# BUF Board of Trustees Meeting (in person and via Zoom) 

April 27, 2023
Attendees: Murray Bennett, Drew Betz, Daria Haynes (President), Alex Gilman (Vice President), Henry Ohana (VZ), Lew Phinney, John Stewart (Secretary), Paul Beckel (ExOfficio).

VZ= Visa Zoom
Not Present (Excused): Sarah Pearson, Jim Reimer
Other participants: Sky Hedman, Treasurer
Minutes by John Stewart, Secretary.
Chalice lighting 7:02 pm; Alex
Agenda Review/Changes:

- Add a report by the Governance Committee by Drew to Discussion Agenda


## Consent Agenda:

- Approval of minutes: Minutes from the 4/13/2023 meeting were approved by email on 4/24/2023
- Treasurers Report (report appended)
- Minister's Report (report appended)

Lew moved and Murray seconded that the minutes from the 4/13/2023 meeting be approved and that items on the Consent Agenda be accepted. Motion passed unanimously.

Purchase of Chairs: Drew and Paul

- The Board appreciated the email comments from Stephanie Sarver.
- Chair design and fabric has been settled on.
- Most chairs (80) are being ordered without arms and 12 are being ordered with arms, however this ratio will be revisited.
- The plan is to have chairs with arms at the end of every row of chairs.
- Use the Capital Needs Assessment as a starting point, with additions (like making the chancel accessible) to determine candidates for future paddle raises and other opportunities for targeted fundraising.
- Paul will develop questions to be asked regarding configuration of chairs (arms vs no arms) and future purchases of chairs to be presented at the Annual Congregational Meeting.

Governance Committee: Drew

- The following will be proposed as officers for the coming year:
- President: Alex
- Vice President: Daria
- Secretary: Drew
- Treasurer: John
- Incoming Board Members
- Orientation for newly-elected Board members to be conducted by Paul and John. This is separate from the Board retreat and will be conducted as soon as is practical after the congregational meeting.
- Set up mentoring for new Board members to take on leadership positions in the following two years
- Board retreat to be scheduled as early in the new year (July?) as possible.


## Canvass Update: Sky

- According to Rick Steele, $\$ 310,000$ is anticipated to be received for the annual canvass.
- Kathy Wahto is comfortable with $\$ 315,000$ in pledge contributions.


## Budget Discussion and Approval: Sky

- Interest income in the amount of $\$ 4,450$ will be earned from a $\$ 100,000 \mathrm{CD}$ just purchased from WECU.
- Pledge giving has been increased to $\$ 315,000$
- Drew moved and Alex seconded that the 2023-2024 Fiscal Year Budget be approved as presented and recommended to the congregation.
- If pledges made during the Canvass exceed the projected amount of $\$ 315,000$, the amount of the funds budgeted to be drawn from the Emergency Operating Reserves will be reduced by the amount of pledged above $\$ 315,000$.
- Amendments to the proposed budget:
- Additional net (non-canvass) fundraising in the amount of $\$ 3,000$ to be offset by additional canvass expenses of $\$ 3,000$.
- LLL Beloved Community reduced to $\mathbf{\$ 2 , 0 0 0}$ and participation in GA increased to $\mathbf{\$ 1 , 0 0 0}$
- $\$ 8,869$ of Emergency Operating Reserves will be used (from \$50,000 donation).
Motion passed unanimously.


## Large Donation Receipt: Paul

- A donation in the amount of $\$ 50,000$ was received on April 24, 2023 from an anonymous donor.
- Paul has stated that there are no restrictions on the use of the funds, although we are encouraged to use wisdom in use of the funds.
- Important to preserve as much of the gift as possible against future needs: the Administrator transition, anticipated end of COVID grant funding.
- John moved and Daria seconded that the anonymous donation of $\mathbf{\$ 5 0 , 0 0 0}$ be accepted and credited as follows:
- \$8,869 (corrected amount) to Emergency Operating Reserve for use in the 2023-2024 Operating Budget, if needed.
- \$41,131 (corrected amount) to the 2023 Major Gift Fund (a new fund) Motion passed unanimously.

Delegates to General Assembly: Lew

- Only two people have come forward and expressed interest in attending GA as delegates
- Lew moved and Murray seconded appointing Lew and Henry as BUF's delegates to the General Assembly. Motion passed unanimously

Plan Congregational Meeting: Daria

- Discussion about accomplishments and challenges in the past year to be mentioned in the President's Report.
- Discussion about logistics of the meeting
- John will send the detailed procedures used in the last congregational meeting, which were developed by Murray (and others).


## Church Rental: Paul

- There has been no response from the other church in the past 3 weeks.
- If there is further interest which is deemed to be serious, a conversation with the BUF congregation will be initiated.


## Calendaring:

- Annual Meeting: May 21, 2023


## Next Meeting Date: May 25, 2023

## Meeting adjourned at 8:52 pm.

## Summary of Action Items:

- Lew moved and Murray seconded that the minutes from the $4 / 13 / 2023$ meeting be approved and that items on the Consent Agenda be accepted. Motion passed unanimously.
- Paul will develop questions to be asked regarding configuration of chairs (arms vs no arms) and future purchases of chairs to be presented at the Annual Congregational Meeting.
- Drew moved and Alex seconded that the 2023 - 2024 Fiscal Year Budget be approved as presented and recommended to the congregation.
- If pledges made during the Canvass exceed the projected amount of $\$ 315,000$, the amount of the funds budgeted to be drawn from the Emergency Operating Reserves will be reduced by the amount of pledged above $\$ 315,000$.
- Amendments to the proposed budget:
- Additional net (non-canvass) fundraising in the amount of $\$ 3,000$ to be offset by additional canvass expenses of \$3,000.
- LLL Beloved Community reduced to $\$ 2,000$ and participation in GA increased to $\$ 1,000$
- $\$ 8,869$ of Emergency Operating Reserves will be used. Motion passed unanimously.
- John moved and Daria seconded that the anonymous donation of $\$ 50,000$ be accepted and credited as follows:
- \$8,869 to Emergency Operating Reserve for use in the 2023-2024 Operating Budget, if needed.
- $\$ 41,131$ to the 2023 Major Gift Fund (a new fund).

Motion passed unanimously.

- Lew moved and Murray seconded appointing Lew and Henry as BUF's delegates to the General Assembly.
Motion passed unanimously.
Attachments: (below)
- Treasurer's Report
- Minister's Report
- Email from Stephanie Sarver regarding purchase of chairs
- Final proposed 2023-2024 Budget

Monthly Treasurer's Summary Report to the BUF Board of Trustees
March 2023 Financials ( $83 \%$ of the fiscal year)
Prepared for the April 27, 2023 Board Meeting
Overview of current and projected status:

1. Month of March, 2023:
a. Pledge income was $\$ 26,758$, which is $116 \%$ of budgeted amount for the month.
b. BUF received $\$ 2,734$ in rent for March, 2023.
c. Net Ordinary Income (Profit - Expense) is $-\$ 4,228$ for the month of March.
2. Year to date (July, 2022--March, 2023)
a. Year to date pledge income is $\mathbf{\$ 2 4 3}, \mathbf{9 8 4}$.
b. Pledge income is $105 \%$ of the amount budgeted for this point in the fiscal year.
c. Net Operating Income (Profit - Expense) is $\mathbf{\$ 3 2 , 6 6 7}$ year to date (JulyMarch), which exceeds the budgeted Net Operating Income for this point of the fiscal year.
3. Cash on Hand for March, 2023:
a. The Cash on Hand for March, 2023 is $\$ 3,360$.

## 4. Reserves

a. Building Repair \& Maintenance Reserve: $\$ 47,664$
b. Emergency Operating Reserve: $\$ 73,135$
c. Sabbatical Reserve: $\$ 7,575$
d. Total Reserves: $\$ 128,374$

| Income and Expense | Year-to-date | \% of budget to date |
| :--- | :--- | :---: |
| Pledge Income | $\$ 243,984$ | $105 \%$ |
| Total Donations | $\$ 278,118$ | $106 \%$ |
| Fundraising Income | $\$ 36,617$ | (Budget is $\$ 20,000$ ) |
| Rental Income | $\$ 19,098$ | $80 \%$ |
| Total Income Year to Date | $\$ 375,073$ | $131 \%$ |
| Total Expenses Year to Date | $\$ 342,407$ | $122 \%$ |
| YTD Op. Income minus Expense | $\$ \mathbf{3 2 , 6 6 7}$ | $520 \%$ |

Cash on Hand

|  | This <br> month | \% <br> Change | Prior month | Prior month |
| :--- | :--- | :---: | :---: | :--- |
| Checking balance | $\$ 42,927$ | $-57 \%$ | $\$ 99,700$ | $\$ 43,271$ |
| Cash assets under Board control | $\$ 209,147$ | $-21 \%$ | $\$ 266,379$ | $\$ 209,914$ |
| Cash on Hand | $\$ \mathbf{3 , 3 6 0}$ | $-90 \%$ | $\$ 34,944$ | $-\$ 3,295$ |

## Funds Activity Report

| Funds Activity | This month | Prior month |
| :--- | :--- | :--- |
| Total Restricted Investment Funds | $\$ 36,863$ | $\$ 46,862$ |
| Total Restricted Bank Account Funds | $\$ 136,521$ | $\$ 136,258$ |
| Total Designated Program Funds | $\$ 63,942$ | $\$ 71,106$ |
| Total in all funds | $\mathbf{\$ 2 3 8 , 0 5 2}$ | $\mathbf{\$ 2 5 4 , 2 6}$ |

## Fundraising Summary

| Fundraising Event | Income YTD | Income Goal for year | \% of Goal |  |  |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Dinner Auction/Gala | $\$$ | 28,905 | $\$ 20,000$ | $142 \%$ |  |
| Other Fundraising | $\$$ | - | $\$$ | - | $-\%$ |
| Pandemic Grants \& Income | $\$$ | 7,712 | $\$$ | 0 | $100 \%$ |
| Total Fundraising | $\$ \mathbf{3 6 , 6 1 7}$ | $\mathbf{\$ 2 0 , 0 0 0}$ | $\mathbf{1 8 3 \%}$ |  |  |

Members of the Financial Oversight Committee are Sky Hedman (Treasurer), John Stewart, Frank McDonald (Assistant Treasurer), Brian Quick, Cathy Campbell, Sue Sayegh, Lew Phinney, Sharon McCarty and Rupert Ayton.

Treasurer's Summary Reports and selected Financial Reports generated by Administrator are placed Administrator in BUF Workroom.

Cash On Hand reports:
Assets that are available to Board under normal operating conditions: Checking, Savings, and Accounts Receivable. (It does not include Endowment, Humanitas, A. Herrmann Social Justice Account.)

Equity that is subtracted from Assets are those that are not available under normal operating conditions: Restricted Funds and Designated Program Funds. Liabilities are adjusted to include only one month of the Principal payment for the mortgage.

Financial Reports attached:
Monthly I\&E Comparison
Cash on Hand Report
Balance Sheet Prev Year Comparison
I\&E YTD Annual Budget Comparison
Treasurer's Report

BUF Minister's Report to the Board
April 2023
Rev Paul Beckel

## Spring Retreat

I'm disappointed about - and take responsibility for - the spring congregational retreat being cancelled. Sarah, Hank, and Genia put a lot of thought and research into the planning and I did not recruit volunteers soon enough to make it happen.

This is not an excuse, but some context: I was at a ministers' conference this week; about half the usual number attended. A common concern expressed was that their volunteers and staffs had been scheduling events and not had enough attendees to make them successful. Regrettably this also happened here with our Easter potluck at Lake Padden.

Hank has researched and reserved a location for a fall overnight retreat. Genia is beginning to recruit volunteers to ensure it happens.

## Safety and security team

We had an initial meeting led by Michael Berres, with Elie Friedlob, Sarah Pearson, Kathy Wahto and I attending. In order to not get overwhelmed with all of the potential aspects of safety and security, we agreed to begin with just one thing - and not a document or a plan but performing a specific action. We'll be narrowing this down in our next meeting; the priorities expressed by attendees were evacuating the building and responding to a hostile intruder.

In consultation with Kathy and me, Michael has compiled an extensive list of safety/security accomplishments over the past four years. He was surprised about how much had been done that he didn't know about. He'll share this information with the congregation in some form.

## Lettered Streets Covenant Church

I have not heard from them since I sent the proposal that I shared with the Board on April 13.

## New members

We've had 10 new members sign the membership book since our March Board meeting.

From: Stephanie Sarver stephanielsarver@gmail.com
Subject: Fwd: Paddle Calls History Question
Date: April 18, 2023 at 11:48 AM
To: jkstewart44@msn.com

## Hi John -

FYI - This is a follow-up from a couple Sundays ago when you invited me to sit on the sample new chair. I mentioned my lack of support. Here's a letter that I sent to Sarah and Paul that offers my thoughts in more detail. Sarah and I exchanged some e-mails on the topic - she acknowledged my concerns, though was uncertain about who ultimately "owns" this project. So I'm sending it to you, as you broached the subject at the Sunday service!

Feel free to share this with anyone else who may be interested.

## Stephanie

Begin forwarded message:
From: Stephanie Sarver [stephanielsarver@gmail.com](mailto:stephanielsarver@gmail.com)
Subject: Re: Paddle Calls History Question
Date: March 30, 2023 at 5:35:38 PM PDT
To: Sarah Pearson [sarah.cat.pearson@gmail.com](mailto:sarah.cat.pearson@gmail.com), Paul Beckel [minister@buf.org](mailto:minister@buf.org)
Cc: Rupert Ayton [rupertayton@yahoo.com](mailto:rupertayton@yahoo.com)
Hi Sarah (and Paul, as we have had a discussion about this) - Thanks so much for the information. My comments and concerns:

- Regarding congregational interest/support. Given that our congregation has 230 members, is it accurate to conclude that the donations of 42 members/friends reflects overwhelming support? We might also ask how many members/friends did not donate as an indication of a lack of support. Or, did a small group of members with financial means shape a decision that will affect all members?
- Sustainability: the pews likely have decades more use in them. Conversely, the chairs will likely require cleaning and repairs within a few years. What is planned to meet that future need? The chair purchase won't be a one-time expense. From an environmental perspective, how sustainable are these chairs when compared to the pews? (Consider the toxic materials that go into flame retardants and fabric stain protection.)
- Number of new chairs will result in a major reconfiguration of the sanctuary. (\$14,870 in donations/\$150 per chair= 99 chairs) The sanctuary has a capacity of 170 people. If the Board opts for that many new chairs, it will result in more than half the pew seating being replaced with chairs. Can the Board/Chair Committee share a proposed floor plan that diagrams how all the new chairs will fit in the space with the pews (e.g., taking into account their dimensions?)
- Ramp or chairs? It seems that the ramp would have been more in keeping with both genuine need and UU principles. I understand the impulse to select a project that would generate more support, but toward what greater end?
- Is possible to modify this project, e.g., add only a few chairs for those with physical needs; or look into cushions for the pews? Or ask chair donors if they would be willing to shift their donations to another project e.g., the ramp?

I hope that the Board thinks further on this before forging ahead. I may be a sole objector to this chair plan. Given the potential magnitude of this project, BUF members should be brought
into discussion, if for no other reason than to survey their support and/or concerns.
On a related note, I attended the budget meeting on Tuesday night. It sounds like we're currently facing an operating deficit for next year. It seems a little off-kilter that folks find it in their hearts to buy new chairs but not support increased salary for staff. Where does beloved community fit into this?

Ah well... These are just my thoughts. Sorry for the lengthy e-mail. Thanks for reading this. Feel free to share this with others who may be interested.

Regards,
Stephanie




Beilingham Unitarian Fellowship
Profit and Loss by Vionth




BUF 2023-2024

## Budget Decision points

line number

## INCOME: major items

Rental of Building
Non-Pledge / Friends Donations
Pledge Income
Auction - MayFaire
$\qquad$
EXPENSE: Major items
Building Maintenance \& Repairs LLL Beloved Community
Participation in GA
Worship Arts
Custodial Contractors
Admin Transition
AV Tech
STAFF 3\%
RESERVES


| STEWARDSHIP INCOME DONATIONS |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Pledge Income | 48,949 | 24,294 | 23,169 | 24,754 | 23,272 | 23,074 | 21,038 | 20,449 | 23,000 | 22,000 | 26,000 | 20,000 | 300,000 |
| Non-Pledge / Friends D | 985 | 1,185 | 2,838 | 1,165 | 990 | 10,501 | 682 | 250 | 1,107 | 1,900 | 1,904 | 1,500 | 25,007 |
| Cash Donations and Mi | 0 | 120 | 0 | 267 | 307 | 620 | 52 | 550 | 0 | 30 | 250 | 125 | 2,321 |
| REGift | 1,055 | 1,055 | 1,055 | 1,055 | 1,055 | 1,055 | 1,055 | 1,055 | 1,055 | 1,055 | 1,055 | 1,055 | 12,656 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other Fundraising Incc | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 |
| Covid Grants \& IncomeTotal fundraising | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 0 | 20,000 |
| Total STEWARDSHIP INCOMEOPERATIONS INCOME | 50,989 | 26,654 | 27,062 | 27,241 | 25,624 | 35,250 | 22,827 | 22,304 | 25,162 | 24,985 | 49,209 | 22,680 | 359,985 |
|  | FACILITIES |  |  |  |  |  |  |  |  |  |  |  |  |
| Rental of BuildingTotal FACILITIES | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 31,900 |
|  | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 31,900 |
| PROGRAMS |  |  |  |  |  |  |  |  |  |  |  |  |  |
| LLL INCOME |  |  |  |  |  |  |  |  |  |  |  |  |  |
| LLL - REInc | 0 | 0 |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total LLL INCOME | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SEJC INCOME |  |  |  |  |  |  |  |  |  |  |  |  |  |
| SEJC - Speci | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SEJC-Gener | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SEJC - Fairt\| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SEJC-Fami | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SEJC-Anti | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total SEJC INCOMETotal PROGRAMS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total OPERATIONS INCOME | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 2,658 | 31,900 |
| FINANCING |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Interest Income | 0 | 3 | 40 | 3 | 3 | 27 | 0 | 3 | 60 | 0 | 0 | 60 | 200 |
| Total FINANCING | 0 | 3 | 40 | 3 | 3 | 27 | 0 | 3 | 60 | 0 | 0 | 60 | 200 |
| Total Income Gross Profit | 53,647 | 29,316 | 29,761 | 29,903 | 28,309 | 37,935 | 25,485 | 24,965 | 27,880 | 27,643 | 51,867 | 25,398 | 392,108 |
| Gross Profit | 53,647 | 29,316 | 29,761 | 29,903 | 28,309 | 37,935 | 25,485 | 24,965 | 27,880 | 27,643 | 51,867 | 25,398 | 392,108 |
| Expense |  |  |  |  |  |  |  |  |  |  |  |  |  |
| STEWARDSHIP EXPENSES |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Denominational Dues |  |  |  |  |  |  |  |  |  |  |  |  |  |
| UUA Dues | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,375 | 2,375 | 25,970 |
| Total Denominational Dues | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 | 2,375 | 2,375 | 25,970 |
| Stewardship Fundraising Expense |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Auction - MayFaire Exp | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200 | 400 | 425 | 0 | 1,025 |
| Other fundraising expe | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stewardship Expense | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 500 |
| Total Stewardship Fundraising Exp | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 0 | 200 | 400 | 425 | 0 | 1,525 |
| (120, |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FACILITIES |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Building Maintenance | 1,000 | 632 | 581 | 1,300 | 10 | 250 | 0 | 477 | 1,500 | 250 | 500 | 1,500 | 8,000 |
| Insurance-BIdg/Liabili | 684 | 684 | 684 | 684 | 684 | 684 | 684 | 684 | 684 | 684 | 684 | 684 | 8,208 |
| Mortgage Interest | 860 | 860 | 860 | 860 | 860 | 860 | 860 | 860 | 860 | 860 | 860 | 860 | 10,319 |
| Permits \& Licenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 0 | 0 | 0 | 0 | 500 |
| Total FACILITIES | 2,544 | 2,176 | 2,125 | 2,844 | 1,554 | 1,794 | 1,544 | 2,521 | 3,044 | 1,794 | 2,044 | 3,044 | 27,027 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Custodial Contractors | 475 | 475 | 475 | 475 | 475 | 475 | 475 | 475 | 475 | 475 | 475 | 475 | 5,700 |
| Custodial-Supplies | 225 | 225 | 225 | 225 | 225 | 225 | 225 | 225 | 225 | 225 | 225 | 225 | 2,700 |
| Electricity | 633 | 633 | 633 | 633 | 633 | 633 | 633 | 633 | 633 | 633 | 633 | 633 | 7,600 |
| Elevator | 509 | 0 | 0 | 509 | 0 | 0 | 509 | 0 | 0 | 509 | 0 | 0 | 2,036 |

STEWARDSHIP INCOM
DONATIONS
Pled


| Total Payroll Taxes Payroll Expenses | $\begin{array}{r} 1,259 \\ 0 \end{array}$ | 1,207 0 | 1,211 0 | 1,223 0 | 1,274 0 | 1,225 0 | 1,284 0 | 1,248 0 | 1,284 0 | 1,284 0 | 1,284 0 | 1,284 0 | 15,067 0 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total STAFFING EXPENSE | 24,040 | 24,205 | 24,473 | 24,518 | 25,226 | 24,548 | 24,976 | 24,829 | 24,861 | 24,736 | 24,911 | 24,911 | 296,230 |
| FINANCING (Reserves) EXPENSE |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Building \& Maintenance Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Emergency Reserve (1\% budget) | -1,169 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -30,528 |
| Sabbatical reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total FINANCING (Reserves) EXPENSE | -1,169 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -2,669 | -30,528 |
| Total Expense | 33,275 | 30,212 | 30,528 | 31,236 | 30,307 | 31,229 | 31,080 | 30,894 | 31,881 | 31,715 | 31,619 | 38,484 | 382,461 |
| Net Ordinary Income | 20,372 | -897 | -767 | -1,333 | -1,998 | 6,707 | -5,595 | -5,929 | -4,001 | -4,072 | 20,248 | -13,086 | 9,647 |
| Non-Operating Expense |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Mortgage Equity Payment | 802 | 776 | 778 | 809 | 784 | 815 | 789 | 792 | 850 | 797 | 828 | 803 | 9,623 |
|  |  |  |  |  |  |  |  |  |  |  |  |  | 24 |

