

Board Proposed 2012 OUUC Budget Detail January 5, 2012

EXPENSE CATEGORY	2011 Budget	2011 Est. of Actual Spending	2012 Committee Request	Board Proposal 1-5-12
<b>Worship Arts Committee</b>				
Worship Supplies (primarily candles)	250	47	110	75
Guest Ministers & Pulpit	2,150	2,370	3,850	3,850
Celebrant Training	50	-	-	
<b>Total</b>	<b>2,450</b>	<b>2,417</b>	<b>3,960</b>	<b>3,925</b>

**Worship Arts Committee Request**

**Goal:** Provide stimulating, high quality services for the 15 Sundays when the Minister is not in the pulpit. Worship Arts will conduct services, often with visiting ministers who are paid at the UUA suggested rate of \$250 plus mileage for two services and \$200 for one in the summer. However, two services are being mentioned for summer Sundays in 2012. **Tasks:** Recruit visiting ministers and speakers. Provide honorariums and/or travel expenses for speakers. (increased over 2010 to provide for more visiting ministers/speaker). Increased request is for more visiting ministers to cover for recent turnover in WAC celebrants.  
**Goal:** Provide supplies for Sunday services. **Task:** Purchase expendable worship items, including candles.

<b>Music Committee</b>				
Substitute and Rehearsal Pianist Fee	1,400	400	600	800
Choir accompanist			2,500	
Guest Musician fees	1,000	900	1,800	1,400
Sheet Music	800	750	2,200	1,000
Music director dues (UU Musicians' Network)	60		60	60
<b>Total</b>	<b>3,260</b>	<b>2,050</b>	<b>7,160</b>	<b>3,260</b>

**Music Committee Request**

**Goal 1.** We offer a great Music Program for our Congregations' members and friends for the September through June season. This includes weekly practices, Sunday performances, several all-music services, scheduled retreats, and multiple concerts.  
**Goal 2.** We encourage and promote Choir, the Adult Education Voice class and a new RE Youth Voice class participation and growth.  
**Goal 3.** We select a wide variety of music from different cultural/genres to promote spiritual growth, diversity, tolerance, human development and a liberal perspective. Thus, we celebrate a diversity of opinions and lifestyles which helps us develop tolerance.  
**Goal 4.** We coordinate and participate in community consciousness-raising concerts, performing at Legislative, UU, Interfaith, and Kids in Concert events.  
**Goal 5.** We welcome any Congregational members and friends to sing in the Choir and the Adult Education Voice Class. There are no audition requirements.  
**Goal 6.** We create a meaningful experience of the sacred through all of our singing which includes a musical celebration of each individual's birthday and the ending of each service with a sacred benediction sung by all.  
**Task.** for goals 1. and 4. Hire substitute and rehearsal accompanist. The OUUC Music Director is entitled to four Sundays off each year for annual leave, plus two Sundays for sick leave.  
**Task.** Hire choir accompanist An accompanist is needed so the Music Director can conduct choir without also having to play the piano. An accompanist also allows the choir to perform music with 4-hands accompanist requirement accompanist.  
**Task.** Hire guest musicians for music concerts. Guest musicians (including an orchestra) are required for Sunday service, as well as Concert, to accomplish the presentation of diverse and complex musical genres.  
**Task.** Pay UU Musicians' Network dues. Dues provide the Musical Director with contacts with UU congregations world-wide.  
**Task.** Goals 2.,3.,5., and 6. Purchase sheet music for 40 Choir members, 25+RE Youth Voice class, and 35 Adult Education Voice class members.

<b>Minister's Discretionary Fund</b>				
Minister's Discretionary Fund	750	732	1,000	750
Provides funds for distribution as determined necessary by the minister.				

<b>Pastoral Care Team/Addiction Ministry</b>				
Postage for cards/notes to members	75			
Addiction Ministry General Expenses	300	300		
Addictions Ministry (AM) Lending Library			350	350
AM Education			300	300
AM First Responders Kit			50	50
AM Printing and Website			125	125
AM Committee Operations			75	75
<b>Total</b>	<b>375</b>	<b>300</b>	<b>900</b>	<b>900</b>

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**Addiction Ministry Request**

Three areas of operation: Education, Resources, and a First Responders program. The Education component will require both materials already produced, and some to be created specifically for the OUUC program. Resources will require the purchase of books, pamphlets, etc., for a library, as well as the production of our own materials about local area programs. Other purchases will probably include curriculum materials, copying expenses, graphic art and printing of an original brochure about the Addiction Ministry, brochure holders, and general office materials. We anticipate various expenses for the First Responders program, including training. There may be workshops or seminars that committee members may attend. We expect that many of the expenses in the 2012 budget will be one-time start-up costs not needed in subsequent years. Lending library. – Donated and ½ price books, to provide information about addictions to those seeking help; Education - For specific ages: R.E./parents, seniors. And a Chalice Circle for adults. Also an Adult Education class. Materials to include: Children's books, handouts, handbooks, dvd, speakers, notebooks and pencils. First Responders kit – Binders, resource brochures, sheet protectors, postage for obtaining resource literature. Printing and Website - Brochures, brochure holder, cards Committee Operations - Flash drive for data storage and sharing among committee members, plastic storage bin, manila folders, labels, paper and notepads, poster materials. Many of our lives – and the lives of friends, family, co-workers and others in our world – are affected by addictions to drugs, alcohol, or behaviors such as gambling. Both addictions and recovery from addiction are part of the human condition. Because we want to create a fully inclusive church community that accepts and addresses the human tendency to addiction, the Addictions Ministry will provide: Educational resources and programs for youth and adults in our congregation that promote prevention, awareness and effective and compassionate action. A resource center with information about addictions and resources to help people overcome them. Confidential support and referrals for individuals, families and friends who are in crisis or who wish to explore whether it is time to change, and Ongoing support and companionship within our church community for those whose lives have been touched by addiction. The Addictions Ministry committee is so new that our anticipated launch date isn't until October 1. For the past six months we have been organizing planning and doing extensive research. We believe these figures to be on the low side, as we expect to spread out the start up cost over a period of two or three years. In the future, we hope to finance workshops, do additional printing, extend the library and reimburse the cost of gas for long trips. We believe our goals are mission driven by the OUUC Mission Statement to “open minds, fill hearts transform lives and bring an end to poverty”. We don't expect to fix the problems, but we're a source of information and support.

**Committee on Ministry (COM)/Conflict Management Team (CMT)**

COM Annual Assessment and Goal Meetings	150		-	
Minister and DRE Sabbatical Reserve	1,000	1,000	1,000	1,000
Safe Congregation Response Team Reserve Fund	500	500	500	500
Supplies and printing	50		50	50
Conflict Management Team Training	500		500	500
<b>Total</b>	<b>2,200</b>	<b>1,500</b>	<b>2,050</b>	<b>2,050</b>

**COM Request**

**Goals.** Support and sustain Conflict Management Team and Safe Congregation Response Team, as needed - includes Dispute Resolution Center Training for new Conflict Management Team members; Conduct ongoing assessment of the congregation's health and well-being utilizing a variety of methods including personal interviews, anonymous surveys, etc.; Produce annual assessment of the Minister utilizing congregational feedback as well as his own ministerial review; Review CoM Policies, such as the Covenant of Right Relations, Safe Congregation Policy, and the Conflict Management Policy, as needed; Review the annual congregational assessment and goal-setting results to assess its effectiveness and alignment with the congregational goals; and, Work in coordination to assess and refine the assessment process, facilitation, and time line, as well as the role and structure of the Program Council.

**Member Services**

Name tags, hymnals	300	447	335	35
Membership brochures/fliers, intro classes, childcare, offering supplies	375	447	225	225
Visitor outreach, socials, welcome process	225		285	285
UUA Brochures			125	125
Welcome kiosk, Usher/greeter recruit & train, Info & Publicity on Involvement	100	161	125	125
<b>Total</b>	<b>1,000</b>	<b>1,055</b>	<b>1,095</b>	<b>795</b>

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<b>Member Services Request</b>				
<b>Goal:</b> Provide tools for inclusion. Tasks: Nametags. Hymnal additions to keep up with attendees.				
<b>Goal:</b> Offer a path to OUUC membership. Tasks: Introduction to OUUC session. Membership classes. Membership brochures, fliers, chalice pins. Include childcare in path to membership. Provide offering process & supplies.				
<b>Goal:</b> Integrate newcomers. Tasks: Visitor outreach, Socials for newcomers, Welcome process for new members				
<b>Goal:</b> Educate about UUism. Task: UUA brochures.				
<b>Goal:</b> Welcome and facilitate involvement at OUUC. Tasks: Welcome kiosk update & maintenance. Usher/greeter recruitment, training and services. Info and publicity on how to be involved.				

<b>Social Justice</b>				
Share the Plate Annual Dinner	150	10	100	100
Immigration Reform	150	100		
Global Days of Listening	-	-		
International Day of Peace	150	349		
Veterans' Support	150	60		
General Program Support			500	500
Subscriptions and Printing	50	131	50	50
<b>Total</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
<b>Social Justice Gifts</b>				
UU Voices	600	600	1,000	600
Panza Tent City	1,000	1,000	1,000	1,000
UUSC Program	250	250	250	250
<b>Total</b>	<b>1,850</b>	<b>1,850</b>	<b>2,250</b>	<b>1,850</b>

**Social Justice Request**

Share the Plate Dinner: The event allows the STP recipients to publicly share how the funds helped their org. meet their goals, tell a bit about those specific services, and say 'thank you.'

General Program Support: This is to support social justice projects the Committee will identify in 2012.

Subscriptions: OUUC as a full congregation is a member of the TCPRNET web presence where progressive events are posted monthly. OUUC SJC membership (subscription) has also previously been held in KAOS radio and other community media efforts such as TCTV.

UU Voices

Washington State Unitarian Universalist Voices for Justice is a statewide liberal religious legislative advocacy network that educates, organizes, and advocates for public policies that build a just and sustainable world. The work of WA UU Voices is linked to OUUC in several ways. Our legislative network serves as outreach to the larger community around issues of justice advocacy. Our mission is linked closely to OUUC's mission and recognition that as a congregation located in the state capital it is given "special opportunities and responsibilities. In fulfilling our mission, we proclaim Unitarian Universalist values and advocate legislation that upholds them." [from the OUUC website]

WA UU Voices is governed by its bylaws and an elected board of directors. . The board works closely with WA UU Voices' half-time Coordinator, the Reverend Carol McKinley, an OUUC Affiliated Community Minister, who manages the organization's daily operation and serves as the nonprofit's registered lobbyist. Barry Zickhur, OUUC, is the contractor who develops and maintains WA UU Voices' website. Other members of OUUC volunteer regularly for our programs and events.

In addition to its legislative advocacy, WA UU Voices is committed to the development of well-informed citizen activists. We offer educational resources and workshops to help citizens know the issues and communicate effectively with legislators. We provide background materials on specific issues, including marriage equality, tax equity, criminal justice reform, and climate change. To keep members and supporters informed, we communicate through our website, www.uuvoicewa.org, and regular email newsletters.

Rationale: Even as individual and congregational memberships and contributions to WA UU Voices have increased, so have our expenses – especially printing (brochures, materials for our annual conference and information to state congregations) and costs for our participation in interfaith justice advocacy organizations. Attendance at our annual legislative conference is growing; costs for the day-long event, including hospitality, are growing proportionately. OUUC is a consistent supporter of our statewide legislative advocacy organization – both financially and through participation of our members.

<b>Partner Church Committee</b>				
One year membership	150	150	150	150
Educational displays, posters, fliers, "coffee house"	100	58	100	75
Partnership Church Conference-travel for Balaz Scholar	300	241	300	300
<b>Total</b>	<b>550</b>	<b>449</b>	<b>550</b>	<b>525</b>

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<b>Partner Church Request</b>				
<b>Goal 1:</b> "Promote and support continued relationships between Partner Churches. <b>Task:</b> Pay annual dues to national UUPC.				
<b>Goal 3.E:</b> "Continue to publish, update, and make available to congregation copies of the Partner Church brochure." <b>Tasks:</b> Material expenses for printing up brochures and posting photos on PCC bulletin board.				
<b>Goal 3.A:</b> "In November, sponsor Partner Church weekend and invite Balaz Scholar to participate in Sunday services and Saturday morning workshop." <b>Tasks:</b> Balazs Scholar expenses, primarily plane ticket from Starr King, plus other workshop expenses such as meals				
<b>Goal 3.B:</b> "In the spring, hold an intergenerational information and musical "coffee house." <b>Tasks:</b> Provide ethnic food and music with stories from those who have been to Kissolymos, to encourage more trips over there.				
<b>Dues/Memberships</b>				
Dues – UUA	14,146	14,029	16,530	16,530
Dues – PNWD	5,456	5,658	6,360	6,360
Interfaith Works	1,200	1,200	1,300	1,200
<b>Total</b>	<b>20,802</b>	<b>20,887</b>	<b>24,190</b>	<b>24,090</b>
<i>Dues Calculation Basis</i>				
<i>UUA</i>				
January-June, 275 @\$58		7975		
July-December, 290 @\$22		8555		
<b>Board , ET, PC Expenses</b>				
Board Discretionary Fund	600	511	500	300
Executive Team Expenses	-	-	200	200
Program Council Expenses	-	-	100	100
<b>Total</b>	<b>600</b>	<b>511</b>	<b>800</b>	<b>600</b>
<b>Financial Costs</b>				
Washington Property Taxes/Annual Nonprofit Filing	250	240	240	240
Financial Fees/Bank Charges	900	1,477	800	1,500
Building Insurance	3,175	3,533	4,200	3,800
Part-time bookkeeper	8,757	8,487	8,874	8,700
Bank Adjustments	-	(129)	-	-
<b>Total</b>	<b>13,082</b>	<b>13,607</b>	<b>14,114</b>	<b>14,240</b>
<b>Fund-Raising Committee</b>				
Annual (Canvass) Dinner (food for 300 people @ \$5.00 each)	900	1,083	900	900
Space rental, including space for kids	1,200	1,295	1,200	1,200
Rental of dishes, sound equipment, etc.	800	795	800	800
Canvass dinner childcare/children's activities	100		100	100
Annual Canvass Thank You Brunch	300		300	300
<b>Total</b>	<b>3,300</b>	<b>3,173</b>	<b>3,300</b>	<b>3,300</b>
<b>Building Payments</b>				
Key Bank Mortgage Payment	23,344	23,344	23,344	23,344
UUA Loan Mortgage Payment	44,069	44,069	44,069	44,069
<b>Total</b>	<b>67,413</b>	<b>67,413</b>	<b>67,413</b>	<b>67,413</b>
<b>Religious Education</b>				
Volunteers: Training	450	285	528	528
Curriculum	300	88		
Administrative/Office Supplies/Postage	400	1,666	561	561
Church School Supplies	1,550	374	2,145	2,145
Children's Fellowship	60			
Worship Supplies	100			
Family Ministry Events	400	19	600	300
Nursery	90			
OWL Training	500	1,130	500	500
Middle School	125	694		
High School Youth Group	800	55	924	840
Young Adults/Campus Ministry	200	27	500	500
Special events		1,178		
<b>Total</b>	<b>4,975</b>	<b>5,516</b>	<b>5,758</b>	<b>5,374</b>

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<b>Religious Education Request</b>				
<p><b>Goal:</b> Continue to offer a great Religious Education program for Nursery-High School, with a full church-year program (8+ offerings a Sunday) for the September-June season (about 35 Sundays if you take out the Intergenerational holidays) and a summer program of 1-3 class offerings per Sunday (about 12 Sundays). <b>Tasks:</b> Recruit, screen, and train volunteer teachers and assistants, and support and recognize them throughout the year. Schedule and organize teachers and assistants so that there are two adults for each class each Sunday.</p> <p>Select, purchase, create, modify, and photocopy curricula. Set-up classrooms appropriately for the age-group being served, with attention to creating a welcoming and safe environment and accessibility for those with special needs. Prep supplies for classroom activities every week.</p> <p><b>Goal:</b> We will work to create welcoming and age-appropriate programming for youth and young adults. <b>Tasks:</b> Recruit, screen, train, and support youth advisors. Prep supplies and materials for Sunday youth group meetings. Support youth in getting to Conferences and other chosen activities. Run a Coming of Age program and recruit, screen, and supervise mentors. Publicize events and do outreach to The Evergreen State College campus and SPSCC. Provide meals and other supplies for bi-monthly young adult meetings.</p> <p><b>Goal:</b> Continue to offer the Our Whole Lives Program: this year for 4-5<sup>th</sup> grade and 7-9<sup>th</sup> grade, looking ahead to offering K-1 in winter 2013. <b>Tasks:</b> Recruit, screen, send for training, and support OWL facilitators. Publicize OWL programming to the larger community. Prep supplies and materials for each OWL session.</p> <p><b>Goal:</b> Events and programs to promote a welcoming and supportive community for children and families. <b>Tasks:</b> Organize family potlucks. Organize and provide family-friendly parties and events. Hold monthly Crafty Mamas and Papas meetings. Organize summer playgroups. Provide "fidget bag" materials for Intergenerational services. Prep materials for special holiday events, such as the Easter Egg hunt.</p>				

Green Sanctuary				
Carpool System	150	73	150	75
Ethical Eating Forums	50	241	100	50
Earth Day and other Green Sanctuary Program activities	50		50	50
Green House-warming Project/Window Insert Workshops	50		100	50
Disposal of invasive weeds from OUUC property	25	4	25	25
<b>Total</b>	<b>325</b>	<b>318</b>	<b>425</b>	<b>250</b>

**Green Sanctuary Request**

We have replaced the proposed Green Housewarming Project with Window Insert Workshops as our principal environmental justice action project. The workshops are intended to be self-supporting, but funds for tool replacement and contributing materials are appreciated. A member of the congregation has offered to help set up a **Carpool System Database for OUUC** in 2011, so its development is not currently an anticipated expense. Our principal expenditures have been for educational displays and materials for marketing carpooling to the congregation, and will probably continue to be so. We would like to develop a permanent display of the OUUC "Zone Map", to replace the current hand-annotated map.

**Earth Day and other GS Program activities.** Our expenditures this year have covered the costs of framing the Green Sanctuary Congregation certificate and the explanatory panels for that and the Welcoming Congregation plaque. Earth Day and other Green Sanctuary Program worship services may incur special costs in 2012.

**Continuing Ethical Eating educational activities.** There is substantial interest in developing a local sustainable food system. Public forums on this issue bring many young adults to events at OUUC and contribute substantially to public understanding of the issues.

**Disposal of invasive weeds.** We have organized several "ivy pulling parties" each year for a number of years. The cost of taking the pickup loads of noxious vegetation (and occasionally junk) to the county landfill has often been absorbed by the participants. The committee appreciates being able to reimburse the volunteers who give their time and effort to supporting a healthier forest on OUUC's property.

Communications Committee				
Outreach: Social Media, Ads, Signs, Banners, Brochures	4,726	4,966	4,726	4,726
Website services: Directory, Calendar, Online Payment, Hosting Fee	720	517	520	520
Supplies: CDs & Envelopes, Batteries, Projector lamp, Pulpit lighting, videotape, A/V equipment repairs	880	819	1,025	1,025
<b>Total</b>	<b>6,326</b>	<b>6,302</b>	<b>6,271</b>	<b>6,271</b>

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**Communications Committee Request**

**Goal.** Increase OUUC's Social Media Presence. **Task.** Maintain Facebook presence, Investigate twitter presence, Promote Blog use by leadership, Investigate QR codes and other new media as it is available

**Goal.** Increase community outreach. **Task.** Develop an outreach plan

**Goal.** Support communal life of OUUC . **Task.** Provide AV services to satisfy needs beyond Sunday worship and classes

**Goal.** Increase awareness and use of website resources by OUUC leadership, membership and the public . **Task.** Educate leadership and membership in website use.

**Goal.** Develop and polish OUUC Brand. **Task.** Develop graphics standards promote graphics standards for use in all OUUC publications.

**Goal.** Continue work and responsibilities of Communications Committee. **Tasks.** Produce Unitariana, Redirect ad placement to more effective outlets, Provide Audio-Visual services for Sunday worship and classes, Maintain and update OUUC website, Maintain IT infrastructure (all budget items are tied to this task)

**Office/Custodial Supplies**

Caretaker Supplies <sup>(1)</sup>	2,000	1,932	2,200	2,000
20 Background checks	200	222	200	200
Custodian Equipment	250	-	250	250
Main Building Security Services	3,000	2,782	3,100	3,000
Copier Lease & Supplies (increase in copies)	4,600	5,028	4,600	5,000
Copying, Printing (outside)	50	24	50	50
Phone service (4 lines in main building)	2,400	2,232	2,300	2,300
Supplies/Stationary (more paper, envelopes)	1,200	1,516	1,200	1,200
Postage & Shipping (more mailings)	1,445	1,348	1,420	1,420
On-Line Service (satellite internet access)	480	479	480	480
Equipment (postage scale, misc.)	75	-	75	75
Computer Replacement Fund <sup>(2)</sup>	-	-	1,200	600
On-line Back-up Services	120	55	60	60
Software Maintenance and Updates <sup>(3)</sup>	550	448	960	960
New – Caller ID <sup>(4)</sup>	-	-	240	-
COSTCO Membership Fee	50	50	50	50
Petty cash expense	200	-	200	200
<b>Total</b>	<b>16,620</b>	<b>16,118</b>	<b>18,585</b>	<b>17,845</b>

**Office/Custodial Supplies Request**

- (1) Increased cost of paper goods.
- (2) No computers were upgraded in 2011. The minister is past due for a new computer and he uses a Mac. The 13 inch MacBook is \$1,000, MacBook Pro is \$1,200 and MacBook Air is \$1,250.
- (3) The 2011 budget covered Church Windows upgrades and support, as well as virus protection. In 2012 there is the possibility of changing to the new Cloud version of Church Windows. Advantages to the Cloud version include: accessing Church Windows from any computer, multiple users, always having the latest version, programs and data hosted off-site, and automatic back-ups. We are looking at other church software companies and there is the possibility of changing to another one that provides cloud services at a lower cost. At the time of this budget request it is unclear whether a change would work for us.
- (4) This is an additional feature that can be added to the office phones. As with home phones, it is nice to know who is calling and be able to identify phone numbers for those who do not leave them.

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<b>Hospitality Committee</b>				
Kitchen Supplies	1,100	1,127	1,300	1,700
Memorial Reception Committee	-	-	100	100
<b>Total</b>	<b>1,100</b>	<b>1,127</b>	<b>1,400</b>	<b>1,800</b>

**Hospitality Committee Request**

**Goal 1:** To provide hospitality to all who enter OUUC by offering various refreshments in a sociable atmosphere and comfortable surroundings. **Task:** Be able to provide material assistance to any groups that have need to use the Kitchen by keeping the supplies stocked up with the expected food stuffs and utensils. The Memorial Services Committee will have need of Kitchen support at times, both physically and fiscally.

**Goal 2:** To maintain the Kitchen area in a state of cleanliness and readiness in order to serve the needs of the congregation during its various community events that involve food and beverages. **Task:** Organize and clean the Kitchen, and post clear guidance and instructions in the location and use of equipment. Purchase the most ecologically friendly cleaning supplies and as many non-GMO and/or Organic and/or Fair Trade food items as economically feasible. Purchase such supplies in bulk and/or on sale if at all possible.

<b>Buildings and Grounds</b>				
Main Building Utilities	9,300	12,801	10,000	10,000
Annex Utilities and Phone	5,500	5,556	5,500	5,500
Main Building Maintenance	3,000	1,984	3,000	3,000
Contracted Cleaning Services, including carpet & chair cleaning	8,100	3,182	6,000	6,000
Grounds Maintenance, Lawn Mowing & Snow Removal Services	650	1,874	2,500	2,500
Annex Maintenance	3,009	2,762	1,500	1,500
Main Building and Annex Upgrades	600	-	-	-
Building Major Maintenance Reserve Fund	-	-	-	-
<b>Total</b>	<b>30,159</b>	<b>28,159</b>	<b>28,500</b>	<b>28,500</b>

**Buildings and Grounds Request**

**Main Building Maintenance:** Though expenditures are running a little lower as of now, we consider the above figure reasonable and more typical of what we would expect for this facility.

**Contract Cleaning Services (including carpet and chair cleaning):** Cost experience since contracting with a professional cleaning service earlier this year has been less than expected so we are proposing a reduction in this budget.

**Grounds Maintenance, Lawn Mowing and Snow Removal:** Experience since contracting with a professional mowing service plus our estimate for snow removal service is the basis of this figure. Note that, though it apparently has been suggested that snow removal may not be needed, we do not share this viewpoint. Since the likelihood of snow occurring is high, we feel that not budgeting for snow removal would be very imprudent. Note we anticipate that snow removal will involve retaining a contractor to plow driveways and parking areas and mobilizing B & G Committee members to shovel and apply deicer on sidewalks.

**Annex Maintenance:** We understand that efforts are underway to relocate the Annex to a new facility. But, given that this may take some time, we feel a minimum amount should be budgeted to cover maintenance needed before the move can be accomplished.

**Main Building & Annex Upgrades:** Given the current economic situation and the desire to relocate the Annex, we recommend that no upgrades be undertaken in 2012.