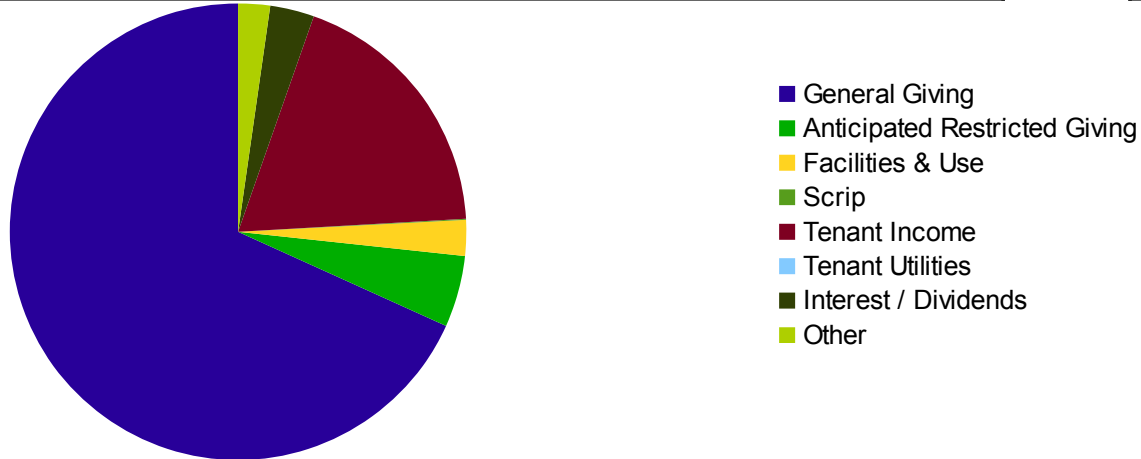


General Giving	\$175,000
Anticipated Restricted Giving	\$13,000
Drawn from restricted funds	\$59,856
Shortfall	(\$41,538)
Increase in General giving needed to eliminate shortfall	24%

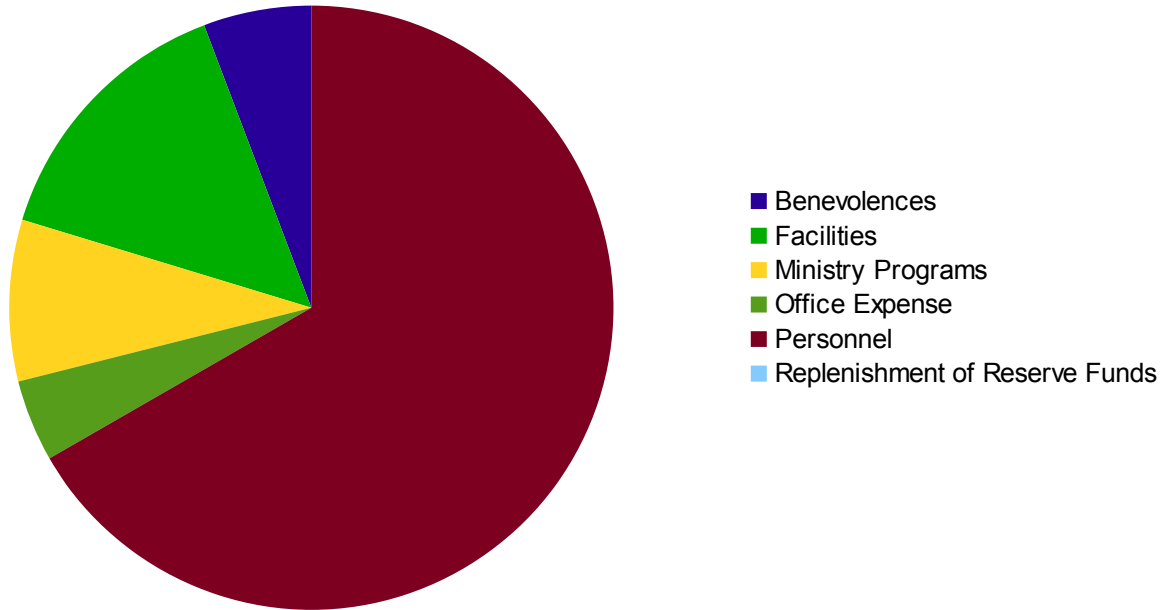
Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change from 2011 budget	% Change from 2011 budget	Comments
<b>Income</b>	\$290,200	\$253,401	(\$36,799)	-12.7	\$256,500	(\$33,700)	-11.6	
<b>Expenses</b>	\$334,406	\$303,115	(\$31,291)	-9.4	\$357,893	\$23,487	7.0	
<b>Drawn from restricted funds</b>			\$0	N/A	\$59,856	\$59,856	N/A	E.g., Nancy Bryer bequest and German Language Ministry
<b>Drawn from reserves</b>			\$0	N/A		\$0	N/A	(or other designated funds on hand)
<b>Shortfall</b>	(\$44,206)	(\$49,714)	(\$5,508)	12.5	(\$41,538)	\$2,668	-6.0	

Income Line Item	Budget 2011	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments
General Giving	\$214,000	\$175,318	(\$38,682)	-18.1	\$175,000	(\$39,000)	-18.2%	
Anticipated Restricted Giving	\$4,000	\$5,868	\$1,868	46.7	\$13,000	\$9,000	225.0%	<i>usually balance specific commitments, e.g. FISH</i>
Facilities & Use	\$6,500	\$6,696	\$196	3.0	\$6,500	\$0	0.0%	
Scrip	\$200	\$220	\$20	10.0	\$200	\$0	0.0%	
Tenant Income	\$48,000	\$48,000	\$0	0.0	\$48,000	\$0	0.0%	
Tenant Utilities		\$4,819	\$4,819	N/A	\$0	\$0	N/A	
Interest / Dividends	\$12,500	\$7,602	(\$4,898)	-39.2	\$8,000	(\$4,500)	-36.0%	assuming quarterly statements for projection
Other	\$5,000	\$4,878	(\$122)	-2.4	\$5,800	\$800	16.0%	examples? Was \$4,800. 11/27 added \$1,000 in receipts from childcare at events.
<b>Total Income</b>	<b>\$290,200</b>	<b>\$253,401</b>	<b>(\$36,799)</b>	<b>-12.7</b>	<b>\$256,500</b>	<b>(\$33,700)</b>	<b>-11.6%</b>	

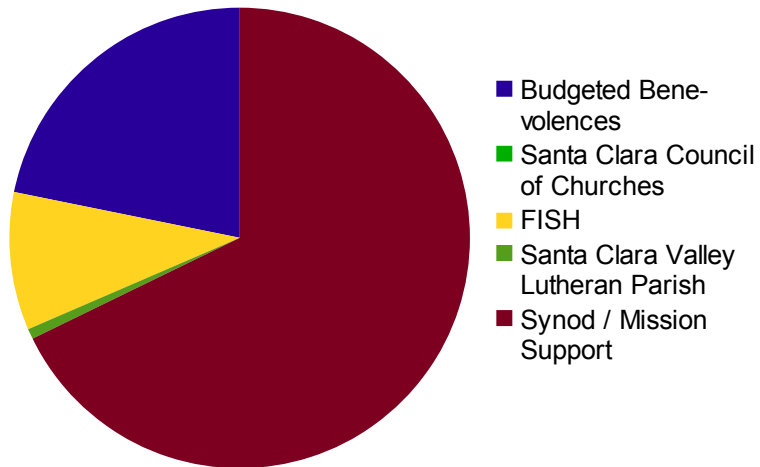


Restricted Gift Line Item	Budget 2011	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments
Lydia Dorcas			\$0	N/A		\$0	N/A	
General Social Action			\$0	N/A	\$0	\$0	N/A	
Tree Work			\$0	N/A	\$6,000	\$6,000	N/A	<i>Anticipated fundraiser added at November 27 meeting</i>
Shelter Cooking	\$2,000	\$414	(\$1,586)	-79.3	\$2,000	\$0	0.0	
FISH	\$2,000	\$5,454	\$3,454	172.7	\$5,000	\$3,000	150.0	
<b>Total Anticipated Restricted Gifts</b>	<b>\$4,000</b>	<b>\$5,868</b>	<b>\$1,868</b>	<b>46.7</b>	<b>\$13,000</b>	<b>\$9,000</b>	<b>225.0</b>	

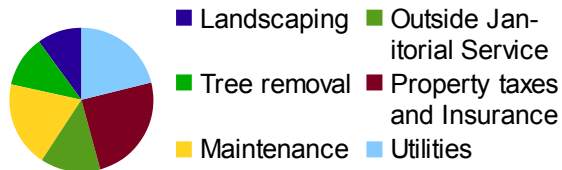
Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments	Fundable from restricted funds
Benevolences	\$20,000	\$24,654	\$4,654	23.3	\$20,650	\$650	3.3%		\$0
Facilities	\$55,000	\$42,107	(\$12,893)	-23.4	\$52,000	(\$3,000)	-5.5%		\$0
Ministry Programs	\$26,891	\$13,959	(\$12,932)	-48.1	\$30,903	\$4,012	14.9%		\$14,533
Office Expense	\$17,720	\$15,148	(\$2,572)	-14.5	\$15,650	(\$2,070)	-11.7%		\$0
Personnel	\$214,795	\$207,247	(\$7,548)	-3.5	\$238,690	\$23,895	11.1%		\$45,323
Replenishment of Reserve Funds			\$0	N/A	\$0	\$0	N/A	discussion needed	
<b>Total Expenses</b>	<b>\$334,406</b>	<b>\$303,115</b>	<b>(\$31,291)</b>	<b>-9.4</b>	<b>\$357,893</b>	<b>\$23,487</b>	<b>7.0%</b>		<b>\$59,856</b>



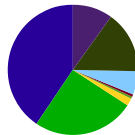
Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget	\$ Change	% Change	Comments
<b>Budgeted Benevolences</b>	\$4,500	\$4,500	\$0	0.0	\$4,500	\$0	0.0%	loosely a tithe of non-giving income
<b>Santa Clara Council of Churches</b>	\$500	\$500	\$0	0.0	\$0	(\$500)	-100.0%	No longer exists.
<b>FISH</b>	\$2,000	\$6,654	\$4,654	232.7	\$2,000	\$0	0.0%	offset by anticipated restricted gifts
<b>Santa Clara Valley Lutheran Parish</b>			\$0	N/A	\$150	\$150	N/A	amount suggested for our size
<b>Synod / Mission Support</b>	\$13,000	\$13,000	\$0	0.0	\$14,000	\$1,000	7.7%	<i>Our goal is 10% of general giving.</i>
<b>Total Benevolences</b>	\$20,000	\$24,654	\$4,654	23.3	\$20,650	\$650	3.3%	



Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments	Fundable from restricted funds
Landscaping	\$5,200	\$4,590	(\$610)	-11.7	\$5,200	\$0	0.0		
Tree removal			\$0	N/A	\$6,000	\$6,000	N/A	rough estimate for removing 1/2 of trees, contingent on successful fundraising. May be deferred if necessary.	
Maintenance	\$20,000	\$7,876	(\$12,124)	-60.6	\$10,000	(\$10,000)	-50.0	Originally budgeted at \$20,000. Will undertake fundraising if unexpected costs arise.	
Outside Janitorial Service	\$7,000	\$5,938	(\$1,062)	-15.2	\$7,000	\$0	0.0		
Property taxes and Insurance	\$12,800	\$12,556	(\$244)	-1.9	\$12,800	\$0	0.0		
Utilities	\$10,000	\$11,147	\$1,147	11.5	\$11,000	\$1,000	10.0		
<b>Total Facilities</b>	<b>\$55,000</b>	<b>\$42,107</b>	<b>(\$12,893)</b>	<b>-23.4</b>	<b>\$52,000</b>	<b>(\$3,000)</b>	<b>-5.5</b>		<b>\$0</b>



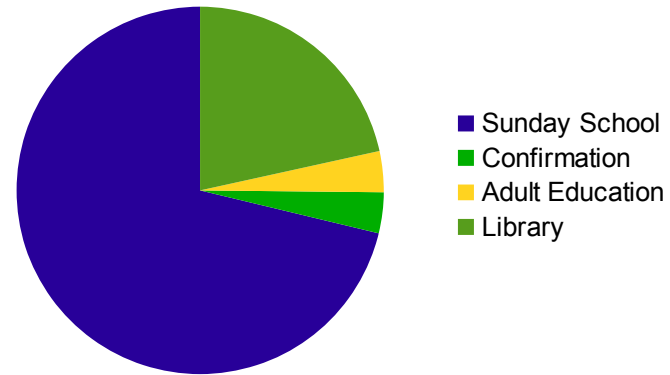
Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget	\$ Change	% Change	Comments	Fundable from restricted funds
Christian Education	\$10,021	\$2,893	(\$7,128)	-71.1	\$13,913	\$3,892	38.8		\$12,913
Evangelism	\$1,850	\$1,967	\$117	6.3	\$8,670	\$6,820	368.6		
German Language Ministry		\$830	\$830	N/A	\$620	\$620	N/A	\$50/month website, + domain fee	\$620
Health & Healing	\$300	\$0	(\$300)	-100.0	\$200	(\$100)	-33.3		
Stewardship	\$240	\$0	(\$240)	-100.0	\$200	(\$40)	-16.7		
Social Action	\$2,000	\$414	(\$1,586)	-79.3	\$2,000	\$0	0.0		
Worship & Music	\$12,480	\$7,855	(\$4,625)	-37.1	\$5,300	(\$7,180)	-57.5		\$1,000
Youth & Family	\$0	\$0	\$0	N/A	\$0	\$0	N/A		
Leadership	\$2,800	\$1,582	(\$1,218)	-43.5	\$3,400	\$600	21.4		\$0
<b>Total Ministry Expenses</b>	<b>\$26,891</b>	<b>\$13,959</b>	<b>(\$12,932)</b>	<b>-48.1</b>	<b>\$30,903</b>	<b>\$4,012</b>	<b>14.9</b>		<b>\$14,533</b>



- Christian Education
- Evangelism
- German Language Ministry
- Health & Healing
- Stewardship
- Social Action
- Worship & Music
- Youth & Family
- Leadership

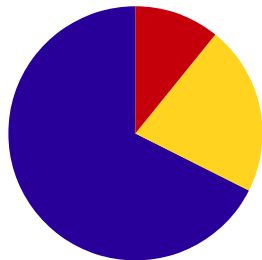
Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget	\$ Change	% Change	Comments	Fundable from restricted funds
Council Expense	\$400		(\$400)	-100.0	\$400	\$0	0.0		
Leadership Development		\$220	\$220	N/A	\$600	\$600	N/A		
Miscellaneous	\$200	\$0	(\$200)	-100.0	\$200	\$0	0.0		
Pastor's Continuing Education	\$800	\$672	(\$128)	-16.0	\$800	\$0	0.0		
Pastor's Synod Meeting	\$200	\$165	(\$35)	-17.5	\$200	\$0	0.0		
Synod Assembly	\$1,200	\$525	(\$675)	-56.3	\$1,200	\$0	0.0		
<b>Total Leadership Expenses</b>	<b>\$2,800</b>	<b>\$1,582</b>	<b>(\$1,218)</b>	<b>-43.5</b>	<b>\$3,400</b>	<b>\$600</b>	<b>21.4</b>		<b>\$0</b>

Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments	Fundable from restricted funds
Sunday School	\$6,021	\$451	(\$5,570)	-92.5	\$9,913	\$3,892	64.6		\$9,913
Confirmation	\$500	\$0	(\$500)	-100.0	\$500	\$0	0.0		
Adult Education	\$500	\$71	(\$429)	-85.8	\$500	\$0	0.0		
Library	\$3,000	\$2,371	(\$629)	-21.0	\$3,000	\$0	0.0		\$3,000
<b>Total Christian Education Expenses</b>	<b>\$10,021</b>	<b>\$2,893</b>	<b>(\$7,128)</b>	<b>-71.1</b>	<b>\$13,913</b>	<b>\$3,892</b>	<b>38.8</b>		<b>\$12,913</b>



Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments
Easter Material			\$0	N/A	\$330	\$330	N/A	
Christmas Material			\$0	N/A	\$665	\$665	N/A	
Regular Curriculum			\$0	N/A	\$4,125	\$4,125	N/A	
Mt. Cross Camperships			\$0	N/A	\$400	\$400	N/A	
Vacation Bible School			\$0	N/A	\$3,300	\$3,300	N/A	would be a day camp operated by Mt. Cross at CGS
Scout Medals			\$0	N/A	\$53	\$53	N/A	
Snacks			\$0	N/A	\$1,040	\$1,040	N/A	Offset by donations (e.g., in-kind)
Misc	\$6,021	\$451	(\$5,570)	-92.5		(\$6,021)	-100.0	
<b>Total Sunday School Expenses</b>	<b>\$6,021</b>	<b>\$451</b>	<b>(\$5,570)</b>	<b>-92.5</b>	<b>\$9,913</b>	<b>\$3,892</b>	<b>64.6</b>	

Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget	\$ Change	% Change	Comments
Hospitality	\$1,250	\$1,379	\$129	10.3	\$1,400	\$150	12.0	
Publicity			\$0	N/A	\$1,000	\$1,000	N/A	
Pride	\$400	\$348	(\$52)	-13.0	\$350	(\$50)	-12.5	
Business cards			\$0	N/A	\$70	\$70	N/A	
Athletic Equipment			\$0	N/A	\$300	\$300	N/A	
Books and workbooks for classes			\$0	N/A	\$1,000	\$1,000	N/A	Education Ministry?
Family Outings			\$0	N/A	\$1,200	\$1,200	N/A	Youth & Family?
Software for classes & adverts			\$0	N/A	\$1,000	\$1,000	N/A	
Specialists / Speakers			\$0	N/A	\$2,000	\$2,000	N/A	
Office Supplies			\$0	N/A	\$100	\$100	N/A	
Other	\$200	\$240	\$40	20.0	\$250	\$50	25.0	May overlap
<b>Total Evanelism</b>	<b>\$1.850</b>	<b>\$1.967</b>	<b>\$117</b>	<b>6.3</b>	<b>\$8.670</b>	<b>\$6.820</b>	<b>368.6</b>	

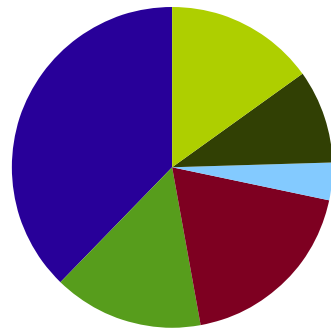


- Hospitality
- Publicity
- Pride
- Business cards
- Athletic Equipment
- Books and workbooks for classes
- Family Outings
- Software for classes & adverts
- Specialists / Speakers
- Office Supplies
- Other

Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments
General Health & Healing	\$300	\$0	(\$300)	-100.0	\$200	(\$100)	-33.3	
Total Health & Healing Expenses	\$300	\$0	(\$300)	-100.0	\$200	(\$100)	-33.3	

Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments
Shelter cooking	\$2,000	\$414	(\$1,586)	-79.3	\$2,000	\$0	0.0	
Other Social Action			\$0	N/A	\$0	\$0	N/A	need social action numbers
<b>Total Social Action Expenses</b>	<b>\$2,000</b>	<b>\$414</b>	<b>(\$1,586)</b>	<b>-79.3</b>	<b>\$2,000</b>	<b>\$0</b>	<b>0.0</b>	

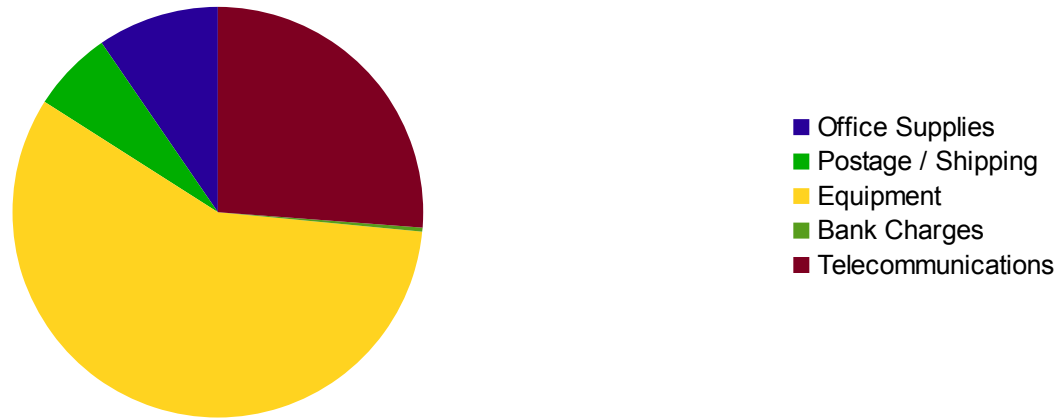
Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments	Fundable from Restricted funds
Worship Supplies	\$3,000	\$1,962	(\$1,038)	-34.6	\$2,000	(\$1,000)	-33.3		
Drummer	\$4,080	\$3,528	(\$552)	-13.5	\$0	(\$4,080)	-100.0	cut from \$4800 proposed 11/27	
Misc. Musicians	\$2,400	\$1,242	(\$1,158)	-48.3	\$0	(\$2,400)	-100.0	cut from \$2400 proposed 11/27	
Worship Music	\$800	\$198	(\$602)	-75.3	\$800	\$0	0.0		
Choir Expense	\$1,200	\$925	(\$275)	-22.9	\$1,000	(\$200)	-16.7		1,000.00
Visual Arts	\$200		(\$200)	-100.0	\$200	\$0	0.0		
Continuing Education			\$0	N/A	\$500	\$500	N/A	cut from \$1000 proposed 11/27	
Instrument Repairs	\$800		(\$800)	-100.0	\$800	\$0	0.0		
<b>Total Worship &amp; Music Expenses</b>	<b>\$12,480</b>	<b>\$7,855</b>	<b>(\$4,625)</b>	<b>-37.1</b>	<b>\$5,300</b>	<b>(\$7,180)</b>	<b>-57.5</b>		<b>\$1,000.00</b>



- Worship Supplies
- Drummer
- Misc. Musicians
- Worship Music
- Choir Expense
- Visual Arts
- Continuing Education
- Instrument Repairs

Line Item	2011 Bdget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments
General Youth & Family			\$0	N/A	\$0	\$0	N/A	
Nursery			\$0	N/A	\$0	\$0	N/A	
<b>Total Youth &amp; Family Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>	

Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments
Office Supplies	\$2,000	\$1,412	(\$588)	-29.4	\$1,500	(\$500)	-25.0	
Postage / Shipping	\$1,500	\$985	(\$515)	-34.3	\$1,000	(\$500)	-33.3	
Equipment	\$10,000	\$8,236	(\$1,764)	-17.6	\$9,000	(\$1,000)	-10.0	
Bank Charges	\$120	\$2	(\$118)	-98.3	\$50	(\$70)	-58.3	
Telecommunications	\$4,100	\$4,513	\$413	10.1	\$4,100	\$0	0.0	can we drop fax line? Need to evaluate telecom expenses
<b>Total Office Expense</b>	<b>\$17,720</b>	<b>\$15,148</b>	<b>(\$2,572)</b>	<b>-14.5</b>	<b>\$15,650</b>	<b>(\$2,070)</b>	<b>-11.7</b>	



Line Item	2011 Budget	2011 Projected	2011 \$ Variance	2011 % Variance	2012 Budget proposal	\$ Change	% Change	Comments	Fundable from Restricted funds
Pastor's Salary	\$39,197	\$39,197	\$0	0.0	\$40,373	\$1,176	3.0	Pastor willing to forgo COLA adjustment, but restored on 11/27 (was \$39,197)	
Administrator	\$42,660	\$42,660	\$0	0.0	\$43,940	\$1,280	3.0	personnel committee recommended COLA, did not specify amount	
Organist / Choir Director	\$26,845	\$26,845	\$0	0.0	\$27,650	\$805	3.0	+COLA, 65% (choirmaster) fundable from Nancy Bryer	\$17,973
Housekeeper	\$6,240	\$6,240	\$0	0.0	\$6,427	\$187	3.0	COLA	
Sexton	\$4,177	\$4,177	\$0	0.0	\$4,302	\$125	3.0	COLA	
Sunday School Teacher	\$13,950	\$10,800	(\$3,150)	-22.6	\$15,996	\$2,046	14.7		\$15,996
Sunday School Assistant	\$5,025	\$1,490	(\$3,535)	-70.3	\$7,800	\$2,775	55.2		\$7,800
Nursery Attendant			\$0	N/A	\$2,604	\$2,604	N/A	portion overlapping Sunday School would be funded from bequest	\$1,872
Payroll Taxes / Benefits	\$37,965	\$36,942	(\$1,023)	-2.7	\$49,806	\$11,841	31.2	Need to fine-tune formulas per Jean Hope	\$1,682
Pastor's Housing	\$24,603	\$24,603	\$0	0.0	\$25,341	\$738	3.0	Pastor willing to forgo COLA adjustment – was \$24,603	
Honorariums	\$933	\$1,470	\$537	57.6	\$1,050	\$117	12.5	would like to reduce...	
Office Administration			\$0	N/A	\$500	\$500	N/A		
Bookkeeper	\$12,000	\$12,000	\$0	0.0	\$12,000	\$0	0.0		
Auto Allowance	\$1,200	\$823	(\$377)	-31.4	\$900	(\$300)	-25.0		

<b>Total Personnel Expenses</b>	\$214,795	\$207,247	(\$7,548)	-3.5	\$238,690	\$23,895	11.1		\$45,323
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Fund	January 1, 2009	% Change in 2009	January 1, 2010	% Change during 2010	January 1, 2011	% Change during 2011	January 1, 2012 estimate	% Change during 2012	January 1, 2013 estimate
Nancy Bryer – Sunday School			\$148,664	3%	\$152,739	-7%	\$142,120	-24%	\$108,411
Nancy Bryer – Library			\$148,664	2%	\$151,368	-2%	\$148,260	-2%	\$145,260
Nancy Bryer – Choir			\$148,664	-10%	\$133,353	-12%	\$116,762	-16%	\$97,789
Nancy Bryer – Diaconate			\$148,664	3%	\$152,859	0%	\$152,859	0%	\$152,859
German Language Ministry					\$10,438	-8%	\$9,558	-6%	\$8,938
Building Contingency	\$3,960	-82%	\$728	213%	\$2,276	176%	\$6,272	0%	\$6,272

Additional Need per...	Total	Per "Giving Unit"
		100
- Year	\$41,538	\$415
- Month	\$3,461	\$35
- Week	\$799	\$8
- Day	\$114	\$1