Budgeting 101

This document is designed to give parish business managers, bookkeepers, and leadership guidance on both budget theory and budget implementation.

Theory:

- ➤ What is a budget? A budget is a comprehensive financial plan setting the roadmap for achieving the financial AND operational goals of the parish. Budgeting is an essential step in effective financial planning. Even the smallest parish will benefit from preparing a formal written plan for its future operations, including the expected levels of income, expenses, net income, cash receipts and cash outlays. The use of a budget is a key element of financial planning and it assists Pastors, Business Managers and Finance Council members in controlling costs.
- ➤ Why is budgeting important? A sound budget reflects the vision and financial planning of the parish and is a vital tool for setting goals/expectations for both income and expenses. It requires parish leaders to plan for ministries and programs to better serve parish needs.
- ➤ Who makes the budget? Many times, unfortunately, creating the budget is left to the bookkeeper/business manager. The finished budget is usually based on last years' numbers and rarely includes any changes or new ministries. If the budget is based solely upon prior performance, how do programs grow/evolve to meet the ever changing need of parishioners? Budgets should be created by ministry/program directors in conjunction with the parish Finance Council with support from the bookkeeper/business manager. They know the strengths and weaknesses of their programs and, normally, have ideas to make the programs better. To truly improve their program, the directors must also 'own' their budgets and not just have a list of numbers handed to them. They should actively take part in constructing a budget that includes their plan for the program.
- ➤ What is included in the budget? To be effective, the budget should include all income and expense accounts, all classes (ministries/programs), and all organizations.
- ➤ When is a good time to work on the budget? For program directors and business managers, the budget process should be on-going meaning that notes should be kept listing items and dollars for next year's budget. The Finance Council should assist in developing a well-defined timetable for the fiscal year budget process and it should be communicated clearly to all participants.

> Benefits of budgeting:

- Enhanced Responsibility: On a day-to-day basis, most individuals focus their attention on the routine problems of running the parish. In preparing a budget, however, the financial stewards are forced to consider all aspects of the parish's internal activities when making financial decisions and builds awareness with all involved.
- Ocoordination of Activities: Preparation of a budget provides the financial stewards with an opportunity to coordinate the activities of the various organizations within the parish. For example, does the profit from the fundraising event at Home & School cover the expense of the new laptops for the upper grades at the school? Budgeting is not only a financial plan but plays into the operational plan and the strategic plan for the parish.
- o Performance indicators: Budgets clearly show the expected revenues and costs that are needed to deliver on the overall plan vs. the actual results. Thus, the budget provides a yardstick for the parish to evaluate their results, ability to make adjustments in a timely fashion if needed and provides transparency to all on the health of the parish.
- o Increased knowledge: A well planned budget becomes a useful tool in understanding the needs of ministries and programs. Budget vs. Actual is a basic monthly report which not only allows a parish to evaluate their progress towards their goals but can also point out oversites in planning. When faced with actuals (both income and expense) being over-budget, many parishes opt to change the budget numbers to align with the actual numbers. We do not recommend this approach. The budget should not be adjusted once it is approved. Instead, questions should be asked (and answered) to determine what caused the variance Was something not included/overlooked when preparing the budget? Did situations change and will the change continue? Use the Budget vs. Actual reports to gain knowledge not just 'match' numbers.

Guidelines:

> Parish

- All classes should have a budget (gifts from organizations must be included in parish & school programs) – hint: classes are activities (usually with an assigned director/volunteer) and require budgets
- Use 3-5 year trends to determine increase/decrease in offertory gifts and other income
- Use inflation rate for most expenses
- o Use payroll spreadsheet to determine salary, benefits and tax expenses
- o Use Archdiocesan estimates (sent out in January) for all assessments
- Be aware of news stories concerning utility rates.
- o Don't forget capital improvement new roof, new HVAC, etc.

> School

o Income

- Use actual registration numbers for tuition, fees, etc.
- Understand family mix (1 child, 2 children, etc.)
- Include all gifts from organizations even if the organizations are not required to complete a budget
- Use 3-5 year trends to determine gift rate

Expenses

- Review staffing needs based on registrations
- Use inflation rate for most expenses
- Include special '1 year' purchases IPads, science equipment, etc.
- Use payroll spreadsheet to determine salary, benefits and tax expenses
- Use Archdiocesan estimates (sent out in January) for all assessments
- Be aware of news stories concerning utility rates.
- Don't forget capital improvement new roof, new HVAC, etc.

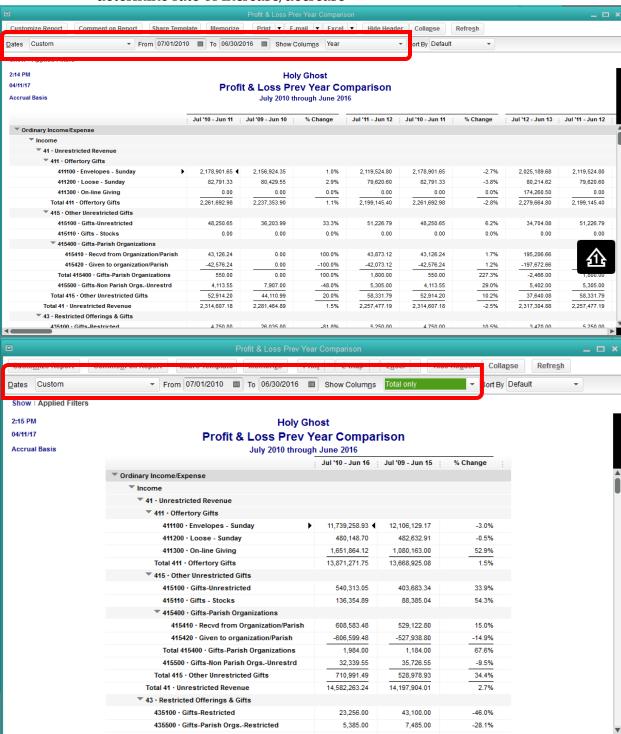
o Subsidy

- Traditionally the parish subsidizes 30%-35% of expenses. The problem is there is no cap on the total expenses.
- Other options
 - Consider setting tuition/fee rates so that income covers 100% of payroll costs.
 - Use a percentage of the Parish budget surplus to cover expenses. This gives the school/programs a firm number to work from.
 - Example: The Parish budget has a surplus of \$1.5 million and the Pastor/Finance Council decides to divide the surplus as follows: School-85% (or \$1,275,000), PSR-10% (or \$150,000), Youth Ministry-5% (or \$75,000)

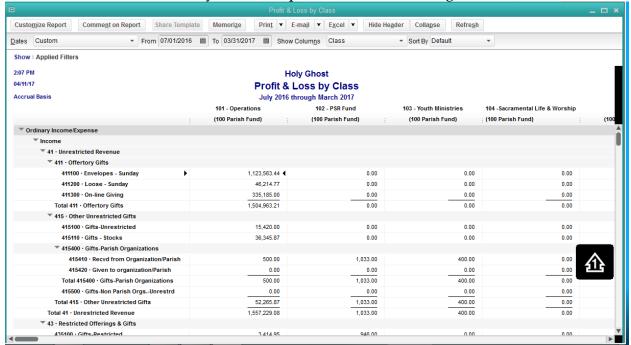
Practical:

QB Reports

o 3-5 year Profit & Loss trends – total by year, or total, or use both - use this to help determine rate of increase/decrease



o Profit & Loss by Class – export this to create Budget Worksheets in Excel

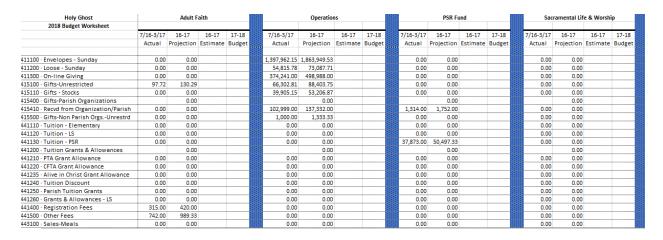


Excel

 Payroll Spreadsheet – includes all employees/positions, pay rate, benefits and taxes

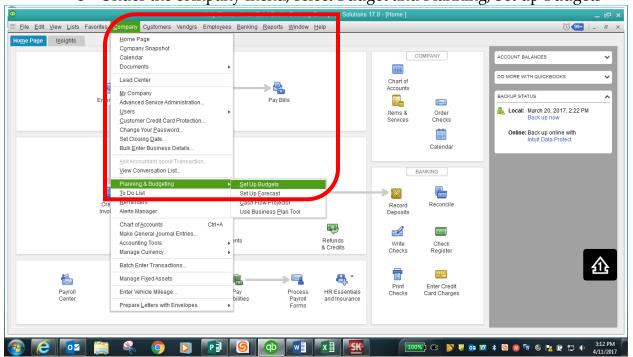
4	A	С		D		E		F		G		Н				J	K	L	M	N
1	Last Name	Position	Sa	alary 17-18		alary 16-17		iscal 17-18		Taxes		etirement				alth - Emp			RATES	
	Abel	teacher	\$	37,885.00	\$	37,142.00	\$	37,823.08	\$	2,893.47	\$	1,891.15	\$	105.53	\$	6,630.00				
	Brown	teacher	\$	36,482.00		35,767.00	\$	36,422.42	\$	2,786.31	\$	1,821.12		101.62					Taxes	7.650%
	Cactus	teacher	\$	33,691.00	\$	33,030.00	\$	33,635.92	\$	2,573.15	\$	1,681.80		93.84					Retirement	5.000%
	Dog	teacher	\$	14,516.80	\$	14,232.00	\$	14,493.07	\$	1,108.72	\$	724.65		40.44					Disability	0.279%
6	Duncan	teacher	\$	37,088.00		36,361.00	\$	37,027.42	\$	2,832.60	\$	1,851.37			\$	11,736.00				
7	Fish	teacher	\$	51,145.00	\$	50,142.00	\$	51,061.42	\$	3,906.20	\$	2,553.07		142.46	\$	11,736.00				
22	Noonen	teacher			\$	47,226.00	\$	3,935.50	\$	301.07	\$	196.78		10.98						
	New Hire	teacher	\$	48,333.00			53	44,305.25	8	3,389.35	\$	2,215.26	\$	123.61	\$	11,736.00				
24	Peach	teacher	\$	33,185.00	\$	32,534.00	\$	33,130.75	\$	2,534.50	\$	1,656.54	\$	92.43	\$	6,630.00				
25	Puschel	teacher	\$	38,540.00	\$	37,784.00	\$	38,477.00	\$	2,943.49	\$	1,923.85	\$	107.35						
30	White (40%)	teacher	\$	16,758.00	\$	16,429.00	\$	16,730.58	\$	1,279.89	\$	836.53	\$	46.68						
31	Winter (20%)	teacher	\$	6,922.80	\$	6,787.00	\$	6,911.48	\$	528.73	\$	345.57	\$	19.28	\$	1,291.00				
32	Doe	principal	\$	59,584.00	\$	58,416.00	\$	59,486.67	\$	4,550.73	\$	2,974.33	\$	165.97	\$	6,630.00	contract be	egins in July		
33	Sub-Total		\$ 1	,103,301.60	\$ 1	,081,585.60	\$ 1	,101,491.93	\$	84,264.13	\$	55,074.60	\$	3,073.16	\$	202,355.80				
34																				
35	Hourly:		Che	ck formulas																
36	Axel	aide	\$	16,425.00	\$	16,149.00			\$	-	\$	-	\$	-						
37	Bates	aide	\$	14,872.00	\$	14,051.00			\$	-	\$	-	\$	-	\$	11,916.00				
38	Yates	aide	\$	16,556.00	\$	14,900.00			\$	-	\$	-	\$	-	\$	14,796.00				
39	Total School Profe	otal School Professional		47,853.00		,126,685.60	\$ 1	,101,491.93	\$	84,264.13	\$	55,074.60	\$	3,073.16	\$	229,067.80				
40	Christmas Bonus						\$	1,967.47	\$	150.51	\$	93.04	\$	5.30						
41											Ť		_							
42	Clerical																			
	Bartch	secretary	\$	30,900.00	\$	30,000.00			\$	_	\$	-	\$	-	\$	14.796.00	Salary inci	rease begins	in July.	
	Waith	secretary	\$	37,065.00		35,985.00			\$	-	\$	-	\$	-	\$			rease begins		
45	New Hire	secretary	\$	3,762.00	\$	3,600.00			\$	-	\$	-	\$	-						
46 TOTAL School Clerical \$ 71,727.00 \$ 69,585.00 \$ \$ \$ \$ \$ \$ \$ \$ 29,592.00																				

- Budget Worksheets based on QB Profit & Loss by Class export includes the following columns
 - year-to-date actuals common to use July 1 March 31
 - projection for current fiscal year formula: (actual/# of months)*12
 - estimate for current fiscal year– left blank for director to 'tweak' the projection
 - next year's budget completed by the director



> Entering the Budget in QB

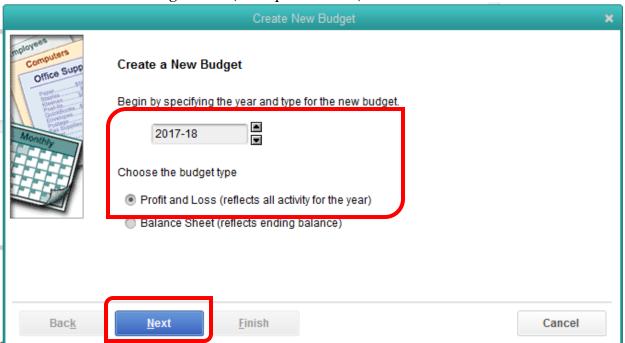
o Under the company menu, select Budget and Planning, Set up Budgets



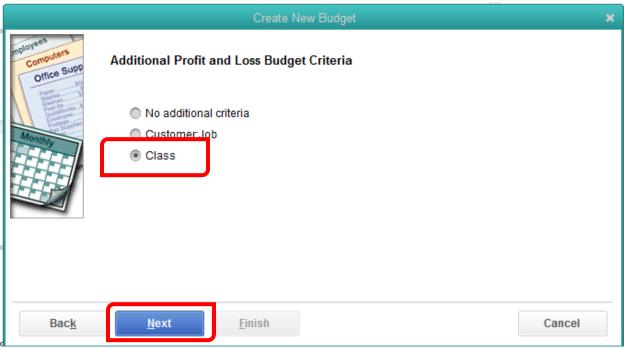
o Click on Create New Budget



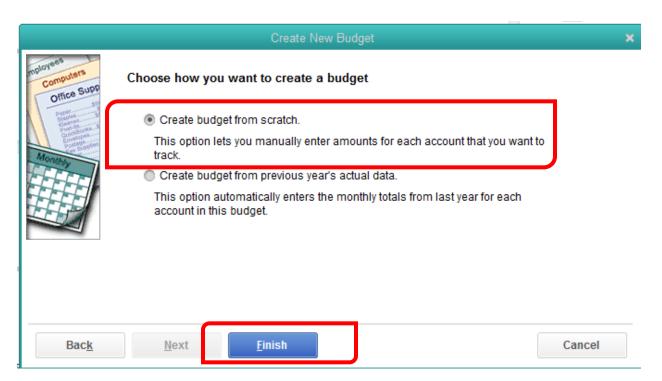
Select Budget Year (example: 2017-18), select Profit and Loss, click Next.



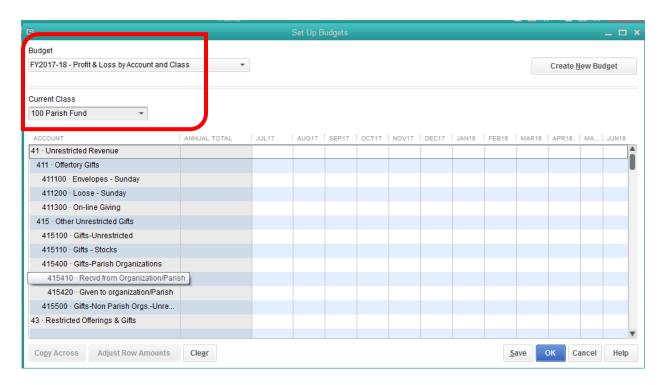
o Select Class, click Next.



o Select Create budget from scratch, click Finish.

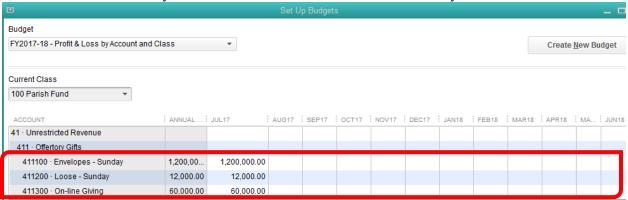


o Resulting window – verify Budget and Class selections.

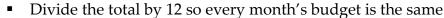


> Spreading the Budget

o The Archdiocese does not require the budget total to be 'spread' through the calendar year. Total annual amount is entered July.

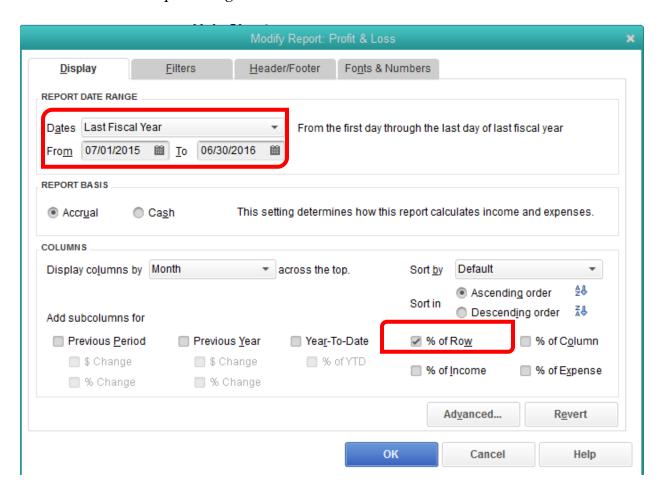


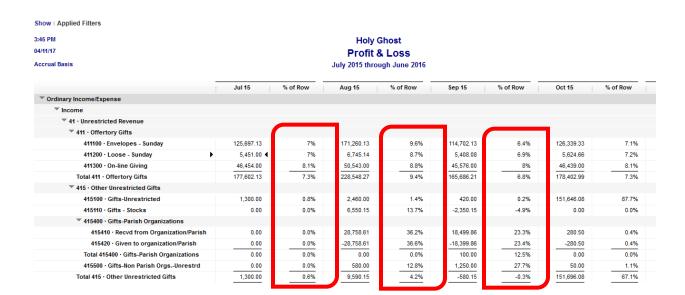
o Parish may choose to spread the annual budget as follows





Enter monthly totals based on the percentage of last year's actuals. Pull a P&L using Last Fiscal Year and % of Row criteria to determine monthly percentages.





o Enter monthly amounts based on percentage calculation. Click Save to save the entries or click OK to both save and close the budget window.

