

**Income and Expenses
by Business Segment**

FY 2006

Activities by Business Segment

(Dollars in thousands)

| | FY06 Results | FY07 Budget | FY08 Budget |
|----------------------------|-------------------------|------------------------|------------------------|
| Operating | | | |
| Income | 23,415 | 22,984 | 24,538 |
| Expense | <u>23,370</u> | <u>22,984</u> | <u>24,538</u> |
| Net | <u>45</u> | <u>0</u> | <u>0</u> |
| Beacon Press | | | |
| Income | 5,321 | 4,991 | 5,000 |
| Expense | <u>5,205</u> | <u>4,991</u> | <u>5,000</u> |
| Net | <u>116</u> | <u>0</u> | <u>0</u> |
| CPLC | | | |
| Income | 357 | 350 | 350 |
| Expense | <u>361</u> | <u>350</u> | <u>350</u> |
| Net | <u>(4)</u> | <u>0</u> | <u>0</u> |
| GIF | | | |
| Income | 1,259 | 1,259 | 1,259 |
| Expense | <u>1,096</u> | <u>1,096</u> | <u>1,096</u> |
| Net | <u>163</u> | <u>163</u> | <u>163</u> |
| Total | | | |
| Income | 30,352 | 29,584 | 31,147 |
| Expense | 30,032 | 29,421 | 30,984 |
| Eliminations & Accruals | <u>3,424</u> | <u>0</u> | <u>0</u> |
| Net | <u>3,744</u> | <u>163</u> | <u>163</u> |

Operating Budget Summary

FY2006 Results

FY2007 and 2008 Budget

**UUA Budget Summary
Current Operations**

**FY06
Results** **FY07
Budget
10/19/2006** **FY08
Budget
1/18/2007**

INCOME

Income for General Support

| | | | |
|--|-------------------|-------------------|-------------------|
| Fundraising - APF Churches & Fellowships | 6,463,856 | 6,717,684 | 7,019,739 |
| Fundraising - APF \$1 for Growth Fund | | | |
| Fundraising - Friends of the UUA | 1,482,279 | 1,600,000 | 1,800,000 |
| Unrestricted Gifts and Bequests | 397,408 | 425,000 | 425,000 |
| Subtotal | 8,343,543 | 8,742,684 | 9,244,739 |
| Administration Fees | 905,963 | 694,697 | 723,762 |
| General Investment Fund Income | 2,074,665 | 2,164,738 | 2,182,002 |
| Other Current Fund Income | 2,902,158 | 2,808,110 | 2,932,388 |
| Total Income for General Support | 14,226,329 | 14,410,229 | 15,082,891 |

Income for Designated Purposes

| | | | |
|---|------------------|------------------|------------------|
| Handing on the Future Income | 208,852 | 209,500 | 350,000 |
| Campaign for Unitarian Universalism | 721,367 | 762,450 | 612,573 |
| Now Is The Time | 89,657 | 895,500 | 1,660,000 |
| UUCSR Veatch Grants | 1,839,028 | 1,859,444 | 1,961,558 |
| Grants and Scholarships | 803,562 | 841,542 | 847,935 |
| Ministerial Aid Funds | 465,491 | 470,000 | 480,000 |
| Holdeen and International Trusts and Grants | 1,370,100 | 1,455,168 | 1,452,683 |
| Income for Other Purposes | 3,572,555 | 2,080,129 | 2,090,838 |
| Total Income for Designated Purposes | 9,070,612 | 8,573,733 | 9,455,587 |

General Assembly - net 118,206 0 0

Total Income **23,415,147** **22,983,962** **24,538,478**

EXPENSES

Board & Volunteer Leadership

| | | | |
|---|----------------|----------------|----------------|
| Board of Trustees | 233,458 | 215,000 | 215,000 |
| Board Committees | 98,446 | 108,302 | 112,325 |
| Board Task Forces | 81,601 | 112,325 | 92,600 |
| Moderator | 27,884 | 20,000 | 20,000 |
| Nominating Committee | 21,647 | 20,000 | 20,000 |
| Commission on Appraisal | 36,667 | 35,000 | 35,000 |
| Ministerial Fellowship Committee | 184,299 | 181,500 | 195,000 |
| APF Continental Committee | 31,763 | 34,700 | 35,950 |
| U U Funding Program | 0 | 0 | 0 |
| Commission on Social Witness | | 47,000 | 40,000 |
| Total Board & Volunteer Leadership | 715,765 | 773,827 | 765,875 |

Program

Advocacy and Witness

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Information and Public Witness | 213,159 | 0 | 0 |
| Advocacy Programs | 608,477 | 579,268 | 591,127 |
| International Office | 190,646 | 212,095 | 207,023 |
| Holdeen Designation Trusts | 464,896 | 467,181 | 456,119 |
| Holdeen India Program | 714,558 | 775,892 | 786,092 |
| Total Advocacy and Witness | 2,191,736 | 2,034,436 | 2,040,360 |

Congregational Services

| | | | |
|--|------------------|------------------|------------------|
| Director's Office | 225,355 | 275,943 | 250,955 |
| Congregational Growth | 748,941 | 539,403 | 1,136,029 |
| New Congregation and Growth Resources | 89,931 | 0 | 0 |
| Congregational Justice Making Resources | 88,433 | 112,450 | 107,450 |
| Young Adult and Campus Ministry Director | 388,161 | 436,406 | 419,643 |
| Congregational Fundraising Services | 406,365 | 466,199 | 472,920 |
| Services to Large Congregations | 102,116 | 113,193 | 114,955 |
| Total Congregational Services | 2,049,302 | 1,943,594 | 2,501,952 |

**UUA Budget Summary
Current Operations**

| | FY06 Results | FY07 Budget 10/19/2006 | FY08 Budget 1/18/2007 |
|---|-------------------------|---------------------------------------|--------------------------------------|
| (Program, continued) | | | |
| District Services | | | |
| District Services | 1,721,051 | 1,950,233 | 2,038,781 |
| District APF Grants | 604,242 | 644,453 | 690,134 |
| <i>Total District Services</i> | <u>2,325,293</u> | <u>2,594,686</u> | <u>2,728,915</u> |
| Identity Based Ministries | | | |
| Identity Based Ministries | 495,145 | 665,285 | 660,901 |
| <i>Total Identity-Based Ministries</i> | <u>495,145</u> | <u>665,285</u> | <u>660,901</u> |
| Lifespan Faith Development | | | |
| Director of Lifespan Faith Development | 176,077 | 211,135 | 211,962 |
| Curriculum Development | 287,510 | 449,366 | 461,401 |
| Youth Office | 286,806 | 282,517 | 248,530 |
| Youth Council | 52,826 | 61,011 | 61,458 |
| Youth Programs | 24,499 | 27,200 | 27,200 |
| <i>Total Lifespan Faith Development</i> | <u>827,718</u> | <u>1,031,229</u> | <u>1,010,551</u> |
| Ministry & Professional Leadership | | | |
| Dir. of Ministry and Professional Credentialing | 228,456 | 261,209 | 265,209 |
| RE Credentialing | 116,792 | 131,483 | 138,064 |
| Ministerial Credentialing | 172,270 | 183,290 | 191,412 |
| Settlement | 187,100 | 206,014 | 219,648 |
| Office of Church Staff Finances | 237,676 | 344,417 | 373,624 |
| Professional Development | 195,746 | 150,594 | 156,633 |
| Scholarships and Ministerial Ed Grants | 343,633 | 360,667 | 361,913 |
| Continuing Education | 63,056 | 70,000 | 70,000 |
| Aid Funds | 512,538 | 514,000 | 524,000 |
| Panel on Theological Education | 595,510 | 615,325 | 625,472 |
| <i>Total Ministry & Prof. Development</i> | <u>2,652,777</u> | <u>2,836,999</u> | <u>2,925,974</u> |
| UU Funding Panel | | | |
| Program Expenses | 1,050,553 | 946,944 | 999,469 |
| <i>Total UU Funding Panel</i> | <u>1,050,553</u> | <u>946,944</u> | <u>999,469</u> |
| Communications | | | |
| Director of Communications - 540 | 121,826 | | |
| Director of Communications - 541 | | 249,595 | 283,755 |
| Office of Electronic Communications | | 229,345 | 239,907 |
| Periodicals | 738,497 | 901,748 | 811,487 |
| Publications Administration | 472,458 | 502,414 | 571,846 |
| UUA Bookstore | 797,266 | 818,048 | 841,343 |
| Total Program | 13,722,571 | 14,754,322 | 15,616,460 |

**UUA Budget Summary
Current Operations**

| FY06 Results | FY07 Budget 10/19/2006 | FY08 Budget 1/18/2007 |
|-------------------------|---------------------------------------|--------------------------------------|
|-------------------------|---------------------------------------|--------------------------------------|

Administration

| | | | |
|--|------------------|------------------|------------------|
| Office of the President | 377,411 | 376,718 | 352,201 |
| Office of the Executive Vice President | 320,791 | 338,513 | 333,741 |
| Contingency Expense | 198,821 | 348,064 | 364,515 |
| Human Resources | 526,380 | 482,157 | 751,867 |
| <i>Total Administration</i> | 1,423,403 | 1,545,452 | 1,802,324 |

Infrastructure

Stewardship and Development

| | | | |
|--------------------------------------|------------------|------------------|------------------|
| VP of Stewardship & Development | 114,300 | 115,432 | 124,845 |
| APF Campaign | 186,311 | 129,688 | 137,104 |
| Friends Campaign | 401,625 | 463,824 | 598,666 |
| Charitable Gift and Estate Planning | 151,264 | 128,323 | 157,914 |
| Campaign for UUism / Umbrella Giving | 1,511,929 | 1,641,678 | 1,750,548 |
| <i>Total Financial Development</i> | 2,365,429 | 2,478,944 | 2,769,076 |

Information Technology Services

| | | | |
|--|------------------|------------------|------------------|
| Data and Technical Services | 911,230 | 1,142,840 | 1,267,520 |
| Office of Electronic Communications | 243,849 | 0 | 0 |
| <i>Total Information Technology Services</i> | 1,155,079 | 1,142,840 | 1,267,520 |

Internal Services

Finance

| | | | |
|---|------------------|----------------|----------------|
| Treasurer and Vice President of Finance | 271,626 | 296,609 | 289,364 |
| Financial Services | 490,933 | 504,262 | 516,240 |
| Miscellaneous Funds and Scholarships | 1,816,483 | 48,230 | 48,230 |
| <i>Total Finance</i> | 2,579,042 | 849,101 | 853,835 |

Facilities & Operations Services

| | | | |
|---|------------------|------------------|------------------|
| Facilities - General | 798,809 | 809,114 | 835,678 |
| 25 Beacon Street | 125,107 | 120,000 | 112,000 |
| 41 Mt Vernon Street | 219,445 | 229,259 | 222,409 |
| Eliot and Pickett House | 265,818 | 281,103 | 293,299 |
| <i>Total Facilities & Operations Services</i> | 1,409,179 | 1,439,476 | 1,463,386 |

| | | | |
|--------------------------------|------------------|------------------|------------------|
| <i>Total Internal Services</i> | 3,988,221 | 2,288,577 | 2,317,221 |
|--------------------------------|------------------|------------------|------------------|

| | | | |
|-----------------------------|------------------|------------------|------------------|
| <i>Total Infrastructure</i> | 7,508,729 | 5,910,362 | 6,353,818 |
|-----------------------------|------------------|------------------|------------------|

| | | | |
|-----------------------|-------------------|-------------------|-------------------|
| Total Expenses | 23,370,468 | 22,983,963 | 24,538,477 |
|-----------------------|-------------------|-------------------|-------------------|

| | | | |
|-------------------------------------|---------------|----------|------------|
| Expenses Over (Under) Income | 44,679 | 0 | (0) |
|-------------------------------------|---------------|----------|------------|

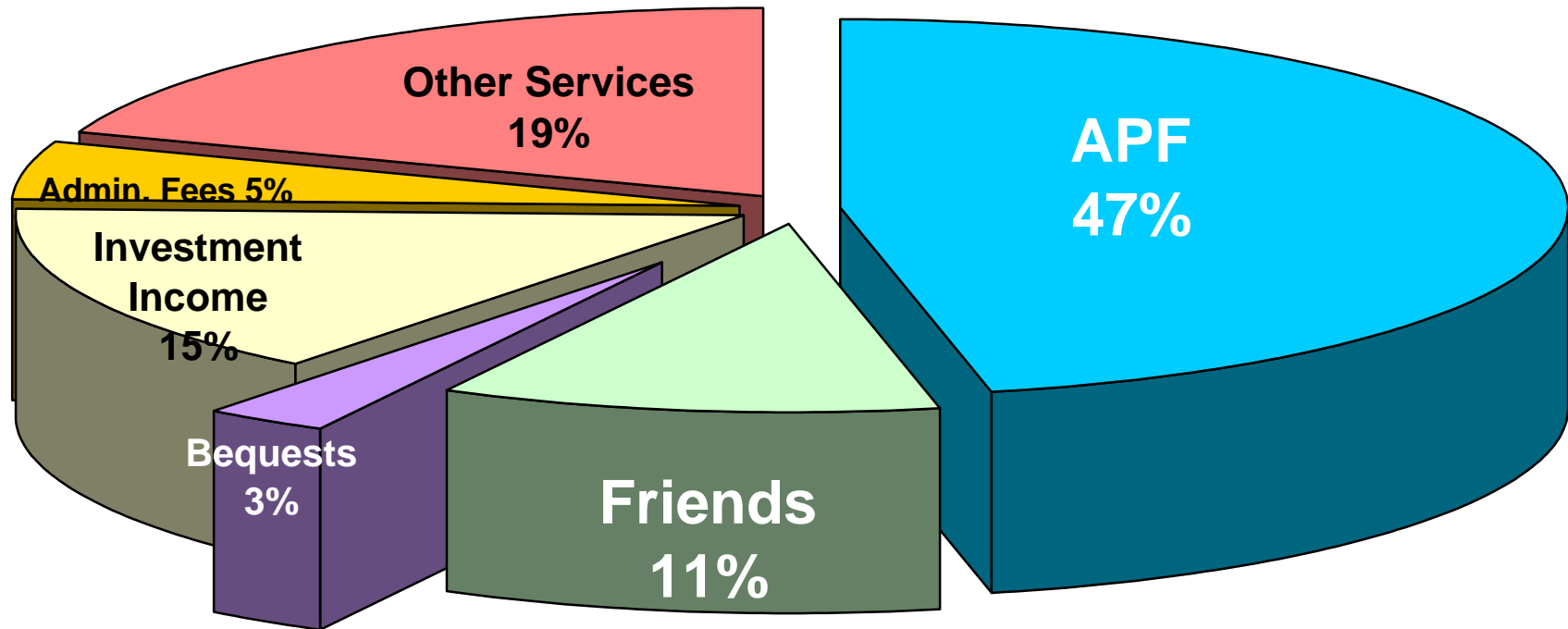
**Unitarian Universalist Association
Budget Overview
Current Operations**

| | FY06 Results | FY07 Budget 10/19/06 | Percent Inc/Dec 06 to 07 | FY08 Budget 01/18/07 | Percent Inc/Dec 07 to 08 |
|---|-------------------|----------------------------|--------------------------------|----------------------------|--------------------------------|
| INCOME | | | | | |
| Income for General Support | | | | | |
| Fundraising | 8,343,543 | 8,742,684 | 4.8% | 9,348,952 | 6.9% |
| Administration Fees | 905,963 | 694,697 | -23.3% | 723,762 | 4.2% |
| General Investment Income | 2,074,665 | 2,164,738 | 4.3% | 2,182,002 | 0.8% |
| Other Current Fund Income | 2,902,158 | 2,808,110 | -3.2% | 2,828,175 | 0.7% |
| Total Income for General Support | <u>14,226,329</u> | <u>14,410,229</u> | 1.3% | <u>15,082,891</u> | 4.7% |
| Income for Designated Purposes | | | | | |
| Handing on the Future Income | 208,852 | 209,500 | 0.3% | 350,000 | 67.1% |
| Campaign for Unitarian Universalism | 721,367 | 762,450 | 5.7% | 612,573 | -19.7% |
| Now is the Time Campaign | 89,657 | 895,500 | 898.8% | 1,660,000 | 85.4% |
| UUCSR Veatch Grants | 1,839,028 | 1,859,444 | 1.1% | 1,961,558 | 5.5% |
| Grants and Scholarships | 803,562 | 841,542 | 4.7% | 847,935 | 0.8% |
| Ministerial Aid Funds | 465,491 | 470,000 | 1.0% | 480,000 | 2.1% |
| Holdeen and International Trusts | 1,370,100 | 1,455,168 | 6.2% | 1,452,683 | -0.2% |
| Income for Other Purposes | 3,572,555 | 2,080,129 | -41.8% | 2,090,838 | 0.5% |
| Total Income for Designated Purposes | <u>9,070,612</u> | <u>8,573,733</u> | -5.5% | <u>9,455,587</u> | 10.3% |
| General Assembly - net | 172,039 | 0 | | 0 | |
| Total Income | <u>23,468,980</u> | <u>22,983,962</u> | -2.1% | <u>24,538,478</u> | 6.8% |
| EXPENSES | | | | | |
| Board & Volunteer Leadership | 769,598 | 773,827 | 0.5% | 765,875 | -1.0% |
| Programs | | | | | |
| Advocacy and Witness | 1,978,577 | 2,034,436 | 2.8% | 2,040,360 | 0.3% |
| Congregational Services | 2,049,302 | 1,943,594 | -5.2% | 2,501,952 | 28.7% |
| District Services | 2,325,293 | 2,594,686 | 11.6% | 2,728,915 | 5.2% |
| Identity Based Ministries | 495,145 | 665,285 | 34.4% | 660,901 | -0.7% |
| Lifespan Faith Development | 827,718 | 1,031,229 | 24.6% | 1,010,551 | -2.0% |
| Ministry and Professional Development | 2,652,777 | 2,836,999 | 6.9% | 2,925,974 | 3.1% |
| UU Funding Program | 1,050,553 | 946,944 | -9.9% | 999,469 | 5.5% |
| Total Programs | <u>11,379,365</u> | <u>12,053,171</u> | 5.9% | <u>12,868,123</u> | 6.8% |
| Communications | | | | | |
| Communications | 2,587,055 | 2,701,149 | 4.4% | 2,748,338 | 1.7% |
| Beacon Press supplement | 0 | 0 | | 0 | |
| Total Publishing | <u>2,587,055</u> | <u>2,701,149</u> | 4.4% | <u>2,748,338</u> | 1.7% |
| Administration | 1,423,403 | 1,545,452 | 8.6% | 1,802,325 | 16.6% |
| Infrastructure | | | | | |
| Stewardship and Development | 2,365,429 | 2,478,944 | 4.8% | 2,769,076 | 11.7% |
| Information Technology Services | 911,230 | 1,142,840 | 25.4% | 1,267,520 | 10.9% |
| Internal Services | 3,988,221 | 2,288,577 | -42.6% | 2,317,221 | 1.3% |
| Total Infrastructure | <u>7,264,880</u> | <u>5,910,362</u> | -18.6% | <u>6,353,818</u> | 7.5% |
| Total Expenditures | <u>23,424,301</u> | <u>22,983,962</u> | -1.9% | <u>24,538,478</u> | 6.8% |
| Expenditures (over) under Income | <u>44,679</u> | <u>0</u> | | <u>0</u> | |

Operating Budget Graphs

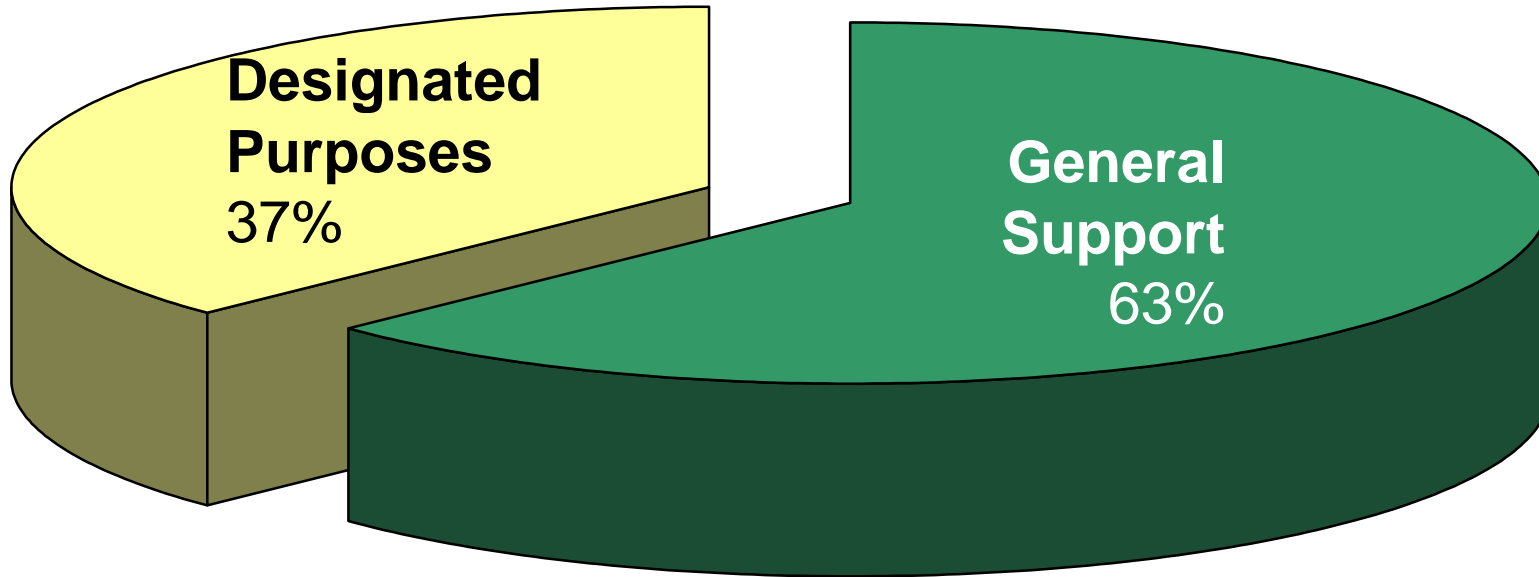
Budget FY 2007

FY07 Income for General Support: \$14,410,229



| | | | |
|-------------------|-------------|---------|-------------|
| Other Services | \$2,808,110 | APF | \$6,717,684 |
| Admin. Fees | \$ 694,697 | Friends | \$1,600,000 |
| Investment Income | \$2,164,738 | Bequest | \$ 425,000 |

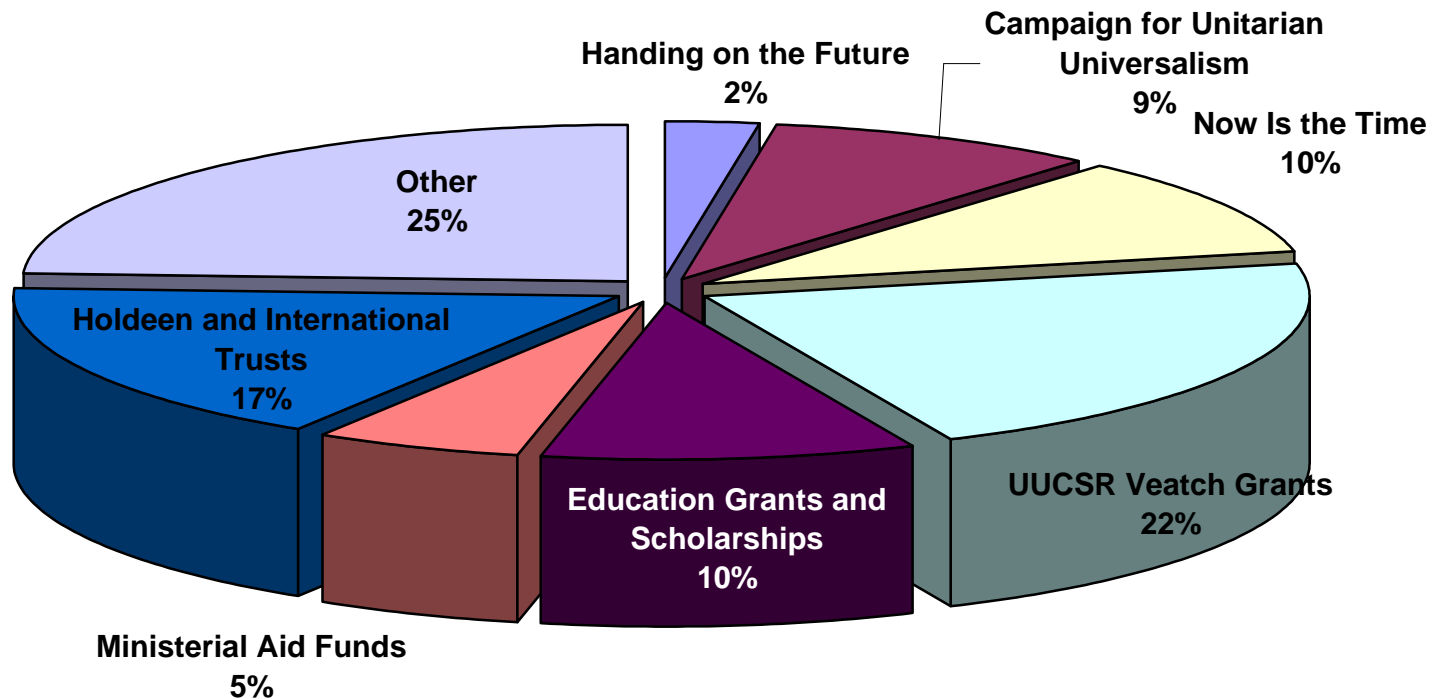
FY07 Total Income: \$22,983,962



Income for Designated Purposes \$ 8,573,733

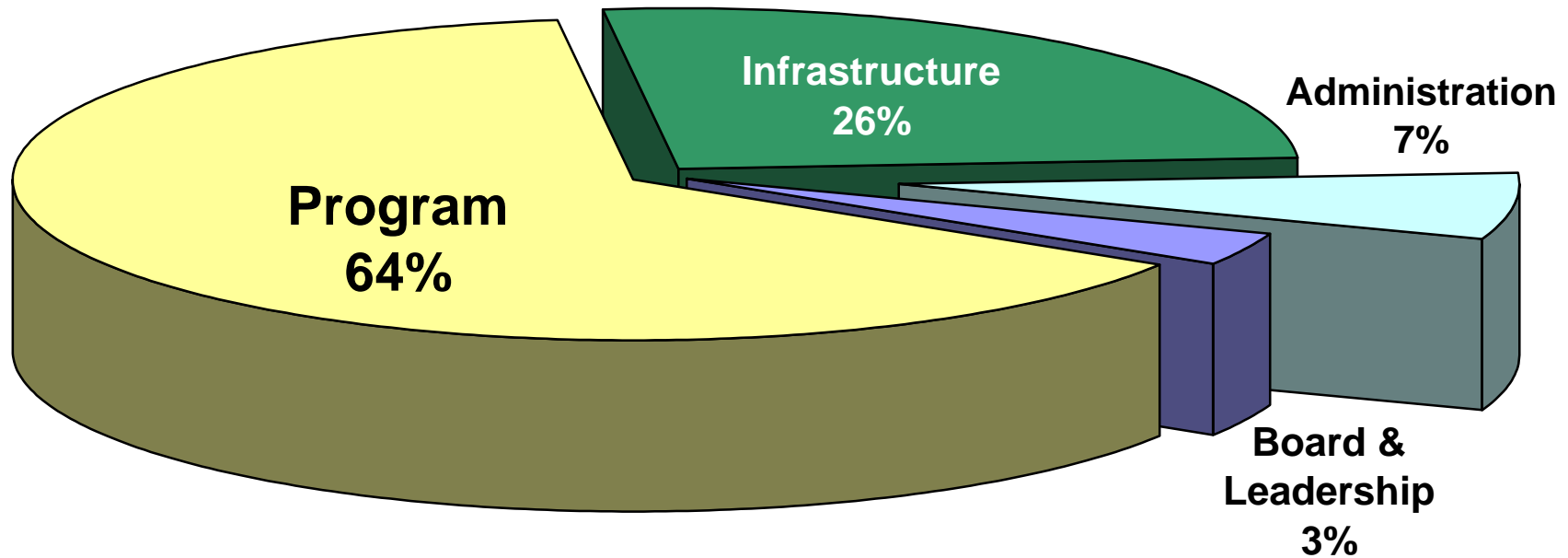
Income for General Support \$14,410,229

FY07 Income for Designated Purposes: \$8,573,733



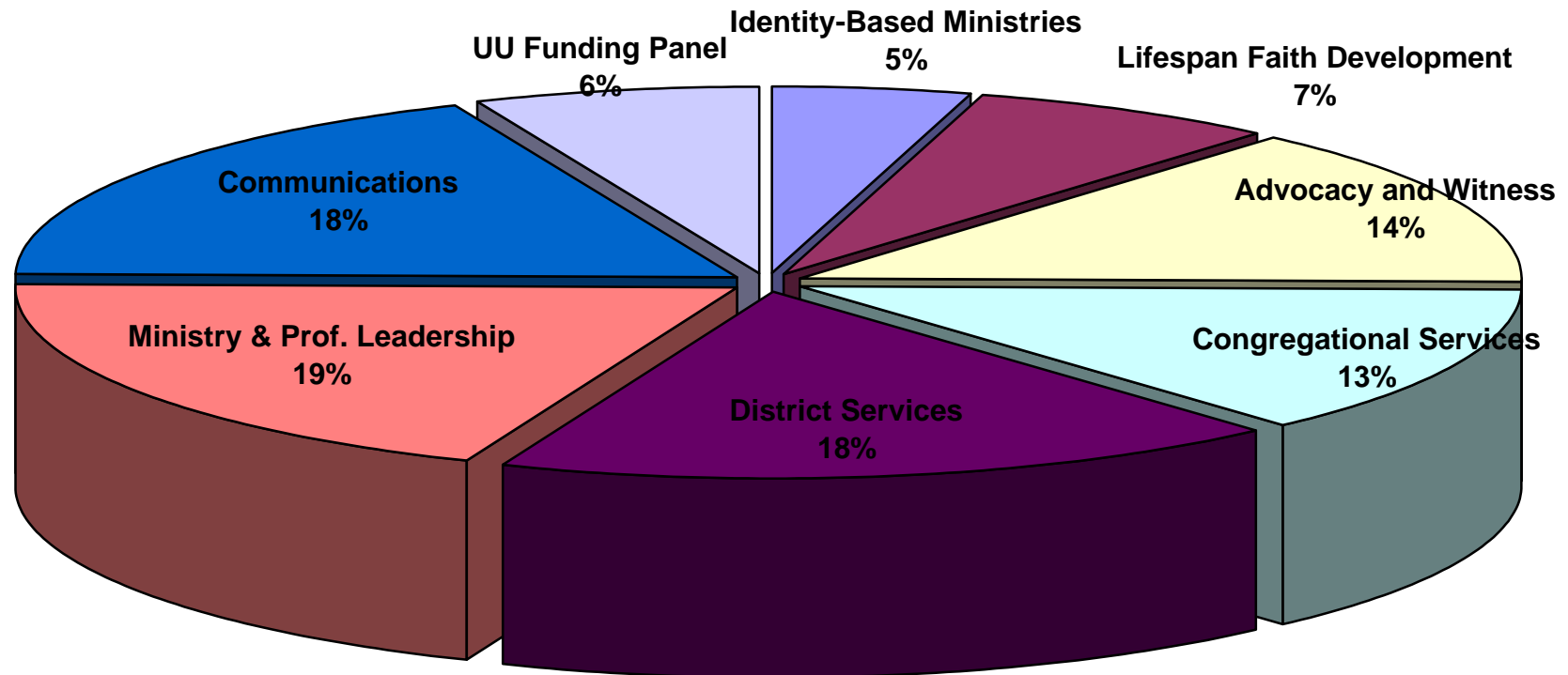
| | | | |
|----------------------------------|-------------|-----------------------|-------------|
| Other | \$2,080,129 | Handing on the Future | \$ 209,500 |
| Holdeen and International Trusts | \$1,455,168 | Campaign for UU | \$ 762,450 |
| Ministerial Aid Funds | \$ 470,000 | UUCSR Veatch Grants | \$1,859,444 |
| Scholarships | \$ 841,542 | Now Is the Time | \$ 895,500 |

FY07 Total Expenses: \$22,983,963



| | | | |
|----------------|---------------|------------------------------|--------------|
| Program | \$ 14,754,322 | Board & Volunteer Leadership | \$ 773,827 |
| Infrastructure | \$ 5,910,362 | Administration | \$ 1,545,452 |

FY07 Program Expenses: \$14,754,322

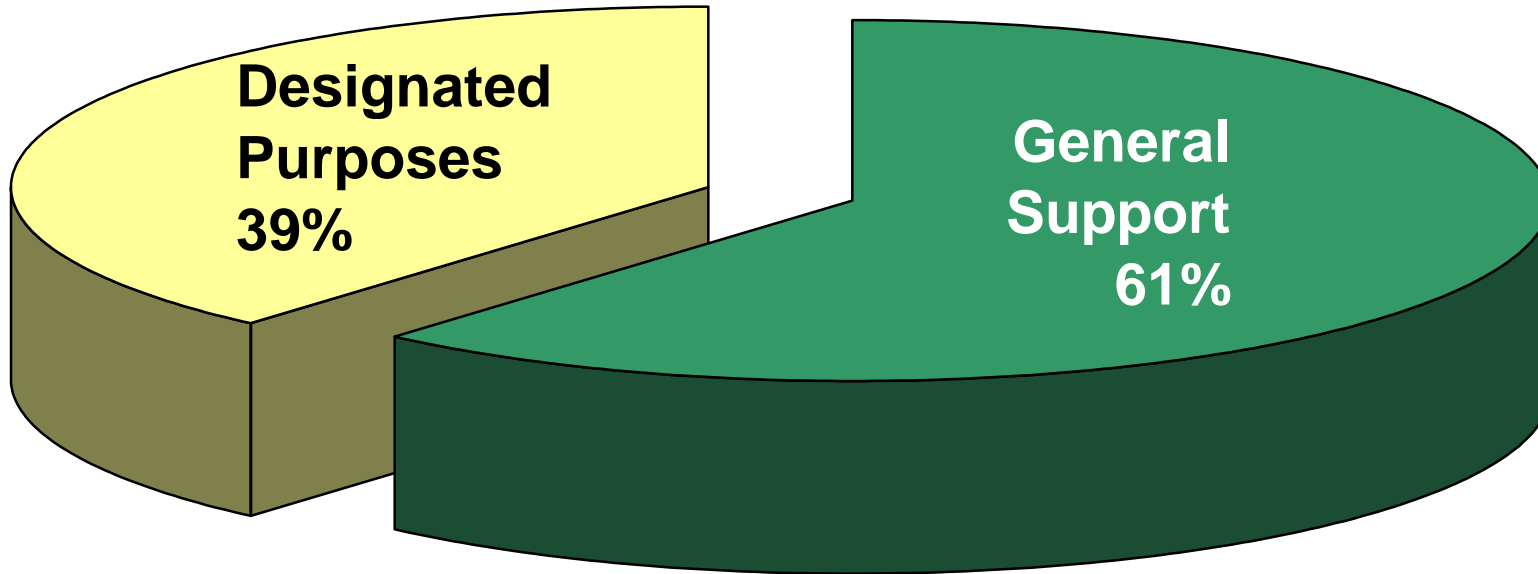


| | | | |
|----------------------------|--------------|-----------------------------|--------------|
| Advocacy and Witness | \$ 2,034,436 | District Services | \$ 2,594,686 |
| Congregational Services | \$ 1,943,594 | Ministry & Prof. Leadership | \$ 2,836,999 |
| Lifespan Faith Development | \$ 1,031,229 | Identity-Based Ministries | \$ 665,285 |
| UU Funding Panel | \$ 946,944 | Communications | \$ 2,701,149 |

Operating Budget Graphs

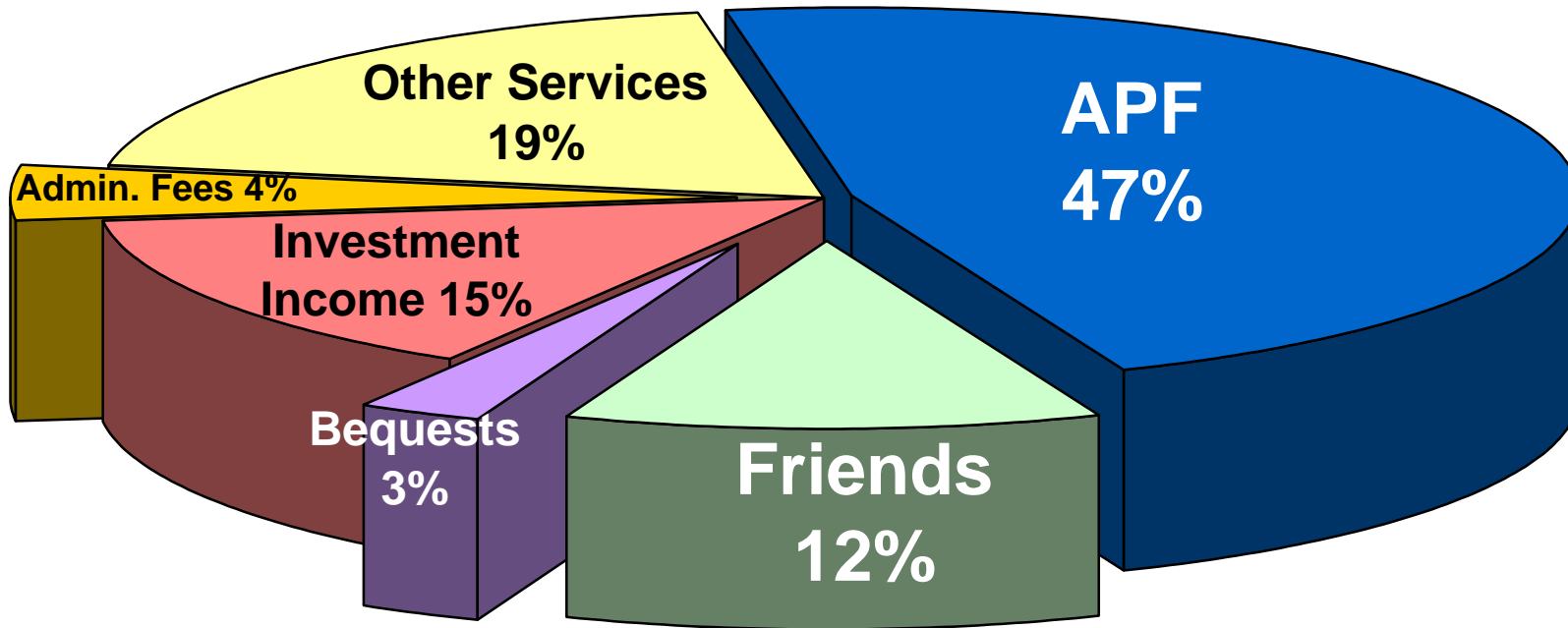
Budget FY 2008

FY08 Total Income: \$24,538,478



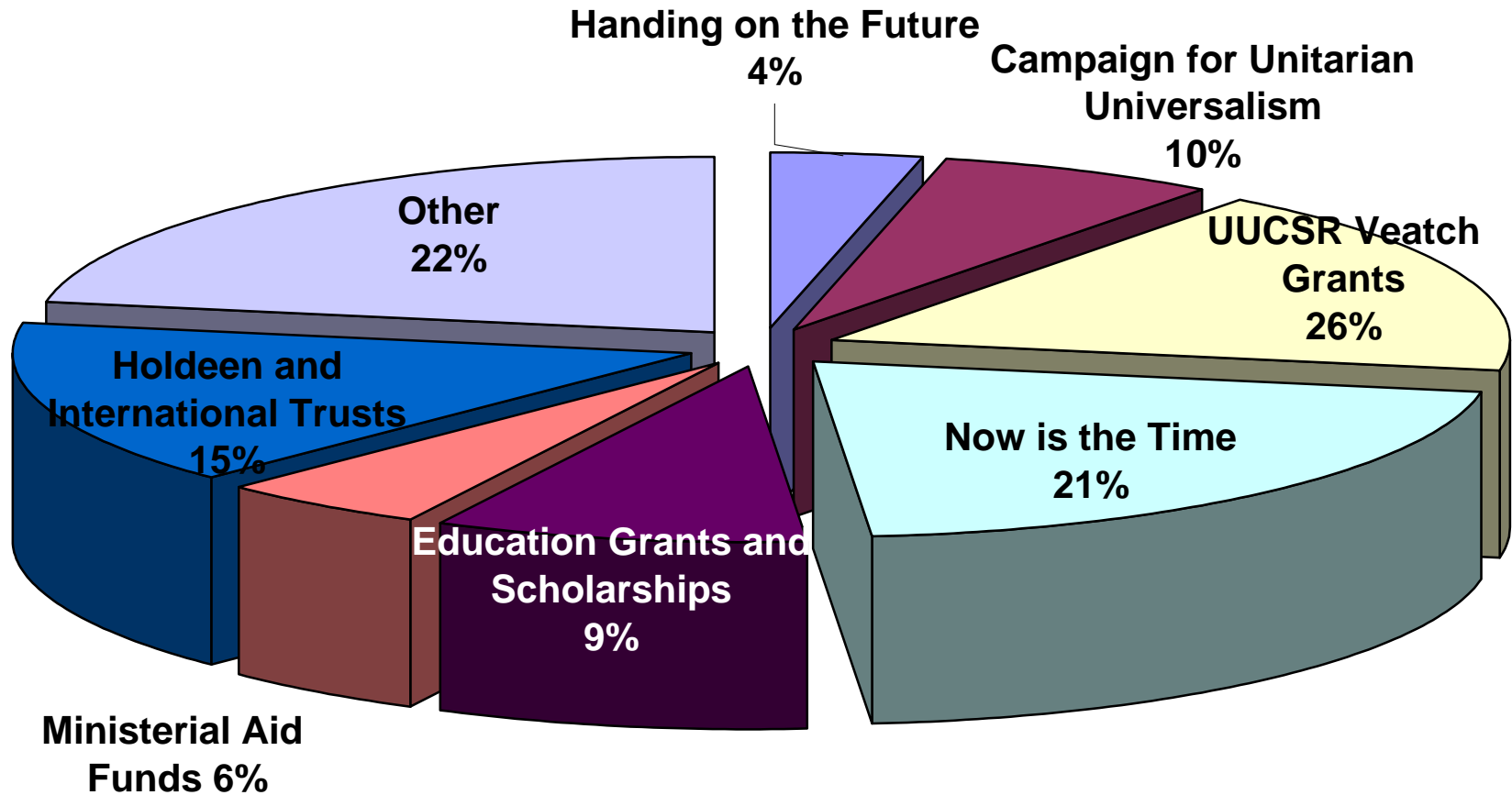
| | |
|--------------------------------|--------------|
| Income for Designated Purposes | \$ 9,455,587 |
| Income for General Support | \$15,082,891 |

FY08 Income for General Support: \$15,082,891



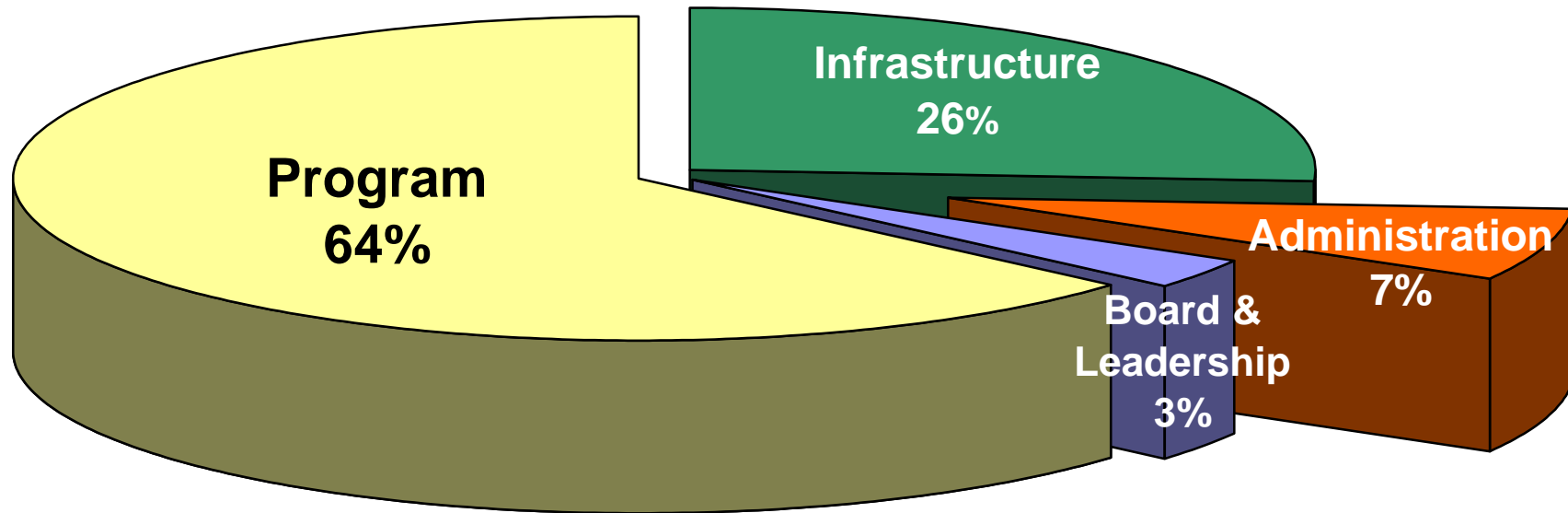
| | | | |
|-------------------|-------------|---------|-------------|
| Other Services | \$2,932,388 | APF | \$7,019,739 |
| Admin. Fees | \$ 723,762 | Friends | \$1,800,000 |
| Investment Income | \$2,182,002 | Bequest | \$ 425,000 |

FY08 Income for Designated Purposes: \$9,455,587



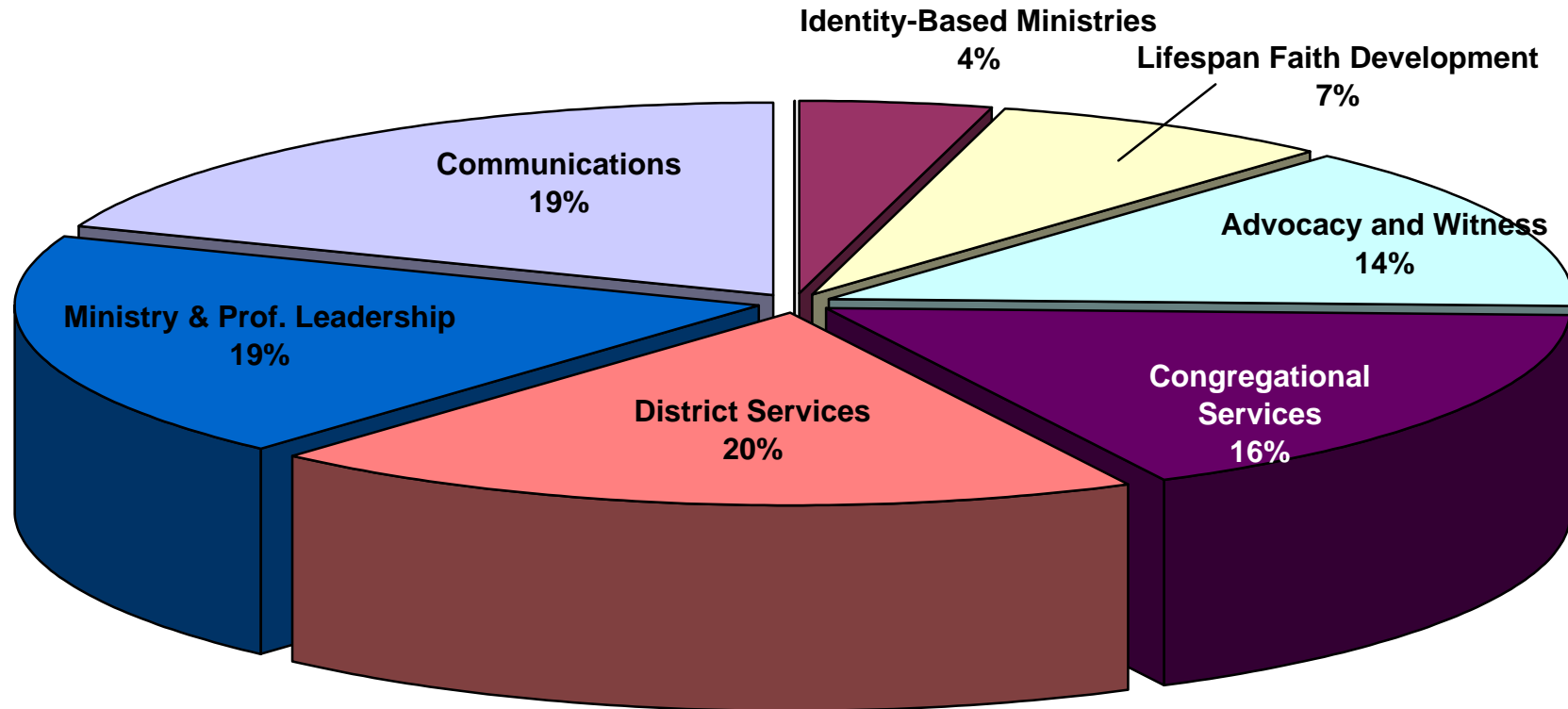
| | | | |
|-----------------------------------|-------------|-----------------------|-------------|
| Other | \$2,090,838 | Handing on the Future | \$ 350,000 |
| Holdeen and International Trusts | \$1,452,683 | Campaign for UU | \$ 612,573 |
| Ministerial Aid Funds | \$ 480,000 | UUCSR Veatch Grants | \$1,660,000 |
| Education Grants and Scholarships | \$ 847,935 | Now is the Time | \$1,961,558 |

FY08 Total Expenses: \$24,538,477



| | | | |
|----------------|---------------|------------------------------|--------------|
| Program | \$ 15,616,460 | Board & Volunteer Leadership | \$ 765,875 |
| Infrastructure | \$ 6,353,818 | Administration | \$ 1,802,324 |

FY08 Program Expenses: \$15,616,460



| | | | |
|----------------------------|--------------|-----------------------------|--------------|
| Advocacy and Witness | \$ 2,040,360 | District Services | \$ 2,728,915 |
| Congregational Services | \$ 2,501,952 | Ministry & Prof. Leadership | \$ 2,925,974 |
| Lifespan Faith Development | \$ 1,010,551 | Identity-Based Ministries | \$ 660,901 |
| | | Communications | \$ 2,748,338 |