

UUCE 5 Year Operating Pro Forma

| | <i>5 yr</i> | 2009- | <i>2 yr</i> | 2010- | 2011- | <i>3 yr</i> | 2012- | 2013- | 2014- |
|-----------------------------------|-------------|----------------|-------------|----------------|----------------|-------------|-----------------|----------------|----------------|
| | <i>incr</i> | 2010 | <i>incr</i> | 2011 | 2012 | <i>incr</i> | 2013 | 2014 | 2015 |
| INCOME | | | | <i>3% incr</i> | <i>3% incr</i> | | <i>12% incr</i> | <i>8% incr</i> | <i>8% incr</i> |
| Pledges, Gifts, Offering, Other | | 387,384 | | 399,006 | 410,976 | | 460,293 | 497,116 | 536,885 |
| Old Building Rental Income | | - | | 42,000 | 42,000 | | - | - | - |
| New Building Rental Income | | - | | 24,000 | 36,000 | | 36,000 | 36,000 | 36,000 |
| Total INCOME | | 387,384 | | 465,006 | 488,976 | | 496,293 | 533,116 | 572,885 |
| EXPENSE | | | | | | | | | |
| ADMINISTRATION | | 19,550 | 2% | 19,941 | 20,340 | 5% | 21,357 | 22,425 | 23,546 |
| DENOMINATION | | 15,322 | 3% | 30,000 | 30,900 | 10% | 33,990 | 37,389 | 41,128 |
| FACILITIES | | | | | | | | | |
| New Building Insurance | 2% | 3,000 | | 6,000 | 6,120 | | 6,242 | 6,367 | 6,495 |
| Old Building Insurance | | 3,000 | | 3,000 | 3,000 | | - | - | - |
| Old Bldg. Maint. & Repair | | 4,000 | | 4,000 | 4,000 | | - | - | - |
| Old Custodian Supplies | | 1,000 | | - | - | | - | - | - |
| New Custodian Supplies | | 1,000 | | 2,000 | 2,000 | | 2,000 | 2,000 | 2,000 |
| Old Building Utilities | | 8,525 | | - | - | | - | - | - |
| New Building Utilities | | 2,000 | 2% | 14,000 | 14,280 | 8% | 15,422 | 16,656 | 17,989 |
| Garbage Service | | 375 | | 750 | 750 | | 750 | 750 | 750 |
| Total FACILITIES | | 22,900 | | 29,750 | 30,150 | | 24,415 | 25,773 | 27,233 |
| PROGRAMS | | 8,450 | 2% | 10,000 | 10,200 | 2% | 12,000 | 12,240 | 12,485 |
| COMMITTEES | 1% | 1,600 | | 2,500 | 2,525 | | 2,550 | 2,576 | 2,602 |
| ORGANIZATIONAL | 2% | 1,600 | | 7,500 | 7,650 | | 7,803 | 7,959 | 8,118 |
| PAYROLL & BENEFITS | | | | | | | | | |
| All Salaries & Benefits | 3% | 265,516 | | 307,840 | 327,312 | | 337,132 | 347,246 | 357,663 |
| Child Care | | 6,344 | 4% | 6,598 | 6,862 | 10% | 7,548 | 8,303 | 9,133 |
| SAIF premium | 5% | 3,100 | | 3,255 | 3,418 | | 3,589 | 3,768 | 3,956 |
| Payroll Tax Expense | | 19,852 | | 23,426 | 24,896 | | 25,679 | 26,488 | 27,326 |
| Total PAYROLL | | 294,812 | | 341,118 | 362,488 | | 373,947 | 385,805 | 398,079 |
| CONTINGENCY | | | | | | | | | |
| Projected Pledge Deficit (@ 4.5%) | | 19,369 | | 17,955 | 18,494 | | 20,713 | 22,370 | 24,160 |
| Sabbatical Reserve | | - | | 6,000 | 6,000 | | 6,000 | 6,000 | 6,000 |
| Total CONTINGENCY | | 19,369 | | 23,955 | 24,494 | | 26,713 | 28,370 | 30,160 |
| TOTAL EXPENSE | | 383,603 | | 464,765 | 488,746 | | 502,775 | 522,537 | 543,350 |
| INCOME LESS EXPENSE | | 3,781 | | 241 | 229 | | (6,482) | 10,579 | 29,535 |

Comments and Notations

This document is an effort to show a reasonable view of UUCE's future operating budget before all of the components and variables can be closely known. "A pro forma describes a presentation of data where the data reflect the world on an 'as if' basis." It is often described as "informal," and should not be considered a budget. We will have normal budgeting processes every year that can more accurately account for conditions at that time. It is unlikely that all events indicated will occur on this timeline. The intention of this document is to use reasonable assumptions to demonstrate the general feasibility of operations in the proposed new building. The assumptions in this document were vetted by members of the Board, BPOC, Budget Comm., and Capital Campaign.

Specific notations and assumptions:

- Arranged by fiscal year. Years are broken into two sections (first two, second three) on the premise that some conditions in first two years will be different from later years.
- No capital budget items are included in the operating budget (e.g., mortgage payments, remodeling, etc.). These items will all be accounted for out of Capital Campaign proceeds, sale of the current building, etc., in a capital budget.
- Denomination is half of normal in '09-'10, restored in 2010-2011 and after.
- Old building custodian and utilities are the responsibility of the tenant, assuming that we continue to own the building and rent it for a couple of years.
- Programs, Committees, and Organizational expenses are returned to normal levels as of FY 2010-2011 after cuts this year.
- All personnel positions remain the same as this year except: (1) custodial @ 1.5 FTE beginning FY 2011-2012; (2) administrator @ .75 FTE 2010-2011, 1.0 FTE 2011-2012; (3) childcare increased similar to expected membership increase last 3 years.
- Pledge deficit is normally at 5% of pledge income and is shown here as 4.5% of all income for calculation convenience.