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Maine Conference United Church of Christ

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Recommended 2010 Maine Conference Operating Budget

This document transmitting the *Recommended 2010 Maine Conference Operating Budget* to the 2009 Annual Meeting includes an overview entitled, *Your Conference Budget at a Glance*. In addition, summary analysis and highlights, and formal details of the recommended 2010 budget are included in this document as described below.

Your Conference Budget at a Glance: This summarizes and describes sources of income and expenditures by program and operating areas. This is intended to provide you with an introduction to the general scope of the *Recommended 2010 Operating Budget*, with brief explanations of the major budget categories and components.

The Recommended 2010 Operating Budget:

- 1) ***PLENARY 3 ITEM. 2010 Budget Presentation, Discussion and Vote. The Coordinating Council's Recommendation of the 2010 Operating Budget to the 2009 Maine Conference of the United Church of Christ's Annual Meeting*** (10 Pages);
- 2) ***Recommended 2010 Maine Conference Budget: Detail*** (6 Pages);
- 3) ***Budgeted Capital Items/Allowances*** (2 Pages).

The first two sections of the budget document outline general information. That general information will be magnified in the details of the full budget - ***Recommended 2010 Maine Conference Budget: Detail*** (6 Pages); 3) ***Budgeted Capital Items/Allowances*** (2 Pages).



YOUR CONFERENCE BUDGET AT A GLANCE

Introduction

The ministries of the Maine Conference depend on the generosity of its 175+ congregations and their 20,000+ members, as well as faithful stewardship on the part of volunteers, professional staff and Annual Meeting who guide the use of precious gifts and resources entrusted to the Conference. We promote and monitor this stewardship through a budget. What follows is an overview of anticipated income and spending for those ministries of the Maine Conference requiring financial support.

Income Sources

OCWM - \$540,000

(same as '09 budget)

Our Church's Wider Mission (OCWM) extends the local church's reach through broad-purpose giving to the Conference, the national denomination and to the world beyond. In Maine, OCWM finances conference ministries which promote healthy congregations, counsel churches in transition and provide pastoral support to clergy and congregations, and other general conference ministries as described in the *Expenses for Programs and Operations* section below.

Fellowship Dues - \$261,847

(down \$107 from '09 budget)

The Maine Conference asks churches to provide this broad purpose, general funding which supports many conference ministries. The proposed budget assumes a policy driven rate of \$13.72 per church member or non-enrolled participant. This rate includes an inflationary increase (aka COLA) for fellowship dues - about 27 cents per member or participant.

Income from Invested Funds - \$60,454

(down \$3,717 from '09 budget)

Thanks to the generosity and vision of living and departed friends, there are endowments, trust and invested funds to provide a modest income for broad use in conference ministries.

Friends of the Maine Conference - \$9,500

(up \$500 from '09 budget)

This appeal asks those who know and support Conference work – volunteers and retired pastors, for example. Funds from this appeal provide a needed source of income for broad use in conference ministries.

Miscellaneous - \$53,105

(down \$5,711 from '09 budget)

Sources of this income are: Annual Meeting and other event registration fees, rental fees and other income.

Pilgrim Lodge - \$392,763

(up \$26,234 from '09 budget)

Program and retreat use of Pilgrim Lodge is the primary source of income (approx. 89%). This budget allocates that income to offset most direct costs for providing a program and a place for children, youth, adult and family outdoor ministries and for nonprofit retreat clientele. Miscellaneous income, gifts from individuals and churches and investment income from endowments round out direct funding and support of the Pilgrim Lodge Ministry.

Rockcraft Retreat Center - \$31,320

(down \$138,773 from '09 budget)

With the vote to close and sell the Rockcraft property, most income (fees, gifts, special projects) has been reduced (82 per cent). This budget assumes funds from the sale and investment income from an endowment as the remainder of direct funding to support minimal operations.

Year 2009 Total Income Sources: \$1,348,989

Expenses for Programs and Operations

Commission for Spiritual Life - \$18,400

(down \$1,600 from '09 budget)

Called to listen “to God who speaks to us as we journey together”...and to celebrate “the spirit of Jesus Christ alive in our midst,” the Spiritual Life Commission provides programs in the ministry areas of Christian Education, leadership development (Church Leaders’ Convocation, support for Church and Ministry committees), and worship. An exciting new program – the Academy for Congregational Life and Leadership is gaining momentum.

Witness Life - \$40,300

(down \$143,900 from '09 budget)

Charged to give Christian witness in global, national, local, and ecumenical ministries, Witness Life currently pursues its mission through direct support to seminaries, seminarians and campus ministries, the Honduras Partnership, stewardship and mission program involvement, and memberships in denominational and ecumenical organizations. Basic Support to the national UCC is no longer in this budget but in the Coordinating Council for Conference Life budget.

Community Life - \$38,600

(down \$900 from '09 budget)

Community Life oversees the following programs: Outdoor Ministries Committee, Small Church Mission Team, Rockcraft Committee, Youth Ministry Advisory Team (YMAT), Clergy Spouse Network and the Resource Center Ministry Team.

Resource Center - \$43,361

(down \$767 from '09 budget)

The Maine Conference Resource Center provides members and their churches information, consultation and published resources related to all aspects of church life and mission.

Pilgrim Lodge - \$392,764

(up \$20,357 from '09 budget)

This ministry provides community, personal and spiritual challenge and growth to over 1,000 young people and adults during summer camp experiences. Pilgrim Lodge is the central location for outdoor and youth ministry programs of the Maine Conference during the summer months. The program also includes several trip camps at other locations. And Pilgrim Lodge provides a seasonal retreat center, hosting nonprofit, community and church retreats during the spring and fall.

Rockcraft Retreat Center - \$31,320

(down \$138,515 from '09 budget)

Please see comments under income sources above.

Coordinating Council for Conference Life - \$784,244

(up \$141,843 from '09 budget)

Conference ministries in support of healthy congregations, churches in transition and pastoral care to clergy and congregations are funded in this area. Also, this budget provides governance, oversight, and operating support of Conference programs, finances, the Consolidated Trust and operations described elsewhere in the budget.

Basic Support to the national UCC is now in this budget, having moved from Witness Life. This budget includes salaries, benefits and travel for the Conference Ministers, management and support staff, communications and publicity, the provision of Conference facilities, insurance, and legal and audit expenses.

Year 2009 Total Expenses for Programs and Operations: \$1,348,989

Maine Conference - United Church of Christ

ANNUAL MEETING of September 25-27, 2009

PLENARY 2 ITEM. 2010 Budget Presentation, Discussion and Vote. The Coordinating Council's Recommendation of the 2010 Operating Budget to the 2009 Maine Conference of the United Church of Christ's Annual Meeting.

- 1) **Background.** The Coordinating Council (“the Council”) has the responsibility to oversee the development of the Conference's annual operating budget. As such, the Coordinating Council oversees the work of the Finance Committee, who recommends an annual operating budget to the Coordinating Council for recommendation to the Annual Meeting. The following excerpt from the Conference by-laws (Article VI. 5. c.) illustrates: “Prior to the Annual Meeting, this committee shall prepare a report on the state of the treasury, and the amount of money needed for the ensuing financial year and ways and means for acquiring it, which report shall be submitted to the Conference through the Coordinating Council.”
 - a) **The Finance Committee's Role in the Budget Process.** In order to do its work, the Finance Committee recommends and follows a Coordinating Council adopted budget process and schedule. The Coordinating Council's adoption of the **Finance Committee's** budget recommendation for the Year 2010 completes a critical step in the budget process.
 - b) **The Coordinating Council's Role in the Budget Process.** The Coordinating Council then recommends an annual operating budget for the Year 2010 to the Annual Meeting in September 2009.¹
 - c) **The Coordinating Council's Request Today.** The Finance Committee through the Coordinating Council has completed its work for now. Attached is a summary of the Year 2010 budget and budget detail for transmittal to the Annual Meeting delegates. The attachments follow the **Year 2010 Budget - Summary Analysis** in section 2) below. The Coordinating Council asks the Annual Meeting to adopt its recommended Year 2010 Operating Budget.
- 2) **Year 2010 Budget - Summary Analysis.**
 - a) **Key Events Affecting 2009 Budget Requirements Set the Stage for the Year 2010 Budget.**
 - i) As analyzed in the Treasurer's report of budgeted results – the Conference had a rough financial year in 2008. Endowment funds and invested reserves dropped over the cliff, following the general direction of the capital markets. And the Conference experienced a substantial under attainment of budgeted income while expenses (except in the case of Rockcraft) held close to or under budget for 2008. The Year 2008's operating loss of about \$87,000 required Conference leadership to rethink priorities and expenses, given that the trend in OCWM, fellowship dues and investment income would be flat in the Year 2009.
 - ii) As a result of the 2008 budget deficit and income outlook for 2009, the Council in early 2009 identified and implemented reductions in personnel, program and mission. Pursuing their fiduciary responsibility to manage the budget between annual meetings, the Council reduced the expense side of the Year 2009 Approved Budget² by about \$107,000, or 6.8%.
 - iii) The personnel reductions affected real people and positions not yet filled. The personnel related cuts, 1) eliminated three part-time positions; 2) cut one full-time salaried position to half time; and 3) reduced the hours of three part-time positions. In addition, operating budget cuts included closing the West Gardiner Office, eliminating *MaineStay*, reducing staff travel, and cutting search committee expenses. The Community Life Commission suffered a program cut. And finally, the Council made a painful choice to cut mission payments for Basic Support to the United Church of Christ by 20%.
 - iv) On top of all the budget reductions, the Council faced the validity of selling Rockcraft Retreat Center. Year 2008 operating results and a facilities study both pointed the Council toward

¹ The Conference fiscal year is the calendar year.

² Approved by the June 2008 Annual Meeting.

recommending the closure and sale of Rockcraft. The Council called a special Conference meeting to ask that the Conference close and sell the Rockcraft property. And voting on June 6, 2009 in Waterville, the Special Conference meeting did just that.

- b) **The Finance Committee's Work on Development of the Year 2010 Budget.** The Finance Committee's role is to bridge the gap between anticipated revenues and expenses requested from the various commissions, staff and committees of the Conference during the development of the department recommended budget. After receiving Year 2008 results and the bulk of department recommended 2010 budgets from Conference participants in the budget process, the Finance Committee met several times to come to grips with balancing a budget for recommendation to the Coordinating Council . From February through early August the Finance Committee met seven times to grapple with flat income trends, the complication of closing Rockcraft and a potential deficit that looked like it could have been over \$70,000 at one point. Finally, after considering a lingering shortfall of about \$9,000, the Committee made a balanced budget recommendation on August 7, 2009 to forward to the Coordinating Council. The Finance Committee recommended their budget to the Coordinating Council on August 14, 2009.
- c) **Comparing This Year's Budget to the Council Recommended Budget.** The Council recommends a 2010 budget that represents an 8% **decrease** over the 2009 budget.
- i) This document provides notes to significant increases/decreases between the 2009 and 2010 budget. **Tables 1, 2, 3 and 4** show budget-to-budget comparisons using the approved **2009 Budget** as the base for comparison to the Coordinating Council recommended Year 2010 Budget (**2010 Council Rec.**).
- ii) **Table 1** shows the difference between the income assumptions in the **2009 Approved (revisited)** budget and those of the Coordinating Council Recommended 2010 Budget. **Table 2** shows the difference between the expense estimates in the Approved 2009 budget and those of the Coordinating Council's 2010 Budget. **Figure 1 and Attachment 1** show the changes in staff compensation. **Table 3** then summarizes **Tables 1 and 2** AND provides summary analysis of the department recommended 2010 budget (**2010 Dept. Rec.**) and the Council Recommended 2010 Budget (**2010 Council Rec.**). The difference between the **Council Rec.** and the **Dept. Rec. budget** is about \$144,000, or -9.6 per cent in 2010.
- iii) **Income.** Please see **Table 1**. The table summarizes the detail and net change in income budgeted comparing the 2009 budget to the Coordinated Council recommended budget attached to this report. Year 2010 income will *decrease* 8 per cent from the Year 2009 budget. All but *Friends of the Maine Conference* and *Pilgrim Lodge* income is anticipated to remain flat or dip below Year 2009 budgeted levels.
- (1) **OCWM.** The budget estimate is mildly optimistic. Contributions to OCWM will remain at Year 2009 levels in anticipation of the Conference's continuing and focused effort to encourage church giving.
- (2) **Fellowship Dues.** The Coordinating Council assumes a 2% dues COLA in 2010. The total budgeted amount that churches would pay is based on a projected number of UCC members and participating worshippers. This would result in a policy compliant³ increase of 27 cents per person. The fellowship dues rate would increase from \$13.45 in 2009 to \$13.72 (rounded to the nearest penny) per person for the Year 2010. Because formal membership in churches is declining and there seems to be a growing trend in the number of non-enrolled persons participating in church life, the Conference has begun to ask churches to count non-member participants in church for the purpose of fellowship dues.
- (3) **Invested Funds.** Remaining investments in the Consolidated Trust, beneficial-interests-in-trust and other investment vehicles continue to face the pressures of world-wide capital

³ Current Conference policy requires a separate Conference vote for greater than a COLA increase in Fellowship Dues.

markets. Recent poor performance in the capital markets has put pressure on the growth of Conference investment returns. In addition, Conference operating deficits have put pressure on the principal value of reserves invested in the capital markets, resulting in lower absolute returns as principal declines. While the Conference participation in a rebounding stock market and a calmer fixed income market seems positive in the short run, the outlook for 2010 suggests modest relative returns in 2010 but a decline in absolute dollars returns due to erosion of Conference reserves.

- (4) **Friends of the Maine Conference.** While the increase of this annual appeal seems aggressive, the level of giving in similar UCC conferences informs us that we can accomplish this goal with such strategies as asking donor prospects found on an expanded donor list.
- (5) **Miscellaneous Income.** This income source derives from program and service fees, rents, accounting services to the Consolidated Trust Fund, miscellaneous small asset sales and special projects. This amount will drop because there are no special project transfers planned for 2010.

Table 1 Income Budget Comparison	2009 Approved (revisited)	2010 Council Rec.	Council Rec. \$ Diff. from 2009	% Diff. from 2009
OCWM from Local Churches	540,000	540,000	-	0%
Fellowship Dues	261,954	261,847	(107)	0%
Income from Invested Funds	64,170	60,454	(3,717)	-6%
Friends of the Maine Conference	9,000	9,500	500	6%
Miscellaneous Income	58,816	53,105	(5,711)	-10%
Pilgrim Lodge	366,529	392,763	26,234	7%
Rockcraft Retreat Center	170,093	31,320	(138,773)	-82%
			-	
TOTAL INCOME	1,470,563	1,348,989	(121,573)	-8%

- (6) **This budget estimates income growth of 7 per cent for Pilgrim Lodge.**
- (a) Registration Fees will increase by about 8% to reflect the continuing increase in the cost of camp programs. While subject to a Finance Committee review in late fall of 2009, the bulk of Pilgrim Lodge's income growth will come from fees.
- (b) Contributions. This line will be flat. The reader of the detail will note that this line item has been split between Contributions (churches) and Friends of Pilgrim Lodge. This is because a focused appeal to Pilgrim Lodge alumni and other friends of Pilgrim Lodge is undertaken every year.
- (7) **This budget estimates an 82% per cent decrease for Rockcraft Retreat Center.** Only an anticipated transfer from the sale of the property and remaining endowment income will support this area of the budget as the retreat operation is shut down and operations reduced to a minimum level in order to protect the property and its tax exempt status.

iv) **Expenses.** Table 2 compares the expense budgets for 2009 and 2010. Like income, the expenses will **decrease** by about \$123,000 or 8 per cent in 2010. The table shows that the expense budget is mostly a hold the line and cut back type budget (overall) with some exceptions and shifting of budget allocations. If one were to reconcile out the distortive changes caused by decreasing Rockcraft operations, the bottom-line budget would increase by about \$15,000, or about 1.2% - a rate less than inflation.

- (1) **Spiritual Life.** The Coordinating Council reduced the Spiritual Life budget from the original of \$20,000 to \$18,400. This is a \$1,600 reduction from the 2009 budget, but leaves new initiatives like the Academy for Congregational Life and Leadership (ACLL) with sufficient funding. *Care for Clergy* was reduced by \$600 because actual expenses have been supported by offsetting fees; *Church and Ministry Support* (reduced \$900) has not been needed, especially in comparison to its large allocation in 2009's budget; *Commission/Committee Expenses*, which provides materials and mileage reimbursement to Commission members, (reduced \$400) are currently overstated compared to actual need.
- (2) **Witness Life.** The Coordinating Council reduced the Witness Life recommended budget and moved the *Basic Support to the UCC* line item into the Coordinating Council area of the budget (from line 127 to 212). What looks like a huge reduction in the Witness Life budget is merely a shift of a mission item to the Coordinating Council. However, the Witness Life budget did suffer some real reductions as it went through the budget process. The largest cut suffered was in the *Honduras Partnership* program budget. With planned mission trips curtailed because of political instability in Honduras, the program leadership thought the need for the original level of budget was not as critical in 2010.

Witness Life Budget Reductions	2009 Approved (revisited)	2010 Council Rec.	Council Rec. \$ Diff. from 2009
Bangor Theological Seminary	14,000	13,150	(850)
Honduras Partnership	11,450	8,450	(3,000)
Maine Council of Churches	10,200	9,350	(850)

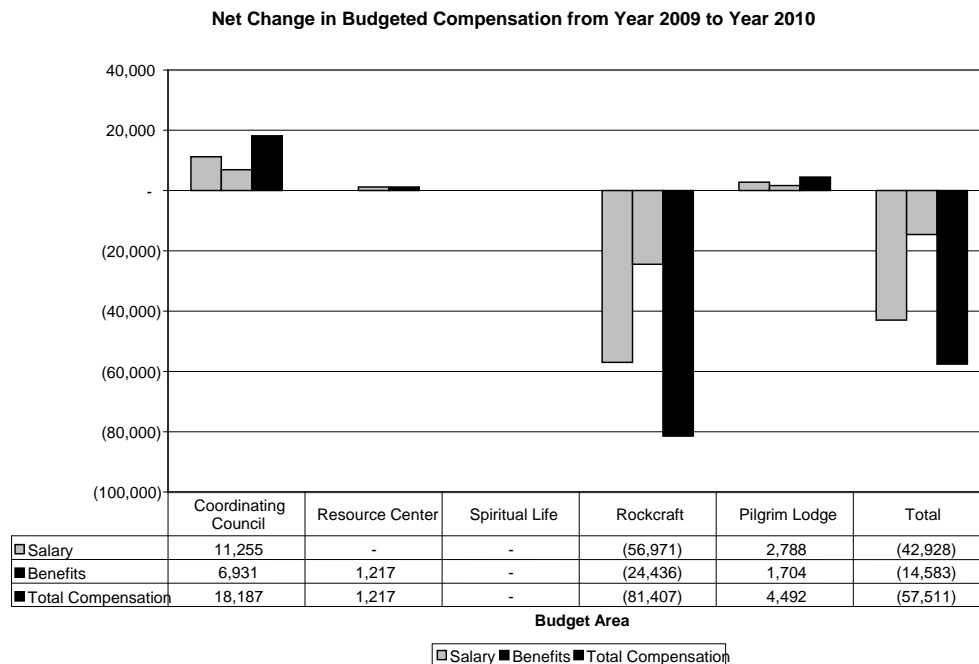
- (3) **Community Life.** The Council reduced the Community Life budget after a fair amount of shifting resources toward the youth ministries area. For example, *Special Ministries* (reduced \$1,000) while funding increased to youth ministries (*Youth Ministries Advisory Team*) by \$1,300. A significant reduction of *Assistance to Maine Churches* takes the department Year 2010 recommendation (\$34,000) back to the Year 2009's funding level of \$31,000.

	2009 Approved (revisited)	2010 Council Rec.	Council Rec. \$ Diff. from 2009	% Diff. from 2009
Commission for Spiritual Life	20,000	18,400	(1,600)	-8%
Commission for Witness Life	184,200	40,300	(143,900)	-78%
Commission for Community Life	39,500	38,600	(900)	-2%
Resource Center	44,128	43,361	(767)	-2%
Pilgrim Lodge	372,407	392,764	20,357	5%
Rockcraft Retreat Center	169,835	31,320	(138,515)	-82%
Coordinating Council for Conference Life	642,401	784,244	141,843	22%
TOTAL EXPENSES	1,472,471	1,348,989	(123,481)	-8%

(4) **Analysis of General Compensation Summarized.** *Attachment 1* outlines the year over year differences between the Council recommended 2010 budget and the 2009 revisited budget. The Council's Personnel Committee reluctantly recommended no across the board COLA or equity salary increases in an effort to help stabilize personnel costs and to avoid additional personnel cuts at this time. As one can see, this summary analysis of salary and benefit budgets comprehends each area of the budget (Spiritual Life, Resource Center, Pilgrim Lodge, Rockcraft, and Coordinating Council) that plans and expends staff compensation. A summary of net change in compensation from 2009 to 2010 is shown in *Figure 1* below.

- (a) **Coordinating Council for Conference Life.** The Council's salary increase derives from changing the Associate Conference Minister for Small Church from 1/2 to 3/4 time. All other salary and wage rates are planned for NO INCREASE. Health and dental benefit premium rates are slated to increase 7% and 5%, respectively, for those who participate in those programs. The Conference pays 100% of premium costs for full-time employees who are eligible.
- (b) **Resource Center.** No salary increase, but increased benefit use and increased benefit rates cause the increase.
- (c) **Spiritual Life.** The amount shown in *Attachment 1* is the gross amount of compensation for the Director of the Academy of Congregational Life and Leadership (ACLL). But this amount is offset by fees. The assumed fee offset is about \$2,200 per year. There are no salary or benefit increases for this position.

Figure 1



- (d) **Rockcraft.** The 2010 budget assumes all specific staff compensation will end in 2009, but provides general allowances for temporary or very part-time, or contracted work at the facility prior to closing on a sale of the property.
- (e) **Pilgrim Lodge.** Pilgrim Lodge salary increases derive from continuing compliance with the minimum wage laws as the hourly minimum wage increases in fall of 2009. The increases will therefore affect hourly workers during 2010. Only minimum wage employees will have a salary increase in 2010.

- (5) **Moving from net changes in budgeted compensation to other significant changes** in the Resource Center, Pilgrim Lodge, Rockcraft and the Coordinating Council for Conference Life budgets, the reader can see that the bulk of the 2010 budget is a hold the line and cutback budget – with some exceptions.
- (6) **Resource Center.** The Resource Center 2010 budget holds the line on expenditures with minor exception in the benefits area as explained above in Section (4) (b).
- (7) **Pilgrim Lodge.** While there is some minor shifting of priorities and estimates, the primary driver for Pilgrim Lodge’s 5% budget increase lies in providing for equipment purchase and building care as evidenced in the new depreciation⁴ charges for equipment and building depreciation (lines 186 & 187). Those charges are then matched to the ***Budgeted Capital Items/Allowances*** list (attached) to determine whether or not there is sufficient budget funding to support buying or installing the projects on the list. Therefore, this results in an unallocated depreciation amount at the end of the year to reserve in favor of Pilgrim Lodge or to allow for additional projects during the 2010 budget year. In addition, as a budget note, the list shows some items without dollars attached. The list shows some items that will need estimates and funding very soon. Risk of facilities’ deterioration and safety problems will only grow as long as deferrals of projects and purchases persist.
- (8) **Rockcraft.** The 2010 budget provides allowances for minimal spending to protect the Rockcraft property as it heads toward sale to a new owner. Those allowances cover minimal operations and maintenance costs, including but not limited to caretaking, minimal utilities, janitorial services and maintenance and repair.
- (9) **Coordinating Council for Conference Life.** While the Coordinating Council area of the budget provides the majority of the whole Conference operation’s personnel expense (\$457,000, or 63%), there are other operational, administrative, governance items and requirements to cover every year. In addition, this budget will now cover *Basic Support to the United Church of Christ*, an item shifted over to the Coordinating Council’s responsibility from that of Witness Life. And while it looks like the Coordinating Council area of the budget got a big raise, it did not. After discounting for the shift of *Basic Support* to the Council’s budget responsibility, the Council’s budget only increases by about \$3,800 (not \$142,000!!!). That is only a bit over 1%! As explained earlier, the personnel compensation in the Council’s budget increased by about \$18,000, or 4%. This means other areas in the Council’s budget were flat funded or cut when comparing to the Year 2009 (revisited) budget. A few of the more important items are listed below with the reductions and line numbers identified. The remainder of items can be viewed at Lines 211 through 288 in the attached detail budget.

⁴ “A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence. Most assets lose their value over time (in other words, they depreciate), and must be replaced once the end of their useful life is reached. There are several accounting methods that are used in order to write off an asset's depreciation cost over the period of its useful life. Because it is a non-cash expense, depreciation lowers the company's reported earnings while increasing free cash flow.” <http://www.investorwords.com/1416/depreciation.html> (August 25, 2009).

Line No.	Coordinating Council for Conference Life Budget Reductions – Larger Items	2009 Approved (revisited)	2010 Council Rec.	Council Rec. \$ Diff. from 2009	Rationale
249	Meeting Expenses	7,800	5,700	(2,100)	Appears that actual expenses coupled with reduced retreat expense create savings.
251	Search Committee	400	400	(400)	Probable that no staff searches will take place in 2010.
254	Annual Meeting	12,500	8,000	(4,500)	Actual expense in 2008 suggests savings in program and accommodations are probable.
271	Reserve for Major Repairs	5,658	730	(4,928)	This reduction underfunds the usual contribution to this reserve because of the higher priorities for replacing office equipment in the Pennell Center and the Resource Center operations. Also, see lines 276 and 277 for equipment and building depreciation charges.

Table 3 Summary of Coordinating Council's Action	2009 Approved (revisited)	2010 Dept. Rec.	2010 Council Rec.	Council Rec. \$ Diff. to 2010 Dept. Rec.	Council Rec. \$ Diff. from 2009	% Diff. from 2009
OCWM from Local Churches	540,000	540,000	540,000	-	-	0%
Fellowship Dues	261,954	267,191	261,847	(5,344)	(107)	0%
Income from Invested Funds	64,170	65,454	60,454	(5,000)	(3,717)	-6%
Friends of the Maine Conference	9,000	9,500	9,500	-	500	6%
Miscellaneous Income	58,816	53,042	53,105	63	(5,711)	-10%
Pilgrim Lodge	366,529	378,905	392,763	13,859	26,234	7%
Rockcraft Retreat Center	170,093	170,837	31,320	(139,517)	(138,773)	-82%
TOTAL INCOME	1,470,563	1,484,929	1,348,989	(135,939)	(121,573)	-8%
Commission for Spiritual Life	20,000	20,300	18,400	(1,900)	(1,600)	-8%
Commission for Witness Life	184,200	184,200	40,300	(143,900)	(143,900)	-78%
Commission for Community Life	39,500	41,600	38,600	(3,000)	(900)	-2%
Resource Center	44,128	45,361	43,361	(2,000)	(767)	-2%
Pilgrim Lodge	372,407	379,536	392,764	13,228	20,357	5%
Rockcraft Retreat Center	169,835	170,837	31,320	(139,516)	(138,515)	-82%
Coordinating Council for Conference Life	642,401	651,556	784,244	132,689	141,843	22%
TOTAL EXPENSES	1,472,471	1,493,389	1,348,989	(144,400)	(123,481)	-8%
OPERATING SURPLUS (DEFICIT)	(1,908)	(8,461)	-	8,461	1,908	100%

Attached to the remainder of this report are:

Attachment 1 - Compensation Budget Comparison

*The Coordinating Council Recommended Maine Conference 2010 Budget:
Detail (six pages); and*

Budgeted Capital Items/Allowances (two pages)

This report prepared on behalf of the Coordinating Council by: Connie Insley, Chair of the Finance Committee and Mark Schussler, Conference Business Manager

Attachment 1 - Compensation Budget Comparison

Line	Budget Area	2009 Approved (revisited)			
		Salary	Benefits	Total	
1	Coordinating Council /1.	332,078	116,256	448,334	
2	Resource Center /2.	25,966	11,443	37,409	
3	Spiritual Life /3.	8,755	670	9,425	
4	Rockcraft /4.	56,971	24,436	81,407	
5	Pilgrim Lodge /5.	179,255	47,581	226,836	
6					
7	Total	603,024	200,385	803,410	
8					
9					
		2010 Council Rec.			
10		Salary	Benefits	Total	
11					
12	Coordinating Council /1.	343,333	123,188	466,521	
13	Resource Center /2.	25,966	12,660	38,626	
14	Spiritual Life /3.	8,755	670	9,425	
15	Rockcraft /4.	-	-	-	
16	Pilgrim Lodge /5.	182,042	49,285	231,327	
17					
18	Total	560,096	185,802	745,898	
19					
20		Council Rec. Diff. from 2009			
21		Salary	Benefits	Total	Total %Chg.
22					
23	Coordinating Council /1.	11,255	6,931	18,187	4%
24	Resource Center /2.	-	1,217	1,217	3%
25	Spiritual Life /3.	-	-	-	0%
26	Rockcraft /4.	(56,971)	(24,436)	(81,407)	-100%
27	Pilgrim Lodge /5.	2,788	1,704	4,492	2%
28		-	-	-	
29	Total	(42,928)	(14,583)	(57,511)	-7%

NOTES

1. All salary increase derives from changing the Associate Conference Minister for Small Church from ½ to ¾ time. All other salary and wage rates are planned for NO INCREASE. Health and dental benefit rates are slated to increase 7% and 5%, respectively. Not all employees participate in the health and dental programs because some are not eligible and others have alternative programs.
2. No salary increase, but increased benefit use and increased benefit rates cause the increase.
3. Spiritual Life amount is offset by fees. The amount shown is the gross amount of expenses for the Director of the Academy of Congregational Life and Leadership (ACLL). The assumed fee offset is about \$2,200 per year. No increases.
4. The 2010 budget assumes Rockcraft current staff compensation will end in 2009, but provides general allowances for temporary or very part-time, or contracted work at the facility prior to closing on a sale of the property.
5. Pilgrim Lodge salary increases derive from planned compliance with the minimum wage laws as the minimum hourly wage increases in Fall of 2009, thereby affecting hourly workers during 2010.

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Coordinating Council Recommended Maine Conference 2010 Budget: Detail

Line No.		2008	2009	2010	2010	\$Diff. from	%Diff. from
		Actual	Revisit	Dept Rec.	Council Rec.	2009 Revisit	2009 Revisit
CONFERENCE INCOME							
1	Conference Operating Fund						
2	OCWM	549,859	540,000	540,000	540,000	-	0%
3	Fellowship Dues	248,832	261,954	267,191	261,847	(107)	0%
4	Income from Invested Funds	64,064	64,170	65,454	60,454	(3,717)	-6%
5	Friends of the Maine Conference	8,336	9,000	9,500	9,500	500	6%
6	Miscellaneous (Fees,Charges, Rents, Transfers)	18,934	58,816	53,042	53,105	(5,711)	-10%
7						-	
8	Subtotal	890,025	933,941	935,187	924,906	(9,035)	-1%
9						-	
10	Pilgrim Lodge						
11	Registration Fees	241,752	288,049	296,691	310,549	22,500	8%
12	Less: Camper scholarships	-	(2,833)	(2,890)	(2,890)	(57)	2%
13	Less: Counselorship discounts	-	(1,000)	(1,020)	(1,020)	(20)	2%
14	Retreats & Conferences	39,041	42,270	43,538	43,538	1,268	3%
15	Contributions	4,439	4,500	4,500	4,500	-	0%
16	Friends of Pilgrim Lodge	8,744	11,000	11,000	11,000	-	0%
17	Camp Scholarship Income	2,831	2,833	2,890	2,890	57	2%
18	Other Income	15,387	16,859	17,196	17,196	337	2%
19	Transfer from Reserves	-	4,851	7,000	7,000	2,149	44%
20	Direct Conference Subsidy	-	-	-	-	-	
21	Indirect Conference Subsidy--Registration Services	8,816	-	-	-	-	
22						-	
23	Subtotal	321,010	366,529	378,905	392,763	26,234	7%
24						-	
25	Rockcraft Retreat Center						
26	Income from use	125,485	148,804	148,804		(148,804)	-100%
27	Contributions	925	1,100	1,100		(1,100)	-100%
28	Conference & Retreat Ministries Pledges	-	-	-		-	
29	Other Income	1,493	-	744		-	
30	Direct Conference Subsidy	4,638	4,824	4,824	25,000	20,176	418%
31	Indirect Conference Subsidy--Registration Services	8,816	9,169	9,169		(9,169)	-100%
32	Investment Income	6,190	6,196	6,196	6,320	124	2%
33	Subtotal	147,547	170,093	170,837	31,320	(138,773)	-82%
34						-	
35						-	
36	TOTAL INCOME:	1,358,582	1,470,563	1,484,929	1,348,989	(121,573)	-8%
37						-	

Coordinating Council Recommended Maine Conference 2010 Budget: Detail

Line No.		2008	2009	2010	2010	\$Diff. from	%Diff. from
		Actual	Revisit	Dept Rec.	Council Rec.	2009 Revisit	2009 Revisit
38	CONFERENCE EXPENSES:					-	
39						-	
40	COMMISSION FOR SPIRITUAL LIFE:					-	
41	Christian Study and Nurture					-	
42	NEAUCE (subsidy)	250	250	250	250	-	0%
43	NEAUCE (scholarship)	509	500	500	500	-	0%
44	Christian Education Ministry Team	-	100	100	100	-	0%
45	National & Regional Events		300	300	300	-	0%
46	Certification and Training	-	-	300	300	300	
47	OWL		-	-	-	-	
48	Other	91	-	-	-	-	
49	Maine Council of Churches (Seeds of promise) Academy for Congegational Leadership	-	-	-	-	-	
50	(replaces ACCT)	5,199	9,425	7,000	7,000	(2,425)	-26%
51	Partners in Education	81	500	800	800	300	60%
52	CE Mailings	203	250	250	250	-	0%
53	Distance Learning Experimental Program	-	800	500	500	(300)	-38%
54	Other	129	200	200	200	-	0%
55	Subtotal	6,462	9,900	10,200	10,200	300	3%
56	Leadership Development & Renewal		-	-	-	-	
57	Publications		-	-	-	-	
58	Workshops & Consultations	-	400	400	400	-	0%
59	Pastors' Study Conference Subsidy	-	200	200	200	-	0%
60	Rapid Response Team Training	207	200	200	200	-	0%
61	Ministry of Laity		-	-	-	-	
62	Spiritual Life Team(was Spiritual Growth)	-	-	-	-	-	
63	BTS Small Church Leadership Program		-	-	-	-	
64	Retreats & Scholarships	106	250	250	250	-	0%
65	Holy Conversations		-	-	-	-	
66	Subtotal	313	1,050	1,050	1,050	-	0%
67	Worship and Ministry	25	-	-	-	-	
68	Pastors' Study Conference	-	-	-	-	-	
69	Workshops & Consultations (Clergy Retreats)	1,475	1,500	1,500	1,500	-	0%
70	Conflict Mediation	-	750	750	750	-	0%
71	Polity Course(Summer)	300	300	300	300	-	0%
72	Care for Clergy	103	2,500	2,500	1,900	(600)	-24%
73	Worship Enrichment Ministry Team		-	-	-	-	
74	Publications		-	-	-	-	
75	Church Leader's Convocation	2,217	1,500	1,500	1,500	-	0%
76	Subtotal	4,119	6,550	6,550	5,950	(600)	-9%
77			-	-	-	-	
78	Church and Ministry Support	98	1,000	1,000	100	(900)	-90%
79	Interim Ministry Workshops and Consultations	798	500	500	500	-	0%
80			-	-	-	-	
81			-	-	-	-	
82	Commission/Committee Expenses	330	1,000	1,000	600	(400)	-40%
83			-	-	-	-	
84	TOTAL Spiritual Life:	12,120	20,000	20,300	18,400	(1,600)	-8%

Coordinating Council Recommended Maine Conference 2010 Budget: Detail

Line No.		2008	2009	2010	2010	\$Diff. from	%Diff. from
		Actual	Revisit	Dept Rec.	Council Rec.	2009 Revisit	2009 Revisit
130			-	-	-	-	
131	COMMISSION FOR COMMUNITY LIFE:		-	-	-	-	
132	Small Church Committee		-	-	-	-	
133	Assistance to Maine Churches	29,063	31,000	34,000	31,000	-	0%
134	Support Staff Network	562	-	50	-	-	
135	Youth Ministries Advisory Team		-	-	-	-	
136	State Youth Council	604	2,000	2,000	2,000	-	0%
137	Young Adult Ministries	-	300	200	200	(100)	-33%
138	Junior High Network	-	200	300	300	100	50%
139	Adult Advisor Expenses	165	1,000	800	800	(200)	-20%
140	Denominational Youth Events	2,000	-	1,500	1,500	1,500	
141	Subtotal	2,769	3,500	4,800	4,800	1,300	37%
142			-	-	-	-	
143	Outdoor Ministries Committee	1,567	2,300	1,800	1,800	(500)	-22%
144	Women of the Maine Conference	(172)	300	500	500	200	67%
145	Clergy Spouse Network	500	500	100	100	(400)	-80%
146	Rockcraft Committee Expenses	-	600	50	50	(550)	-92%
147	Special Ministries	-	1,000	-	-	(1,000)	-100%
148	Commission/Committee Expenses	440	300	300	350	50	17%
149	TOTAL: Community Life	34,728	39,500	41,600	38,600	(900)	-2%
150			-	-	-	-	
151	RESOURCE CENTER:		-	-	-	-	
152	Director's Compensation	29,945	25,966	25,966	25,966	-	0%
153	Assistants' Compensation	16,504	-	-	-	-	
154	Benefits	8,147	11,443	12,660	12,660	1,217	11%
155	Materials, Supplies, Resources, Etc.	4,685	4,000	4,000	4,000	-	0%
156	Film Rentals	(3,143)	(2,500)	(2,500)	(2,500)	-	0%
157	Conferences, Travel	1,687	2,184	2,200	2,200	16	1%
158	Ministry Team Expenses	92	-	-	-	-	
159	Equipment	539	2,000	2,000	-	(2,000)	-100%
160	UCC Resource Network	200	200	200	200	-	0%
161	Occupancy - miscellaneous	34	35	35	35	-	0%
162	Accrued Payroll	(193)	-	-	-	-	
163	Postage	-	800	800	800	-	0%
164	TOTAL: Resource Center	58,495	44,128	45,361	43,361	(767)	-2%
165			-	-	-	-	
166	PILGRIM LODGE:		-	-	-	-	
167	Director's Salary	49,855	51,351	51,351	51,351	-	0%
168	Director's FICA & Benefits	25,635	26,783	27,785	27,785	1,001	4%
169	Staff Salaries	92,040	127,904	130,692	130,692	2,788	2%
170	Staff FICA & Benefits	19,841	20,798	21,500	21,500	702	3%
171	Director's & Staff Travel	2,702	4,250	3,500	3,500	(750)	-18%
172	Insurance	11,672	13,375	13,643	13,643	268	2%
173	Utilities	16,207	16,984	17,324	17,324	340	2%
174	Administration	17,419	22,722	22,000	22,000	(722)	-3%
175	Food Service	34,136	37,100	37,842	37,842	742	2%
176	Camp Operations	18,866	25,661	25,000	23,000	(2,661)	-10%
177	Camp Improvements	-	1,012	1,500	-	(1,012)	-100%
178	Farm House	4,209	3,870	4,000	4,000	130	3%
179	General Program	4,721	8,400	8,400	8,400	-	0%
180	Off-Site Program	1,585	6,585	4,000	4,000	(2,585)	-39%
181	Camper Scholarships	-	-	-	-	-	
182	Projects	-	(2,843)	7,000	-	2,843	-100%
183	Registration Services from Conference	8,816	-	-	-	-	
184	Rebuild Conference Reserves(internal loan)	8,455	8,455	4,000	4,000	(4,455)	-53%
185	Accrued Payroll/Misc. Staff Expenses	-	-	-	-	-	
186	Annual Equipment Depreciation Charge (New in 2010)				7,079	7,079	
187	Annual Building Depreciation Charge (New in 2010)				16,649	16,649	
188	TOTAL: Pilgrim Lodge	316,158	372,407	379,536	392,764	20,357	5%

Coordinating Council Recommended Maine Conference 2010 Budget: Detail

Line No.		2008	2009	2010	2010	\$Diff. from	%Diff. from
		Actual	Revisit	Dept Rec.	Council Rec.	2009 Revisit	2009 Revisit
189							
190	ROCKCRAFT RETREAT CENTER:					-	
191	Manager	34,340	35,370	35,370		(35,370)	-100%
192	Manager's FICA & Benefits	20,734	22,783	23,785		(22,783)	-100%
193	Staff Salaries	21,739	21,601	21,601		(21,601)	-100%
194	Staff FICA & Benefits	1,663	1,652	1,652		(1,652)	-100%
195	Food	27,652	25,155	25,155		(25,155)	-100%
196	Staff Travel	2,423	2,000	2,000		(2,000)	-100%
197	Supplies & Laundry	8,108	8,789	8,789		(8,789)	-100%
198	Utilities	23,156	23,156	23,156		(23,156)	-100%
199	Postage, Office Supplies	843	843	843		(843)	-100%
200	Insurance	11,218	10,016	10,016		(10,016)	-100%
201	Contributions in Lieu of Taxes	689	689	689		(689)	-100%
202	Maintenance, Repairs, Improvements	11,787	8,500	8,500		(8,500)	-100%
203	Publicity	111	111	111		(111)	-100%
204	Registration Services from Conference	8,816	9,169	9,169		(9,169)	-100%
205	Miscellaneous: maintenance and safety backlog		-	-	15,149	15,149	
206	Annual <u>Equipment</u> Depreciation Charge (New in 2010)				1,039	1,039	
207	Annual <u>Building</u> Depreciation Charge (New in 2010)				15,132	15,132	
208	TOTAL: Rockcraft Retreat Center	173,279	169,835	170,837	31,320	(138,515)	-82%
209						-	
210			-	-	-	-	
211	COORDINATING COUNCIL FOR CONFERENCE LIFE:					-	
212	Basic Support To United Church of Christ (Moved from Witness Life)			-	138,000	138,000	
213	Communications, Public Relations		-	-	-	-	
214	Main Stay	1,140	-	-	-	-	
215	Annual Yearbook	150	-	-	-	-	
216	Publicity	2,622	2,000	2,000	2,000	-	0%
217	Miscellaneous		200	200	200	-	0%
218	Subtotal	3,912	2,200	2,200	2,200	-	0%
219						-	
220	Conference Minister(s)	77,706	80,037	80,037	80,037	-	0%
221	Associate Conference Minister (settled in '07)	58,279	60,028	60,028	60,028	-	0%
222	Staff Salaries					-	
223	Associate Conference Minister (Small Church - 3/4 FTE/ 1/2 FTE prior to May 09)	18,088	33,766	45,021	45,021	11,255	33%
224	Associate Minister (Search/Call - 40% FTE)	-	-	-	-	-	
225	Business Manager	60,194	62,000	62,000	62,000	-	0%
226	Executive Assistant	35,350	36,411	36,411	36,411	-	0%
227	Placement Assistant	22,254	19,924	19,924	19,924	-	0%
228	Conference Registrar	29,987	15,443	15,443	15,443	-	0%
229	Bookkeepers	27,759	24,470	24,470	24,470	-	0%
230	Other Staff Costs (Mission Coordinator in '07, '08, '09)	-	-	-	-	-	
231	Subtotal	193,632	192,013	203,268	203,268	11,255	6%
232						-	
233	Less: Indirect Subsidy to Pilgrim Lodge and Rockcraft	(17,632)	(9,169)	(9,169)	-	9,169	-100%
234	Net Staff Salaries Charged to Conference	176,000	182,845	194,100	203,268	20,424	11%
235						-	
236	Indirect Compensation					-	
237	Conference Minister's Fringe Benefits	31,801	33,592	34,593	34,593	1,001	3%
238	Staff Fringe Benefits (health, disability, FICA)	82,982	82,665	88,594	88,594	5,930	7%
239	Continuing Education	2,284	6,000	6,000	6,000	-	0%
240	Sabbatical Leave	6,500	6,500	6,500	6,500	-	0%
241	Compensation increase/Other Staff Expenses	1,853	-	-	-	-	
242	Transitional Personnel Savings		-	-	-	-	
243	Subtotal	125,419	128,756	135,688	135,688	6,931	5%

Coordinating Council Recommended Maine Conference 2010 Budget: Detail

Line No.		2008	2009	2010	2010	\$Diff. from	%Diff. from
		Actual	Revisit	Dept Rec.	Council Rec.	2009 Revisit	2009 Revisit
244						-	
245	Staff Travel	57,316	52,000	52,000	52,000	-	0%
246			-	-	-	-	
247	Coordinating Council		-	-	-	-	
248	General Synod Fund	6,000	6,000	6,000	6,000	-	0%
249	Meeting Expenses	3,159	7,800	6,700	5,700	(2,100)	-27%
250	Council Committees	-	450	450	450	-	0%
251	Search Committee	5,485	400	-	-	(400)	-100%
252	Subtotal	14,645	14,650	13,150	12,150	(2,500)	-17%
253						-	
254	Annual Meeting	4,396	12,500	8,000	8,000	(4,500)	-36%
255						-	
256	Direct Subsidy to Conference Facilities	4,638	5,016	-	-	(5,016)	-100%
257	Indirect Subsidy to Facilities	17,632	9,169	9,352	-	(9,169)	-100%
258			-	-	-	-	
259	Nominating Committee Expenses	-	100	100	100	-	0%
260						-	
261	Occupancy		-	-	-	-	
262	Office Equipment	7,435	8,566	8,000	-	(8,566)	-100%
263	Office Equipment - copier contract	2,880	2,620	2,900	2,900	280	11%
264	Supplies	8,160	9,500	8,573	8,573	(927)	-10%
265	Postage	5,153	5,500	6,050	6,050	550	10%
266	Telephone	18,996	18,566	19,376	18,176	(390)	-2%
267	Building Repayment	-	-	-	-	-	
268	Building Maintenance	2,431	2,000	2,000	2,000	-	0%
269	Utilities	9,034	10,088	9,215	9,215	(874)	-9%
270	Janitorial Services	3,640	3,620	3,713	3,713	93	3%
271	Reserve for Major Repairs	7,013	5,658	5,658	-	(5,658)	-100%
272	Municipal Services	5,526	5,645	5,815	5,815	169	3%
273	Miscellaneous and W. Gardiner Office	8,753	800	800	800	-	0%
274	Staff Retreats	-	200	200	200	-	0%
275	Small Church Office	539	1,000	800	800	(200)	-20%
276	Annual <u>Equipment</u> Depreciation Charge (New in 2010)				5,738		
277	Annual <u>Building</u> Depreciation Charge (New in 2010)				4,992		
278	Subtotal	79,561	73,763	73,098	68,970	(4,793)	-6%
279						-	
280	Other Admin.		-	-	-	-	
281	Insurance and Bonding	5,795	6,800	6,936	6,936	136	2%
282	Legal & Audit	15,562	13,300	13,566	13,566	266	2%
283	Fees and Charges	1,302	1,238	1,302	1,302	64	5%
284	Subtotal	22,659	21,338	21,804	21,804	466	2%
285			-	-	-	-	
286	Debt Reduction & Contingencies	1,954	-	2,000	2,000	2,000	
287			-	-	-	-	
288	TOTAL EXPENSES: Coordinating Council	644,117	642,401	651,556	784,244	141,843	22%
289						-	
290	TOTAL EXPENSES:	1,446,046	1,472,471	1,493,389	1,348,989	(123,481)	-8%
291						-	
292	OPERATING SURPLUS (DEFICIT):	(87,465)	(1,908)	(8,461)	-	1,908	-100%
293	Transfer from Dedicated Funds					-	
294						-	
295	NET SURPLUS (DEFICIT)	(87,465)	(1,908)	(8,461)	-	1,908	-100%

BUDGETED CAPITAL ITEMS/ALLOWANCES		2010
		Council Rec.
Pilgrim Lodge		
186	Annual Equipment Depreciation Charge (New in 2010)	7,079
187	Annual Building Depreciation Charge (New in 2010)	16,649
176	Camp Operations	(2,000)
177	Camp Improvements	(1,500)
182	Projects (see note 1 below)	(7,000)
	Other (Several unfunded project needs. See list in note 2 below)	-
Funding to Pilgrim Lodge Depreciation Reserve		13,228
Rockcraft		
206	Annual Equipment Depreciation Charge (New in 2010)	1,039
207	Annual Building Depreciation Charge (New in 2010)	15,132
206 & 207	Miscellaneous	(16,172)
<i>(meant as a place holder for expense allowance that may include safety, deferrals or sale prep)</i>		
Funding to Rockcraft Depreciation Reserve		-
Resource Center/Pennell/General		
276	Annual Equipment Depreciation Charge (New in 2010)	5,738
277	Annual Building Depreciation Charge (New in 2010)	4,992
159	Equipment	(2,000)
262	Office Equipment	(8,000)
271	Reserve for Major Repairs	(5,658)
271	Reserve for Major Repairs (backs out unfunded portion of department request)	4,928
Funding to Pennell Center Depreciation Reserve		-

Explanation and Discussion Regarding Depreciation and How It Will Work

The Coordinating Council recommends that the Year 2010 budget include estimated depreciation charges. The 2010 budget year would be the first year of a budgeting system that relies upon an annual depreciation expense as a proxy for the wear and tear attributable to the use of the Conference's physical assets. This is a change from the current pay as you go budgeting for capital items such as equipment and building improvements. The Council prefers a budgeting system that uses depreciation charges to systematically and evenly spread the carrying costs of the Conference's physical assets over an extended period of time, rather than rely upon intermittent, annual capital expenditures which are subject to budget cuts during tough economic times. A succinct definition of depreciation is:

“A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence. Most assets lose their value over time (in other words, they depreciate), and must be replaced once the end of their useful life is reached. There are several accounting methods that are used in order to write off an asset's depreciation cost over the period of its useful life. Because it is a non-cash expense, depreciation lowers the company's reported earnings while increasing free cash flow.” [<http://www.investorwords.com/1416/depreciation.html> (August 25, 2009)]

Therefore the depreciation charge affords a way to invest in real projects with the *free cash flow*, assuming the money is set aside in a way that benefits the facilities that generated the free cash flow. That is the Finance Committee's and the Council's intent. For example, if Pilgrim Lodge depreciation charges exceed the total of planned investments for a given budget year, a reserve amount of depreciation minus the investments is set aside at the end of the year for the benefit of Pilgrim Lodge facilities. This is the Finance Committee's recommended plan. But occasionally, the free cash flow from depreciation will not meet our total appetite for investment in projects and thereby creates a funding backlog for a given year as is the case of the Pennell Center where proposed projects exceed the depreciation charges, thereby creating a capital funding shortfall.

The mechanics of budgeting capital items and allowances is explained as follows. Please view the **Pilgrim Lodge** section above as an example. The reader will note six lines, five of them with dollar figures, resolving to the **Funding to Pilgrim Lodge Depreciation Reserve** line. The items shown in positive dollar amounts, *Annual Equipment Depreciation Charge (New in 2010)* and *Annual Building Depreciation Charge (New in 2010)*, provide funding for proposed capital spending (shown in the next three lines in bracketed amounts) in the *Camp Operations, Camp Improvements and Projects* categories. Those categories have been used in current and past budgets. The ending balance on the **Reserve** line can either support additional capital requirements in 2010, or carry over to the next budget year.

NOTES

Note 1		
Pilgrim Lodge		
182	Projects (detail)	
	Cabins 9 & 10 need roofing	(1,200)
	S-1 Roofing	(1,000)
	Octagonal Picnic Tables 4 per year	(2,000)
	Grinder Pump for cabin S-5, it's going to go soon	(1,000)
	Cabin 13 septic pump	(1,000)
	Pressure Tank for water (one went last year, this is a 2nd)	(1,000)
	Outboard Motor for rescue boat	(1,200)
	New Rescue Boat	(2,000)
	Complete Shower project	(2,000)
	Total Projects	(12,400)
	PL Department Funding Level Recommended	(7,000)
	Funding Needed	(5,400)
Note 2		
Other		
Major Projects Needing Funding:		
	Boardwalk Replacement	
	New Kitchen	
	JBJ Building Replacement (footprint/grandfather clause issue)	
	Swim Dock	
	Front Roof - Main Lodge	