

## 2011 Program Budget

	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>
Evangelism & Renewal			
Commission Programs	5,504	15,337	17,300
Consultant Expense	17,000	15,000	6,000
Church Dev't & Renewal Grants <sup>2</sup>	<u>97,100</u>	<u>72,262</u>	<u>68,600</u>
Net Expense	119,604	102,599	91,900
Leadership Development			
Commission Programs	13,645	15,839	19,600
Pastoral Excellence Programs	<u>171,284</u>	<u>154,076</u>	<u>207,900</u>
Net Expense	184,929	169,915	227,500
Education and Youth Ministries			
Commission Programs	17,711	12,462	13,100
Consulting with local churches	12,918	12,918	12,000
Resource Center	16,828	3,163 <sup>1</sup>	4,600
Youth & YA Ministries Expense (inc travel)	88,717	104,287	15,500
Youth Ministries Income	<u>-62,358</u>	<u>-107,848</u>	<u>0</u>
Net Expense	73,816	24,982	45,200
Mission & Justice			
Commission Programs	23,510	13,419	26,100
Seed Grants	<u>29,000</u>	<u>32,100</u>	<u>19,700</u>
Net Expense	52,510	45,519	45,800
Ecumenical Partnerships			
Commission Programs	1,298	530	3,600
MA Council of Churches	59,300	59,300	54,300
Support for Campus Ministries	19,967	0	0
Grant to Boston-Cambridge Campus Ministries	<u>17,540</u>	<u>16,114</u>	<u>16,900</u>
Net Expense	98,105	75,944	74,800
Stewardship			
Commission Programs	<u>21,352</u>	<u>7,353</u>	<u>19,800</u>
Net Expense	21,352	7,353	19,800
Communications			
Commission Programs	2,080	-1,094	6,800
Spotlight, Annual Report	<u>3,961</u>	<u>0</u>	<u>4,000</u>
Net Expense	6,041	-1,094	10,800
General Program Items:			
M&P Program Contingencies & misc	0	9,339	8,600
Contracts, Dues, Contributions	5,000	5,084	12,500
Aid to Churches (Area Ministers)	<u>0</u>	<u>1,200</u>	<u>3,000</u>
Net Gen'l Program	5,000	15,623	24,100
Net Program Cost	<u>561,357</u>	<u>440,841</u>	<u>539,900</u>

<sup>1</sup>Resource Center staff costs moved to personnel budget as of 2010

<sup>2</sup> Church Development Detail:	<u>Actual</u> <u>2009</u>	<u>Actual</u> <u>2010</u>	<u>Budget</u> <u>2011</u>
Lowell Church Planting	50,100	59,496	68,600
Mashpee UCC Start	17,000	7,766	0
Somerville Turnaround	10,000	5,000	0
Wollaston Turnaround	<u>20,000</u>	<u>0</u>	<u>0</u>
	97,100	72,262	68,600

## 2012 Proposed Budget

Recommended by the Board of Directors

	2009 Actual	2010 Actual*	2011 Revised Budget	2012 Proposed Budget
<b>OPERATING REVENUE</b>				
Total Basic Support Receipts*	1,872,136	1,832,324	1,830,300	1,800,000
Remitted to National UCC	<u>-1,123,282</u>	<u>-1,007,778</u>	<u>-1,006,700</u>	<u>-954,000</u>
Basic Support Retained	748,854	824,546	823,600	846,000
Fellowship Dues	1,031,900	992,149	1,000,400	960,400
Annual Fund	<u>20,240</u>	<u>21,900</u>	<u>20,000</u>	<u>20,000</u>
Total Support from Churches	1,800,994	1,838,595	1,844,000	1,826,400
Use of Restricted Gifts (see page 13)	507,770	444,771	531,200	469,300
Income from Gen'l Endowment	129,003	119,711	113,100	113,100
Net Conference Center Revenue	56,017	24,424	47,400	61,000
Miscellaneous Income	<u>58,257</u>	<u>48,942</u>	<u>39,600</u>	<u>37,400</u>
<b>TOTAL OPERATING REVENUE</b>	<b>2,552,041</b>	<b>2,476,443</b>	<b>2,575,300</b>	<b>2,507,200</b>
<b>OPERATING EXPENSES</b>				
Salaries & Benefits	1,534,046	1,572,812	1,621,600	1,597,900
Travel Reimbursement	94,727	94,123	100,900	106,000
Staff Devt, Sabbatical Coverage, Searches	<u>26,809</u>	<u>26,750</u>	<u>18,300</u>	<u>17,800</u>
Total Staff Costs	1,655,582	1,693,685	1,740,800	1,721,700
Evangelism and Renewal	119,604	102,599	91,900	
Leadership Development	184,929	169,915	227,500	
Educational Ministries	73,816	24,982	45,200	
Mission and Justice	52,510	45,519	45,800	
Ecumenical Partnerships	98,105	75,944	74,800	
Stewardship/Mission Interpr.	21,352	7,353	19,800	
Communications	6,041	-1,094	10,800	
Other Projects	<u>5,000</u>	<u>15,623</u>	<u>24,100</u>	
Total Program Costs	561,357	440,841	539,900	445,700**
Annual Meeting, Synod, Board & Staff Meetings	41,990	17,815	35,300	34,700
Legal, Audit, Contingencies	53,826	57,922	58,200	61,400
Area Office Expenses & Rent	55,408	51,746	50,600	47,600
Telecommunications, Web & Network Support	41,773	41,730	48,500	51,500
Office Equipment & Supplies	42,901	37,216	40,000	38,700
Framingham Office Rent, Maint	<u>92,406</u>	<u>94,250</u>	<u>105,500</u>	<u>105,900</u>
Total Institutional Costs	328,304	300,679	338,100	339,800
<b>TOTAL OPERATING EXPENSES</b>	<b>2,545,243</b>	<b>2,435,205</b>	<b>2,618,800</b>	<b>2,507,200</b>
<b>OPERATING EXCESS/DEFICIT</b>	<b>6,798</b>	<b>41,238</b>	<b>-43,500</b>	<b>0</b>
<b>TRANSFERS:</b>				
FROM RESERVE FUNDS	<u>0</u>	<u>0</u>	<u>43,500</u>	<u>0</u>
<b>NET EFFECT ON OPERATING FUND</b>	<b>6,798</b>	<b>41,238</b>	<b>0</b>	<b>0</b>

\* 2010 figures shown prior to audit by Parent, McLaughlin, Nangle & Co, CPAs

\*\* Program detail to be determined in the fall of 2011

## 2012 Retreat Center Proposed Budget

Recommended by the Board of Directors

	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>REVISED</u>	2012 <u>PROPOSED</u>
<b>FRAMINGHAM</b>				
UCC Center (Cost Allocation)				
Internal Rents	186,516	190,700	196,700	200,600
Expenses	<u>-164,388</u>	<u>-173,451</u>	<u>-177,300</u>	<u>-180,800</u>
Net Income (Expense)	22,128	17,249	19,400	19,800
 Edwards House				
Revenue	115,766	113,197	122,400	145,500
Expenses	<u>-165,008</u>	<u>-161,371</u>	<u>-173,000</u>	<u>-184,500</u>
Net Income (Expense)	-49,242	-48,174	-50,600	-39,000
 Pilgrim Day Camp				
Revenue	740,140	721,545	740,000	754,800
Expenses	<u>-650,104</u>	<u>-666,196</u>	<u>-661,400</u>	<u>-674,600</u>
Net Income (Expense)	90,036	55,349	78,600	80,200
 Total Framingham Net Inc (Exp)	62,922	24,424	47,400	61,000
 <b>CRAIGVILLE CONFERENCE CTR</b>				
Revenues	954,040	973,277	1,003,000	1,003,000
Expenses	<u>-918,226</u>	<u>-930,970</u>	<u>-989,100</u>	<u>-990,000</u>
Net Income (Expense)	35,814	42,307	13,900	13,000
Trans from(to) Craigville Funds	-23,888	-28,219	-9,271	-7,800
Surplus share to CCMA	<u>-11,926</u>	<u>-14,088</u>	<u>-4,629</u>	<u>-5,200</u>
Net Contribution to Op. Budget	0	0	0	0
 <b>WARNER FARM</b>				
Revenues	0	0	0	0
Expenses	<u>-6,905</u>	0	0	0
Net Income (Expense)	-6,905	0	0	0

## Use of Restricted Gifts - Detail

(See previous page)

	2009 <u>Actual</u>	2010 <u>Actual</u>	Revised <u>Budget</u>	Proposed <u>Budget</u>
Lilly Endowment				
(145100 to personnel, remainder to prog)	314,062	290,847	347,500	411,500
Church Dev't & Renewal Funds	97,100	72,962	62,600	0
Gift & Promise Endowment Income	45,000	30,200	65,400	37,800
BCMHE Fund	17,540	16,962	16,900	17,000
Barnes Fund	29,000	32,100	9,700	0
Other	<u>5,068</u>	<u>1,700</u>	<u>29,100</u>	<u>3,000</u>
	507,770	444,771	531,200	469,300