

# Zoom Housekeeping



## JOIN AUDIO

- Choose “Computer Audio” to use VoIP
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• **PLEASE REMAIN MUTED**



• **PLEASE KEEP VIDEO OFF**

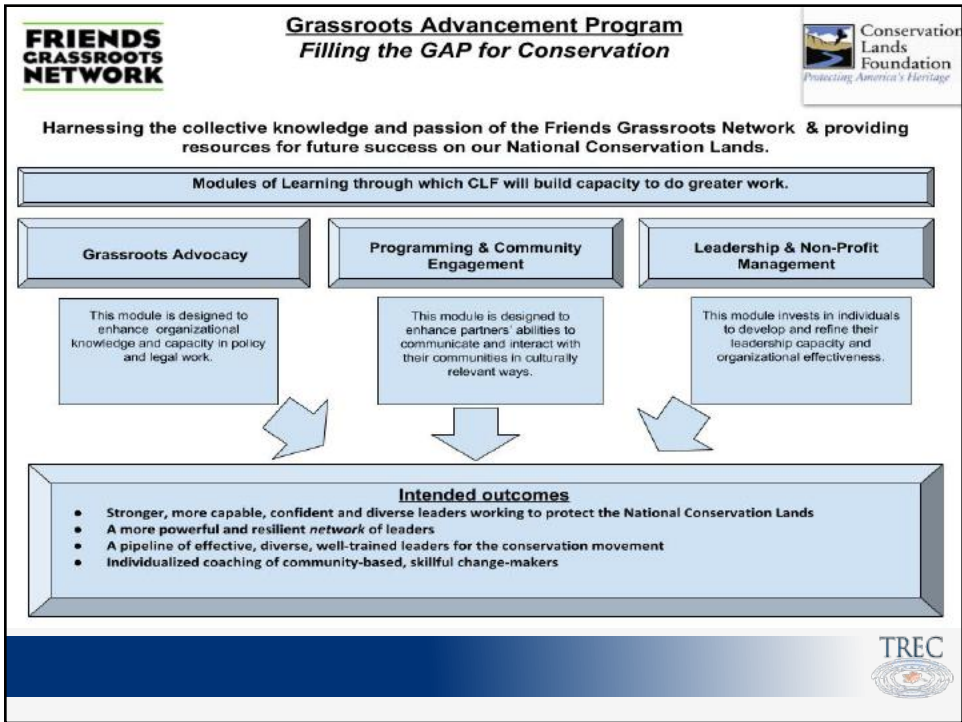


## PARTICIPATION

Submit questions and comments via the **CHAT BOX**.



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Training Resources for the Environmental Community  
Presents:

## Building Better Budgets



Presented by:

Joe Golinveaux, *TREC Financial Manager*

October 20, 2020

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Engagement

## Let's stay engaged

- Interactive
  - Ask questions for your situation
  - Use the comments
  - Raise your hand



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## Budgeting Webinar

1. Budgeting Framework & Process

2. Budgeting Structure



3. Projecting Income & Expense

4. Budget as a living document



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Framework & Process



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Framework &  
Process

## Where does budgeting fit?



1. Strategic Plan
2. Annual Plan
3. Budget is the numbers version of your annual plan



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Framework &  
Process

## Who is involved in developing your budget?

- |  |  |
|--|--|
| <ol style="list-style-type: none"><li>1. The fiscal manager prepares the budget without much input from other staff</li><li>2. The ED prepares budget mostly alone</li><li>3. The board pencils in their version of the budget</li></ol> | <ol style="list-style-type: none"><li>1. The fiscal manager shares actual expenses and reality checks throughout process</li><li>2. Program and fundraising staff propose aspects</li><li>3. The ED manages the process: gets feedback, decides what is in the final proposal to go to the Board</li></ol> |
|--|--|



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## Where do you start?

- Start with your Reserves
  - Do you need to grow it?
  - If so, you need to budget for a surplus



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## Questions?



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# Budgeting Webinar

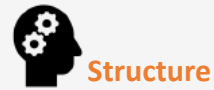
## 2. Budgeting Structure




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**Conservation Organization**  
**Master Proposed Budget by Project & Function**


	Total
	<b>Proposed Budget</b>
<b>Income</b>	
Foundation grants	178,000
Individual contributions	22,000
Other income 1	5,000
Interest	2,000
<b>Total Income</b>	<b>207,000</b>
<b>Expense</b>	
<b>Personnel Expenses</b>	
Payroll	139,750
Payroll tax & work comp	9,310
Benefits	25,546
<b>Personnel Expenses</b>	<b>174,606</b>
<b>Project-specific Expenses</b>	
Conferences	250
Travel	650
Contract Help	4,500
Communications	2,000
<b>Project-specific Expenses</b>	<b>7,400</b>
<b>Shared Operating Expenses</b>	
Rent	3,450
Phone	1,762
Travel	5,263
Supplies	661
Bookkeeping	1,375
<b>Shared Operating Expenses</b>	<b>12,401</b>
<b>Total Expenses by Function</b>	<b>194,407</b>
<b>Net Income</b>	<b>\$ 12,593</b>



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 **Structure**

Conservation Organization		Master Proposed Budget by Project & Function			
		Total	Functions		
		Proposed Budget	Total Program	Fund Raising (& GenSupt Income)	Admin (Mgt & Gen)
<b>Income</b>					
	Foundation grants	178,000	136,000	42,000	-
	Individual contributions	22,000		22,000	-
	Other Income 1	5,000	5,000	-	-
	Interest	2,000	-	-	2,000
	<b>Total Income</b>	<b>207,000</b>	<b>141,000</b>	<b>64,000</b>	<b>2,000</b>
<b>Expense</b>					
	<b>Personnel Expenses</b>				
	Payroll	139,750	97,300	38,300	4,150
	Payroll tax & work comp	9,310	6,650	2,490	270
	Benefits	25,546	17,827	6,964	755
	<b>Personnel Expenses</b>	<b>174,606</b>	<b>121,677</b>	<b>47,754</b>	<b>5,175</b>
	<b>Project-specific Expenses</b>				
	Conferences	250	250	-	-
	Travel	650	650	-	-
	Contract Help	4,500	4,500	-	-
	Communications	2,000	2,000	-	-
	<b>Project-specific Expenses</b>	<b>7,400</b>	<b>7,400</b>	-	-
	<b>Shared Operating Expenses</b>				
	Rent	3,450	2,366	1,000	83
	Phone	1,762	1,220	500	42
	Travel	5,263	3,638	1,500	125
	Supplies	561	389	150	13
	Bookkeeping	1,375	942	400	33
	<b>Shared Operating Expenses</b>	<b>12,401</b>	<b>8,555</b>	<b>3,550</b>	<b>296</b>
	<b>Total Expenses by Function</b>	<b>194,407</b>	<b>137,632</b>	<b>51,304</b>	<b>5,471</b>
	<b>Net Income</b>	<b>\$ 12,593</b>	<b>\$ 3,368</b>	<b>\$ 12,696</b>	<b>\$ (3,471)</b>



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Conservation Organization		Master Proposed Budget by Project & Function						
		Total	Projects			Functions		
		Proposed Budget	Protecting Wildlife	Education Program	Stewardship	Total Program	Fund Raising (& GenSupt Income)	Admin (Mgt & Gen)
<b>Income</b>								
	Foundation grants	178,000	46,000	25,000	46,000	136,000	42,000	-
	Individual contributions	22,000		-	-		22,000	-
	Other Income 1	5,000	5,000	-	-	5,000	-	-
	Interest	2,000	-	-	-	-	-	2,000
	<b>Total Income</b>	<b>207,000</b>	<b>50,000</b>	<b>25,000</b>	<b>46,000</b>	<b>141,000</b>	<b>64,000</b>	<b>2,000</b>
<b>Expense</b>								
	<b>Personnel Expenses</b>							
	Payroll	139,750	35,000	16,600	33,250	97,300	38,300	4,150
	Payroll tax & work comp	9,310	2,500	1,080	2,161	6,650	2,490	270
	Benefits	25,546	6,500	3,018	6,045	17,827	6,964	755
	<b>Personnel Expenses</b>	<b>174,606</b>	<b>44,000</b>	<b>20,698</b>	<b>41,456</b>	<b>121,677</b>	<b>47,754</b>	<b>5,175</b>
	<b>Project-specific Expenses</b>							
	Conferences	250	250	-	-	250	-	-
	Travel	650	250	100	200	650	-	-
	Contract Help	4,500	2,000	-	-	4,500	-	-
	Communications	2,000	-	1,000	-	2,000	-	-
	<b>Project-specific Expenses</b>	<b>7,400</b>	<b>2,500</b>	<b>1,100</b>	<b>200</b>	<b>7,400</b>	-	-
	<b>Shared Operating Expenses</b>							
	Rent	3,450	950	333	833	2,366	1,000	83
	Phone	1,762	512	166	417	1,220	500	42
	Travel	5,263	1,513	500	1,250	3,638	1,500	125
	Supplies	561	176	50	125	389	150	13
	Bookkeeping	1,375	375	134	333	942	400	33
	<b>Shared Operating Expenses</b>	<b>12,401</b>	<b>3,526</b>	<b>1,183</b>	<b>2,958</b>	<b>8,555</b>	<b>3,550</b>	<b>296</b>
	<b>Total Expenses by Function</b>	<b>194,407</b>	<b>50,026</b>	<b>22,981</b>	<b>44,614</b>	<b>137,632</b>	<b>51,304</b>	<b>5,471</b>
	<b>Net Income</b>	<b>\$ 12,593</b>	<b>\$ (26)</b>	<b>\$ 2,019</b>	<b>\$ 1,386</b>	<b>\$ 3,368</b>	<b>\$ 12,696</b>	<b>\$ (3,471)</b>



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Conservation Organization									
Master Proposed Budget by Project & Function									
		Total Proposed Budget	Projects				Functions		
			Wilderness Campaign	Education Program	Grant Funded Project	Other Project	Total Program	Fund Raising (& GenSupt Income)	Admin (Mgt & Gen)
<b>Income</b>									
	Foundation grants	260,500	112,500	25,000	40,000	50,000	227,500	33,000	-
	Individual contributions	22,000	-	-	-	-	-	22,000	-
	Other Income 1	-	-	-	-	-	-	-	-
	Other Income 2	-	-	-	-	-	-	-	-
	Interest	2,000	-	-	-	-	-	-	2,000
<b>Total Income</b>		<b>284,500</b>	<b>112,500</b>	<b>25,000</b>	<b>40,000</b>	<b>50,000</b>	<b>227,500</b>	<b>55,000</b>	<b>-</b>
<b>Expense</b>									
	<b>Personnel Expenses</b>								
	Payroll	198,000	93,250	16,600	12,450	33,250	155,550	38,300	4,150
	Payroll tax & work comp	12,871	6,061	1,080	809	2,161	10,111	2,490	270
	Benefits	36,002	16,955	3,018	2,264	6,045	28,282	6,964	755
	<b>Personnel Expenses</b>	<b>246,873</b>	<b>116,266</b>	<b>20,698</b>	<b>15,523</b>	<b>41,456</b>	<b>193,943</b>	<b>47,754</b>	<b>5,175</b>
	<b>Project-specific Expenses</b>								
	Conferences	1,000	1,000	-	-	-	1,000	-	-
	Travel	900	500	100	100	200	900	-	-
	Contract Help	5,500	3,000	-	2,500	-	5,500	-	-
	Communications	2,000	-	1,000	1,000	-	2,000	-	-
	<b>Project-specific Expenses</b>	<b>9,400</b>	<b>4,500</b>	<b>1,100</b>	<b>3,500</b>	<b>200</b>	<b>9,400</b>	<b>-</b>	<b>-</b>
	<b>Shared Operating Expenses</b>								
	Rent	5,000	2,500	333	250	833	3,916	1,000	83
	Phone	2,500	1,250	166	125	417	1,958	500	42
	Travel	7,500	3,750	500	375	1,250	5,875	1,500	125
	Supplies	750	375	50	38	125	588	150	13
	Bookkeeping	2,000	1,000	134	100	333	1,567	400	33
	<b>Shared Operating Expenses</b>	<b>17,750</b>	<b>8,875</b>	<b>1,183</b>	<b>888</b>	<b>2,958</b>	<b>13,904</b>	<b>3,550</b>	<b>296</b>
<b>Total Expenses by Function</b>		<b>274,023</b>	<b>129,641</b>	<b>22,981</b>	<b>20,011</b>	<b>44,614</b>	<b>217,247</b>	<b>51,304</b>	<b>5,471</b>
<b>Net Income</b>		<b>\$ 10,477</b>	<b>\$ (17,141)</b>	<b>\$ 2,019</b>	<b>\$ 19,990</b>	<b>\$ 5,386</b>	<b>\$ 10,253</b>	<b>\$ 3,696</b>	<b>\$ (5,471)</b>

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Structure

## Why breakout by Cost Center

- See restricted funds use
- See program sustainability
- Be decisive about use of restricted funds



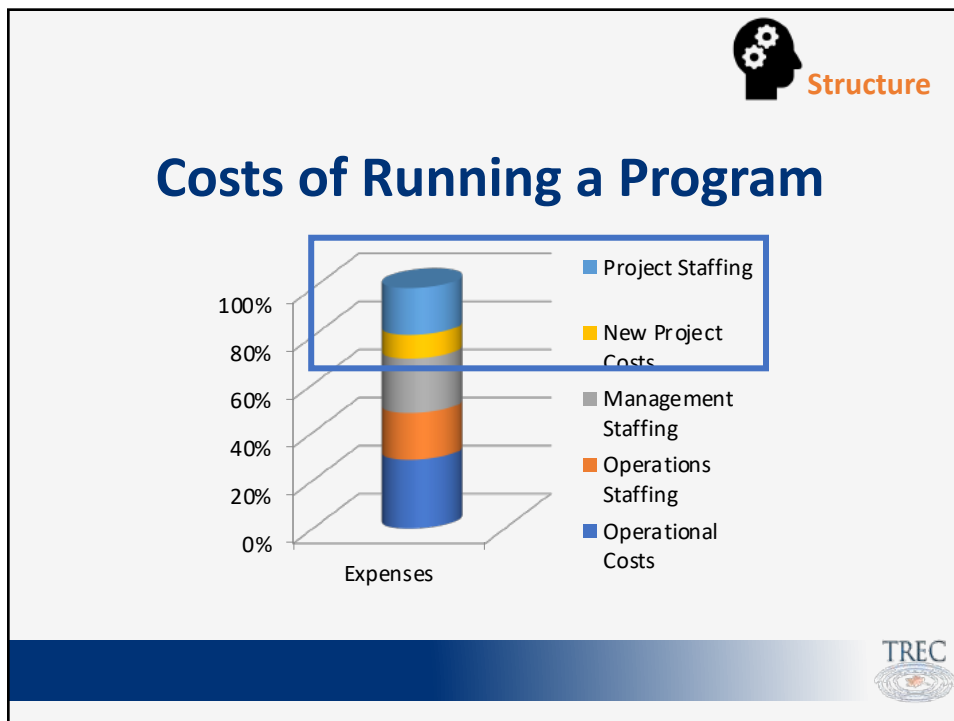
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Conservation Organization								
Master Proposed Budget by Project & Function								
		Total	Projects			Functions		
		Proposed Budget	Protecting Wildlife	Education Program	Stewardship	Total Program	Fund Raising (& GenSupt Income)	Admin (Mgt & Gen)
<b>Income</b>								
	Foundation grants	178,000	45,000	25,000	46,000	136,000	42,000	-
	Individual contributions	22,000	-	-	-	-	22,000	-
	Other Income 1	5,000	5,000	-	-	5,000	-	-
	Interest	2,000	-	-	-	-	-	2,000
<b>Total Income</b>		<b>207,000</b>	<b>50,000</b>	<b>25,000</b>	<b>46,000</b>	<b>141,000</b>	<b>64,000</b>	<b>2,000</b>
<b>Expense</b>								
<b>Personnel Expenses</b>								
	Payroll	139,750	36,000	16,600	33,250	97,300	38,300	4,150
	Payroll tax & work comp	8,310	2,500	1,080	2,161	6,550	2,490	270
	Benefits	25,546	6,500	3,018	6,045	17,827	6,964	755
<b>Personnel Expenses</b>		<b>174,606</b>	<b>44,000</b>	<b>20,698</b>	<b>41,456</b>	<b>121,677</b>	<b>47,754</b>	<b>5,175</b>
<b>Project specific Expenses</b>								
	Conferences	250	250	-	-	250	-	-
	Travel	650	250	100	200	650	-	-
	Contract Help	4,500	2,000	-	-	4,500	-	-
	Communications	2,000	-	1,000	-	2,000	-	-
<b>Project specific Expenses</b>		<b>7,400</b>	<b>2,500</b>	<b>1,100</b>	<b>200</b>	<b>7,400</b>		
<b>Shared Operating Expenses</b>								
	Rent	3,450	950	333	833	2,366	1,000	83
	Phone	1,762	512	166	417	1,220	500	42
	Travel	5,253	1,513	500	1,250	3,638	1,500	125
	Supplies	651	176	50	125	389	150	13
	Bookkeeping	1,375	375	134	333	942	400	33
<b>Shared Operating Expenses</b>		<b>12,491</b>	<b>3,526</b>	<b>1,183</b>	<b>2,958</b>	<b>8,555</b>	<b>3,550</b>	<b>296</b>
<b>Total Expenses by Function</b>		<b>194,407</b>	<b>50,026</b>	<b>22,981</b>	<b>44,614</b>	<b>137,632</b>	<b>51,304</b>	<b>5,471</b>
<b>Net Income</b>		<b>\$ 12,593</b>	<b>\$ (26)</b>	<b>\$ 2,019</b>	<b>\$ 1,386</b>	<b>\$ 3,368</b>	<b>\$ 12,696</b>	<b>\$ (3,471)</b>



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Conservation Organization								
Master Proposed Budget by Project & Function								
	Proposed Budget	Projects			Functions			
		Protecting Wildlife	Education Program	Stewardship	Total Program	Fund Raising (& GenSupt Income)	Admin (Mgt & Gen)	
<b>Income</b>								
Foundation grants	178,000	45,000	25,000	46,000	136,000	42,000	-	
Individual contributions	22,000	-	-	-	-	22,000	-	
Other Income 1	5,000	5,000	-	-	5,000	-	-	
Interest	2,000	-	-	-	-	-	2,000	
<b>Total Income</b>	<b>207,000</b>	<b>50,000</b>	<b>25,000</b>	<b>46,000</b>	<b>141,000</b>	<b>64,000</b>	<b>2,000</b>	
<b>Expense</b>								
<b>Personnel Expenses</b>								
Payroll	139,750	35,000	16,600	33,250	97,300	38,300	4,150	
Payroll tax & work comp	9,310	2,500	1,080	2,161	6,550	2,490	270	
Benefits	25,546	6,500	3,018	6,045	17,827	6,964	755	
<b>Personnel Expenses</b>	<b>174,606</b>	<b>44,000</b>	<b>20,698</b>	<b>41,456</b>	<b>121,677</b>	<b>47,754</b>	<b>5,175</b>	
<b>Project-specific Expenses</b>								
Conferences	250	250	-	-	250	-	-	
Travel	650	250	100	200	650	-	-	
Contract Help	4,500	2,000	-	-	4,500	-	-	
Communications	2,000	-	1,000	-	2,000	-	-	
<b>Project-specific Expenses</b>	<b>7,400</b>	<b>2,500</b>	<b>1,100</b>	<b>200</b>	<b>7,400</b>	-	-	
<b>Shared Operating Expenses</b>								
Rent	3,450	950	333	833	2,366	1,000	83	
Phone	1,762	512	166	417	1,220	500	42	
Travel	5,263	1,513	500	1,250	3,638	1,500	125	
Supplies	561	176	50	125	389	150	13	
Bookkeeping	1,375	375	134	333	942	400	33	
<b>Shared Operating Expenses</b>	<b>12,401</b>	<b>3,526</b>	<b>1,183</b>	<b>2,958</b>	<b>8,555</b>	<b>3,550</b>	<b>296</b>	
<b>Total Expenses by Function</b>	<b>194,407</b>	<b>50,026</b>	<b>22,981</b>	<b>44,614</b>	<b>137,632</b>	<b>51,304</b>	<b>5,471</b>	
<b>Net Income</b>	<b>\$ 12,593</b>	<b>\$ (26)</b>	<b>\$ 2,019</b>	<b>\$ 1,386</b>	<b>\$ 3,368</b>	<b>\$ 12,696</b>	<b>\$ (3,471)</b>	



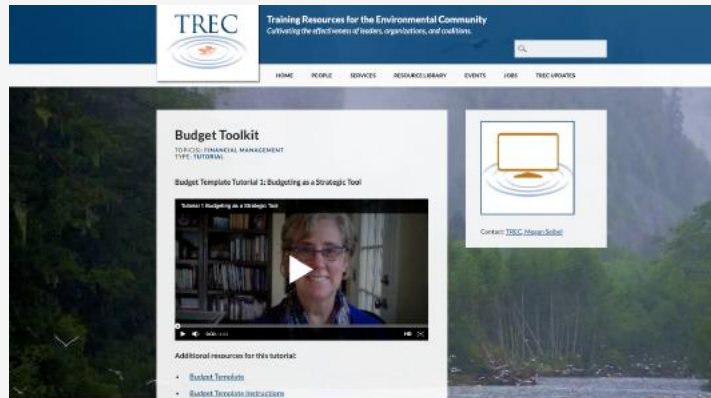
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Conservation Organization								
Master Proposed Budget by Project & Function								
	Proposed Budget	Projects			Functions			
		Protecting Wildlife	Education Program	Stewardship	Total Program	Fund Raising (& GenSupt Income)	Admin (Mgt & Gen)	
<b>Income</b>								
Foundation grants	178,000	45,000	25,000	46,000	136,000	42,000	-	
Individual contributions	22,000	-	-	-	-	22,000	-	
Other Income 1	5,000	5,000	-	-	5,000	-	-	
Interest	2,000	-	-	-	-	-	2,000	
<b>Total Income</b>	<b>207,000</b>	<b>50,000</b>	<b>25,000</b>	<b>46,000</b>	<b>141,000</b>	<b>64,000</b>	<b>2,000</b>	
<b>Expense</b>								
<b>Personnel Expenses</b>								
Payroll	139,750	35,000	16,600	33,250	97,300	38,300	4,150	
Payroll tax & work comp	9,310	2,500	1,080	2,161	6,550	2,490	270	
Benefits	25,546	6,500	3,018	6,045	17,827	6,964	755	
<b>Personnel Expenses</b>	<b>174,606</b>	<b>44,000</b>	<b>20,698</b>	<b>41,456</b>	<b>121,677</b>	<b>47,754</b>	<b>5,175</b>	
<b>Project-specific Expenses</b>								
Conferences	250	250	-	-	250	-	-	
Travel	650	250	100	200	650	-	-	
Contract Help	4,500	2,000	-	-	4,500	-	-	
Communications	2,000	-	1,000	-	2,000	-	-	
<b>Project-specific Expenses</b>	<b>7,400</b>	<b>2,500</b>	<b>1,100</b>	<b>200</b>	<b>7,400</b>	-	-	
<b>Shared Operating Expenses</b>								
Rent	3,450	950	333	833	2,366	1,000	83	
Phone	1,762	512	166	417	1,220	500	42	
Travel	5,263	1,513	500	1,250	3,638	1,500	125	
Supplies	561	176	50	125	389	150	13	
Bookkeeping	1,375	375	134	333	942	400	33	
<b>Shared Operating Expenses</b>	<b>12,401</b>	<b>3,526</b>	<b>1,183</b>	<b>2,958</b>	<b>8,555</b>	<b>3,550</b>	<b>296</b>	
<b>Total Expenses by Function</b>	<b>194,407</b>	<b>50,026</b>	<b>22,981</b>	<b>44,614</b>	<b>137,632</b>	<b>51,304</b>	<b>5,471</b>	
<b>Net Income</b>	<b>\$ 12,593</b>	<b>\$ (26)</b>	<b>\$ 2,019</b>	<b>\$ 1,386</b>	<b>\$ 3,368</b>	<b>\$ 12,696</b>	<b>\$ (3,471)</b>	



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## TREC'S BUDGET TEMPLATE



TREC Training Resources for the Environmental Community  
Cultivating the effectiveness of leaders, organizations, and coalitions.

HOME PEOPLE SERVICES RESOURCE LIBRARY EVENTS JOBS TREC UPDATES

### Budget Toolkit

TOPICAL FINANCIAL MANAGEMENT  
TYPE: TUTORIAL

Budget Template Tutorial 2: Budgeting as a Strategic Tool

Subject 1: Budgeting as a Strategic Tool

Contact: [TREC Budget](#)

Additional resources for this tutorial:

- [Budget Templates](#)
- [Budget Template Instructions](#)



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## Key budget structure elements

- Broken out by cost center (programs, fundraising, admin)
- Allocates personnel expenses and shared expenses across cost centers



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# Questions?



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## Budgeting Webinar



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Projecting  
Income

## Budgeting Income?

How do you project your income in your budget?

- a) Based on expenses to be covered
- b) Based on last year's numbers
- c) Based on a realistic review of detailed information
- d) I don't know



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How do most nonprofits budget?



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## Problems that result



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## Consequences of underestimating revenue

- Unnecessary cuts
- Loss of momentum
- Loss of confidence



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## Consequences of overestimating revenue



- Green light for spending
- Delay of hard decisions
- Setup for fiscal crisis



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## Be clear and conservative with your revenue assumptions

*No rose-colored glasses!*



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## Projecting Income

# Projecting Income

*Run your revenue projections at  
least three different ways*



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## Simple Macro Level Projection

<u>Step</u>	<u>Example</u>
Consider overall results for last three years.	We raised \$400K overall two years ago, \$550K last year and \$500K this year.
Identify special considerations.	Last year we received a one-time \$100K gift. Excluding it, our results for the last three years were \$400K, \$450K and \$500K.
<i>Project next year's results.</i>	<i>If recent trends continue, we should be able to raise \$550K this year.</i>



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## Projections by subcategory

Individual donor category (# current donors)	This year (projected year end)	Projection for next year
\$100K & up (1)	\$100K	0
\$25K-\$99K (5)	\$175K	\$225K
\$10K-\$24K (12)	\$150K	\$180K
\$1K-\$9K (25)	\$35K	\$70K
\$250-\$999 (75)	\$25K	\$35K
\$1-\$249 (600)	\$15K	\$20K
<b>TOTAL</b>	<b>\$500K</b>	<b>\$550K</b>



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## Renewals + new donors

Step	Example	Result
Identify renewable gifts. Multiply by reasonable renewal rate.	<ul style="list-style-type: none"> <li>This year 50 donors made gifts totaling \$500K.</li> <li>Of those, 10 totaling \$80K were one-time gifts.</li> <li>The other 40 totaling \$420K were gifts to our annual fund that we have a good chance of renewing.</li> <li>Our renewal rate for these types of gifts in recent years has been 80%.</li> <li>To be safe, we will assume a renewal rate of 70% next year.</li> </ul>	\$420K x 70% = \$294K
Determine reasonable expectation for new donors.	<ul style="list-style-type: none"> <li>Our results for new donors for the last three years have been \$70K, \$85K and \$100K.</li> <li>We expect the pace of growth to increase this year due to a major new campaign beginning now.</li> <li>We believe we can raise \$125K or more next year, but to be safe we will assume only \$115K in our budget.</li> </ul>	\$115K
	<b>TOTAL</b>	<b>\$409K</b>



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## Projecting Income

*Support ambitious fundraising goals with solid fundraising plans*



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### Budget recommendation vs. fundraising goal

LIKELIHOOD	80%	50%	20%
Individuals <\$250	\$18,000	\$20,000	\$22,000
Individuals \$250 & up	\$40,000	\$60,000	\$100,000
Businesses	\$25,000	\$30,000	\$40,000
Events (net)	\$10,000	\$12,500	\$15,000
Foundations	\$250,000	\$300,000	\$600,000
<b>TOTAL</b>	<b>\$343,000</b>	<b>\$422,500</b>	<b>\$777,000</b>

Budget recommendation

Fundraising goal



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**May your revenue ride become less like this...**



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**And more like this - a pleasant float down a beautiful, placid river!**



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## Projecting Expenses

### Projecting Expenses

- Be detailed and specific
- Don't rely on last years numbers
- Talk to relevant staff



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## Projecting Income

### Action Steps

- Run your revenue projections at least three different ways
- Be Conservative and specific
- Support fundraising goals with solid fundraising plans



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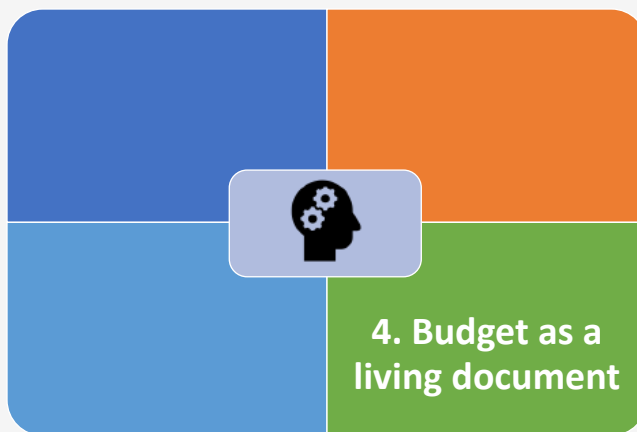
## Projecting Income

Questions?



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## Budgeting Webinar



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## Budget as a living document

- Run Budget to Actuals
- Revise as necessary
- Create scenario budgets




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Sample Group

Profit & Loss Statement

January through September 2015 75%

	ACTUAL YEAR-TO- DATE
<b>Income</b>	
Foundation Grants	643,888
Contribution Income	13,500
Event Income	1,969
Miscellaneous Income	2,542
Interest Income	3,992
<b>Total Income</b>	<b>665,891</b>
<b>Expense</b>	
Salaries and Wages	482,388
Payroll Taxes	42,233
Retirement	47,199
Medical, Dental, Life Benefits	47,810
Contract Labor	17,243
Professional Services	6,060
Payroll Expenses	974
Staff Travel	6,572
Supplies	4,305
Telephone	4,275
Telecommunications	789
Postage	4,310
Office Rent	11,450
Equip Repair/Maint.	1,587
Printing	12,547
Dues and Subscriptions	487
Staff Recruitment	1,750
Insurance	2,450
Licenses, Taxes, Dues, Fees	50
Equipment Purchases	4,872
Opportunity/Contingency/Misc	0
<b>Total Expense</b>	<b>699,351</b>
<b>Net Income</b>	<b>-33,460</b>



Living Document

Profit & Loss  
Budget to Actual

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## Things that should get your attention

- If the profit and loss numbers are not compared to budget
- Large amount still to be raised
- Grant money coming in late
- Salaries even slightly high
- Control of spending & raising money is decentralized or not controlled

## Keeping it alive

- Revise your budget when income changes occur
- Cut necessary expenses as soon as income comes up short
- Breakout grant budgets separately if needed

## Evaluation of this webinar

You will receive an evaluation via email from Survey Monkey shortly. Please fill out our brief survey!



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Budgeting  
Workshop

## Questions?



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