

	C	D	E	F	G	H	I
2	<b>Unitarian Universalist Association</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY17</b>	<b>FY17</b>	<b>Percent</b>
3	<b>Budget Overview</b>	<b>Results</b>	<b>Results</b>	<b>Budget</b>	<b>1Q17 Fcst</b>	<b>2Q17 Fcst</b>	<b>Inc/(Dec)</b>
4	<b>Current Operations</b>						<b>G to H</b>
5							
6	\$ in Thousands						
7	<b>Income:</b>						
8	<b>Income for General Support</b>						
9	Annual Program Fund	6,532	6,538	6,750	6,750	6,750	0.0%
10	Annual Program Fund - Regional	0	468	490	1,738	1,695	-2.5%
11	Unrestricted Gifts	1,333	957	1,451	1,451	1,270	-12.5%
12	Bequest Income	450	445	500	500	500	0.0%
13	Administrative Fees	2,037	2,216	2,327	2,247	2,221	-1.1%
14	Investment Income	3,288	3,148	2,971	2,971	2,971	0.0%
15	Net Lease Income	319	954	975	976	968	-0.8%
16	Other Current Fund Income	1,908	1,746	1,952	1,940	1,917	-1.2%
17	Total Income for General Support	15,867	16,472	17,416	18,572	18,292	-1.5%
18							
19	<b>Income for Designated Purposes</b>						
20	Campaign Income	1,774	1,507	1,577	1,424	1,494	4.9%
21	UUCSR Veatch Grants	2,320	2,372	2,316	2,499	2,508	0.4%
22	Grants and Scholarships	1,086	1,006	991	991	991	0.0%
23	Ministerial Aid Funds	543	522	474	474	479	1.0%
24	Holdeen and International Trusts	1,940	2,000	1,390	1,449	1,555	7.4%
25	Income for Other Purposes	951	1,158	1,177	1,945	2,139	10.0%
26	Total Inc for Designated Purposes	8,614	8,564	7,925	8,782	9,167	4.4%
27	<b>Total Income</b>	<b>24,481</b>	<b>25,035</b>	<b>25,341</b>	<b>27,354</b>	<b>27,459</b>	<b>0.4%</b>
28							
29	<b>Expenses:</b>						
30	<b>Board &amp; Volunteer Leadership</b>	<b>550</b>	<b>467</b>	<b>502</b>	<b>497</b>	<b>500</b>	<b>0.5%</b>
31							
32	<b>Programs:</b>						
33	Program and Strategy Office	803	815	582	589	590	0.2%
34	Multicultural Growth and Witness	1,217	1,309	1,144	1,160	1,142	-1.6%
35	International Programs	1,770	1,936	1,432	1,497	1,509	0.8%
36	Congregational Life	2,969	3,450	3,553	5,536	5,637	1.8%
37	Ministries and Faith Development	4,824	4,877	5,031	4,923	4,917	-0.1%
38	UU Funding Program	1,320	1,405	1,341	1,364	1,373	0.7%
39	Crisis Relief & Misc. Programs	60	158	61	61	417	586.8%
40	Communications	2,654	2,660	2,804	2,800	2,778	-0.8%
41							
42	<b>Total Programs</b>	<b>15,617</b>	<b>16,611</b>	<b>15,949</b>	<b>17,930</b>	<b>18,364</b>	<b>2.4%</b>
43							
44	<b>Administration</b>	<b>1,211</b>	<b>1,358</b>	<b>1,521</b>	<b>1,514</b>	<b>1,544</b>	<b>2.0%</b>
45	<b>Contingency/Salary Increase</b>	<b>0</b>	<b>0</b>	<b>604</b>	<b>555</b>	<b>208</b>	<b>-62.5%</b>
46							
47	<b>Infrastructure</b>						
48	Stewardship and Development	1,920	1,867	2,072	2,176	2,193	0.8%
49	Information Technology Services	1,443	1,441	1,553	1,542	1,510	-2.1%
50	Internal Services	3,731	2,883	3,540	3,540	3,551	0.3%
51	<b>Total Infrastructure</b>	<b>7,094</b>	<b>6,191</b>	<b>7,165</b>	<b>7,258</b>	<b>7,254</b>	<b>-0.1%</b>
52							
53	<b>Total Expenses</b>	<b>24,473</b>	<b>24,628</b>	<b>25,741</b>	<b>27,754</b>	<b>27,869</b>	<b>0.4%</b>
54							
55	<b>Depreciation Spending</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>400</b>	<b>400</b>	
56							
57	<b>Current Section Excess/(Deficit)</b>	<b>8</b>	<b>407</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	

	D	E	F	G	H	I	J
1	<b>Unitarian Universalist Association</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY17</b>	<b>FY17</b>	<b>Percent</b>
2	<b>Forecast Summary</b>	<b>Results</b>	<b>Results</b>	<b>Budget</b>	<b>1Q17 Fcst</b>	<b>2Q17 Fcst</b>	<b>Inc/(Dec)</b>
3	<b>Current Operations Expenses</b>						<b>H to I</b>
4							
5	<i>\$ in Thousands</i>						
6	<b>Income:</b>						
7	<b>Income for UUA General Support</b>						
8	Annual Program Fund	6,532	6,538	6,750	6,750	6,750	0.0%
9	Annual Program Fund - Regional	0	468	490	1,738	1,695	-2.5%
10	Unrestricted Gifts	1,333	957	1,451	1,451	1,270	-12.5%
11	Bequest Income	450	445	500	500	500	0.0%
12	Administrative Fees	2,037	2,216	2,327	2,247	2,221	-1.1%
13	Endowment Income	3,370	3,148	2,971	2,971	2,971	0.0%
14	Net Lease Income	319	953	975	976	968	-0.9%
15	Investment Income	(82)	0	0	0	0	#DIV/0!
16	Other Current Income	1,908	1,746	1,952	1,940	1,917	-1.2%
17		15,867	16,471	17,416	18,572	18,292	-1.5%
18	<b>Income for Designated Purposes</b>						
19	Campaign Income	1,774	1,507	1,577	1,424	1,494	4.9%
20	Veatch Grants	2,320	2,372	2,316	2,499	2,508	0.4%
21	Grants and Scholarships	1,086	1,006	991	991	991	0.0%
22	Ministerial Aid Funds	543	522	474	474	479	1.0%
23	Holdeen & International Trusts	1,940	2,000	1,390	1,449	1,555	7.4%
24	Income for Other Purposes	951	1,158	1,177	1,945	2,139	10.0%
25		8,614	8,564	7,925	8,782	9,167	4.4%
26	<b>Total Income</b>	24,481	25,035	25,341	27,354	27,459	0.4%
27							
28	<b>Board &amp; Volunteer Leadership</b>						
29	Board of Trustees	221	183	193	193	196	1.6%
30	Board Committees	101	85	94	89	89	-0.7%
31	Board Task Forces	7	4	5	5	5	3.7%
32	Moderator	28	23	24	24	20	-14.9%
33	Nominating Committee	27	16	19	19	19	1.3%
34	Commission on Appraisal	20	21	31	31	31	0.0%
35	Ministerial Fellowship Committee	119	114	103	103	103	0.0%
36	Commission on Social Witness	29	21	34	34	37	9.4%
37	<b>Total Board &amp; Volunteer Leadership</b>	550	467	502	497	500	0.5%
38							
39	<b>Programs:</b>						
40	<b>Program Strategy Office (former Growth Strategies)</b>	803	815	582	589	590	0.2%
41							
42	<b>Multicultural Growth and Witness</b>	1,217	1,309	1,144	1,160	1,142	-1.6%
43							
44	International Office	230	219	203	220	213	-2.9%
45	Holdeen International Partners	143	165	154	154	154	0.0%
46	Holdeen India Program	1,101	1,239	785	859	870	1.2%
47	UU-UNO	296	314	289	264	271	2.7%
48	<b>Total International</b>	1,770	1,936	1,432	1,497	1,509	0.8%
49							
50	<b>Congregational Life</b>						
51	Congregational Life	2,756	2,267	2,309	1,352	1,359	0.5%
52	Southern Region	0	1,118	1,166	1,128	1,199	6.3%
53	New England Region	0	0	0	1,213	1,202	-0.9%
54	Central East Region	0	0	0	1,765	1,803	2.2%
55	Office of Congregational Stewardship Services	213	66	78	78	75	-3.9%
56	<b>Total Congregational Life</b>	2,969	3,450	3,553	5,536	5,637	1.8%
57							
58	<b>Ministries and Faith Development</b>						
59	Resource Development Director	139	146	155	147	147	-0.3%
60	Resource Development Office	507	454	474	482	463	-4.0%
61	Youth and Young Adult Ministries	528	580	609	625	622	-0.5%
62	Director of Ministries and Faith Development	364	426	410	415	427	2.9%
63	Director of RE Credentialing	70	98	132	45	69	54.1%
64	Director of Ministerial Credentialing	200	193	196	189	186	-1.7%
65	Director of Transitions	334	339	320	319	318	-0.3%
66	Office of Church Staff Finances	592	580	720	684	654	-4.3%
67	Office of UUA Health Plan	240	244	242	241	250	3.8%
68	Director of Professional Development	193	208	212	211	210	-0.2%
69	Scholarships and Ministerial Ed Grants	350	334	336	336	336	0.0%
70	Continuing Education	65	65	82	82	82	0.0%

	D	E	F	G	H	I	J
1	Unitarian Universalist Association	FY15	FY16	FY17	FY17	FY17	Percent
2	Forecast Summary	Results	Results	Budget	1Q17 Fcst	2Q17 Fcst	Inc/(Dec)
3	Current Operations Expenses						H to I
71	Aid Funds	606	589	540	540	545	0.9%
72	Panel on Theological Education	634	621	603	608	608	0.0%
73	<b>Total Ministries and Faith Development</b>	4,824	4,877	5,031	4,923	4,917	-0.1%
74							
75	UU Funding Program	1,320	1,405	1,341	1,364	1,373	0.7%
76	Crisis Relief & Misc. Programs	60	158	61	61	417	586.8%
77							
78	<b>Communications</b>						
79	IPW Office	349	368	389	388	386	-0.7%
80	Periodicals Office	952	917	957	955	949	-0.6%
81	Publications Administration	526	559	577	580	576	-0.6%
82	UUA Bookstore	827	815	882	877	867	-1.2%
83	<b>Total Communications</b>	2,654	2,660	2,804	2,800	2,778	-0.8%
84							
85	<b>Total Programs</b>	15,617	16,611	15,949	17,930	18,364	2.4%
86							
87	<b>Administration</b>						
88	Office of the President	500	526	557	550	561	2.1%
89	Office of the Executive Vice President	331	407	392	392	410	4.4%
90	Contingency Expense	0	0	376	327	0	-100.0%
91	Salary Increase	0	0	228	228	228	0.0%
92	Human Resources	379	426	572	572	553	-3.2%
93	<b>Total Administration</b>	1,211	1,358	2,125	2,069	1,752	-15.3%
94							
95	<b>Infrastructure:</b>						
96	<b>Stewardship and Development</b>						
97	Vice President, Development	59	48	53	52	264	404.0%
98	APF Campaign	270	290	424	410	382	-6.7%
99	Friends Campaign	291	289	300	295	329	11.4%
100	Charitable Gift and Estate Planning	154	155	189	352	324	-8.1%
101	Comprehensive Campaign	1,146	1,085	1,107	1,067	895	-16.1%
102	<b>Total Stewardship and Development</b>	1,920	1,867	2,072	2,176	2,193	0.8%
103							
104	<b>Information Technology Services</b>	1,443	1,441	1,553	1,542	1,510	-2.1%
105							
106	<b>Internal Services:</b>						
107	<b>Finance</b>						
108	Treasurer and Vice President of Finance	381	367	378	377	391	3.8%
109	Financial Services	615	662	668	680	682	0.3%
110	<b>Total Finance</b>	996	1,029	1,046	1,057	1,074	1.6%
111							
112	<b>Facilities</b>						
113	41 Mt Vernon Street	29	0	0	0	0	#DIV/0!
114	24 Farnworth Street	2,706	1,854	2,493	2,484	2,477	-0.3%
115	<b>Total Operations Services</b>	2,735	1,854	2,493	2,484	2,477	-0.3%
116							
117	<b>Total Internal Services</b>	3,731	2,883	3,540	3,541	3,551	0.3%
118							
119	<b>Total Infrastructure</b>	7,094	6,191	7,165	7,259	7,253	-0.1%
120	<b>Total Expenses</b>	24,473	24,628	25,741	27,754	27,869	0.4%
121							
122	<b>Depreciation Spending</b>	0	0	400	400	400	
123							
124	<b>Current Section Excess/(Deficit)</b>	8	407	0	0	(10)	

## **FY 17 2<sup>nd</sup> Quarter Budget Variance Analysis**

### **Summary**

The variance analysis describes the key differences between the first quarter FY 2017 forecast presented to the Board at the October meeting and the second quarter forecast. At this time, we are forecasting a small deficit of \$10,000 for the year. This is driven by the commitment of \$300K to Black Lives of UU. Overall, both income and expense variances from the first quarter forecast are less than a half percent. Significant changes from the budget are described below.

### **Variances from 1<sup>st</sup> to 2<sup>nd</sup> Quarter Forecast**

#### **Overall income - up 0.4%**

##### **Annual Program Fund - Regional - down 2.5%**

The decline in regional APF revenue is offset by reduced expenses.

##### **Unrestricted gifts - down 12.5%**

The current forecast is \$180K below the first quarter expectation. This is primarily due to direct mail, particularly direct mail gifts in excess of \$500. Other parts of the program are on track. We are working with our direct mail consultant to improve the program.

##### **Campaign income - up 4.9%**

This primarily reflects the release of temporarily restricted funds accumulated in previous periods. Projections for campaign gifts in this fiscal year remain unchanged.

##### **Holdeen and international trusts - up 7.4%**

Reflects approximately \$100,000 from the Holdeen Designation Trust that is applied to UUA grants outside of the International Office. This was erroneously omitted from the first quarter forecast.

##### **Income for other purposes - up 10.0%**

The increase is the result an increase in conference income from two regions: Southern and Central East. This is largely offset by increased meeting expenses.

#### **Overall Expenses - up 0.4%**

##### **Crisis relief & miscellaneous programs - up 587%**

This includes the first year commitment to BLUU of \$300,000. There is no offsetting income in the forecast.

##### **Contingency - None remains**

The contingency has been eliminated to offset the \$300,000 commitment to BLUU. The remaining \$208,000 is for cost of living salary increases that were implemented in January 2017.