reduce DRE hours by 20%	\$ 12,817	Would reduce quality of RE program and could result in loss of families with children
Eliminate UUA and PSWD contributions	\$ 12,948	Contradictory to Tapestry's goals to support UU principles -- would make receiving UUA grant for new building impossible and increase difficulty of finding quality settled minister
Reduce use of paid musicians by 50%	\$ 3,000	Would require strong commitment of volunteers to fill in and could compromise the quality of music program