

## **Avivara U.S. and Asociacion Avivara Guatemala Proposed Budget for 2017**

### **Avivara U.S. Assumptions:**

1. Giving levels will continue to be similar to donor patterns in previous years in most if not all income line items. It is assumed that the election will not make a significant change here.
2. Administrative and Fund-raising costs will remain fairly stable with a slight increase in information technology costs due to the addition of our purchase of Little Green Light Donor Management Software. Our travel expenses will drop slightly due to the fact that we are only budgeting 4 trips to the U.S. in 2017, down one from the five trips taken by our staff in 2016.
3. As in the past, the numbers in the budget are purposely conservative. It is expected that we will finish out 2016 with a slight operating surplus of between \$8,000 - \$10,000.
4. As in the past, this is a budget only for Avivara, and does not include (except for projected administrative fees) any revenues or distributions for our affiliate/sponsored programs in Guatemala.
5. With board approval, we will continue to offer a matching gift for all new donations received in 2017 to again help promote giving from new donors.

### **Asociacion Avivara Assumptions:**

1. The exchange rate is currently low (7.45/\$1.00) and is expected to remain low in 2017. While there is a slight reduction in the amount of U.S. dollars to be distributed to Guatemala in 2017, the actual amount in Quetzales when it arrives is expected to be significantly lower than what was available in 2016.
2. Salaries for Avivara staff (Gustavo), the Educando Staff, and the supplemental teachers supported by Avivara will increase by 4% to cover the increased cost of living as set by the Guatemalan government. (Note: the school in Tunino has requested funding for one additional teacher in 2017 in lieu of Avivara providing student school supplies. They feel the parent community has enough resources to begin purchasing those supplies themselves.)
3. We would like to increase the number of scholarship recipients from 118 in 2016, to 131 in 2017. This will increase the budgeted amount for scholarships by approximately 12%.
4. To offset this increase in scholarships, we intend to reduce support for some of the schools we have been supporting most heavily for the last 5 years. This is reflected in our smaller budget for infrastructure projects, installing technology, student school supplies, and classroom furniture. At the same time we will be increasing our level of support for some schools (Pachut, Panibaj, and Xeatzan Alto) that operate in smaller, more poverty-impacted villages.
5. We will continue to support Plan Lector with book replacements as needed in the schools and with teacher workshops on reading evaluation.
6. Our administrative and vehicle expenses should remain consistent with the historical pattern of expenses over the last two years.
7. We have been very pleased with our collaboration with Asociacion Educando and the work they have been doing over the last year to increase reading and teacher professionalism in the 50+ schools they work. We would like to continue that level of support in the form of providing basic salaries for their team, since it allows them to focus on raising money for in-school programs. (Note: this is a much easier sell in Guatemala because it allows the corporate support to be much more visible to the communities. Providing funding for salaries is not as "glitzy" from a marketing perspective for the businesses in Guatemala.)

## Avivara US Profit & Loss Budget Overview

January through December 2017

|  | 2017              | %            | 2,016             |                |                               |
|--|-------------------|--------------|-------------------|----------------|-------------------------------|
|  | Budget            | of Total     | Projected         | Change         | Notes-Assumptions             |
| <b>INCOME</b>                              |                   |              |                   |                |                               |
| <b>CONTRIBUTIONS</b>                       |                   |              |                   |                |                               |
| <b>INDIVIDUAL CONTRIBUTIONS</b>            |                   |              |                   |                |                               |
| <b>From Previous Donors</b>                |                   |              |                   |                |                               |
| Donations by Cash/Check (Prior)            | 63,400.00         | 46.8%        | 62,000            | 1,400          |                               |
| Online Donations (Prior)                   | 6,375.00          | 4.7%         | 6,375             | 0              |                               |
| Donations-Credit Card (Prior)              | 0.00              | 0.0%         | 0                 | 0              |                               |
| Recurring Monthly Contributions            | 8,640.00          | 6.4%         | 8,600             | 40             |                               |
| <b>Total From Previous Donors</b>          | <b>78,415.00</b>  | <b>57.9%</b> | <b>76,975</b>     | <b>1,440</b>   |                               |
| <b>From New Donors</b>                     |                   |              |                   |                |                               |
| Donations by Cash/Check (New)              | 4,200.00          | 3.1%         | 4,200             | 0              | Repeat of 2016 matching gift  |
| Online Donations (New)                     | 2,200.00          | 1.6%         | 2,200             | 0              |                               |
| Donations-Credit Card (New)                | 0.00              | 0.0%         | 0                 | 0              |                               |
| <b>Total From New Donors</b>               | <b>6,400.00</b>   | <b>4.7%</b>  | <b>6,400</b>      | <b>0</b>       |                               |
| <b>Special Gifts</b>                       |                   |              |                   |                |                               |
| Individual Matching Gifts                  | 6,400.00          | 4.7%         | 11,388            | (4,988)        | Repeat of 2016 matching gift  |
| <b>Total Special Gifts</b>                 | <b>6,400.00</b>   | <b>4.7%</b>  | <b>11,388</b>     | <b>(4,988)</b> |                               |
| <b>Total INDIVIDUAL CONTRIBUTIONS</b>      | <b>91,215.00</b>  | <b>67.3%</b> | <b>94,763</b>     | <b>(3,548)</b> |                               |
| <b>GROUP/CORPORATE CONTRIBUTIONS</b>       |                   |              |                   |                |                               |
| School Partner Contributions               | 5,580.00          | 4.1%         | 5,536             | 44             |                               |
| Church Contributions                       | 10,560.00         | 7.8%         | 10,620            | (60)           |                               |
| Community Group Contributions              | 6,360.00          | 4.7%         | 6,365             | (5)            |                               |
| Private Foundation Grants                  | 12,000.00         | 8.9%         | 17,550            | (5,550)        | 1 grant in 2016 not-repeating |
| Business/Corporate Gifts                   | 1,200.00          | 0.9%         | 1,150             | 50             |                               |
| 3rd Party Donations                        | 0.00              | 0.0%         | 50                | (50)           |                               |
| LIFE Event Contributions                   | 2,400.00          | 1.8%         | 2,120             | 280            |                               |
| <b>TOTAL GROUP/CORPORATE CONTRIBUTIONS</b> | <b>38,100.00</b>  | <b>28.1%</b> | <b>43,391</b>     | <b>(5,291)</b> |                               |
| <b>TOTAL AVIVARA CONTRIBUTIONS</b>         | <b>129,315.00</b> | <b>95.4%</b> | <b>138,154.00</b> | <b>(8,839)</b> |                               |

## Avivara US Profit & Loss Budget Overview

January through December 2017

|  | 2017<br>Budget    | %             | 2,016<br>Projected | Change          | Notes-Assumptions                   |
|--|-------------------|---------------|--------------------|-----------------|-------------------------------------|
|  | of Total          |               |                    |                 |                                     |
| <b>PROGRAM FEES &amp; REVENUES</b>           |                   |               |                    |                 |                                     |
| (2a) SAGE Program Fees                       | 1,900.00          | 1.4%          | 1,800              | 100             |                                     |
| (2b) Other Program Revenues                  | 0.00              | 0.0%          | 0                  | 0               |                                     |
| <b>(2c) Sponsored Prog. Admin Fees</b>       |                   |               |                    |                 |                                     |
| Becas Uspantan Admin Fees                    | 900.00            | 0.7%          | 1,140              | (240)           |                                     |
| Libros Para Ninos Admin Fees                 | 60.00             | 0.0%          | 285                | (225)           |                                     |
| New Mayas Admin Fees                         | 310.00            | 0.2%          | 355                | (45)            |                                     |
| <b>Total (2c) Sponsored Prog. Admin Fees</b> | <b>1,270.00</b>   | <b>0.9%</b>   | <b>1,780</b>       | <b>(510)</b>    |                                     |
| <b>TOTAL PROGRAM FEES &amp; REVENUES</b>     | <b>3,170.00</b>   | <b>2.3%</b>   | <b>3,580</b>       | <b>(410)</b>    |                                     |
| <b>OTHER REVENUES</b>                        |                   |               |                    |                 |                                     |
| (3) Investment Income                        | 1,200.00          | 0.9%          | 4,400              | (3,200)         | conservative/market hard to predict |
| <b>(10c) Net Inc.-Inventory Sales</b>        |                   |               |                    |                 |                                     |
| (10a) Gross Sales of Inventory               | 3,600.00          | 2.7%          | 3,845              | (245)           |                                     |
| (10b) Less Cost of Goods Sold                | (1,800.00)        | -1.3%         | (1,630)            | (170)           |                                     |
| <b>Total (10c) Net Inc.-Inventory Sales</b>  | <b>1,800.00</b>   | <b>1.3%</b>   | <b>2,215</b>       | <b>(415)</b>    |                                     |
| <b>TOTAL OTHER REVENUES</b>                  | <b>3,000.00</b>   | <b>2.2%</b>   | <b>6,615</b>       | <b>(3,615)</b>  |                                     |
| <b>TOTAL NET INCOME</b>                      | <b>135,485.00</b> | <b>100.0%</b> | <b>148,349</b>     | <b>(12,864)</b> |                                     |
| <b>EXPENSES</b>                              |                   |               |                    |                 |                                     |
| <b>GRANTS TO PROGRAMS</b>                    |                   |               |                    |                 |                                     |
| <b>(3) GRANTS TO FOREIGN ORGS.</b>           |                   |               |                    |                 |                                     |
| <b>Distributions to Asoc. Avivara</b>        |                   |               |                    |                 |                                     |
| Asociacion Avivara Unrestricted              | 120,125.00        | 88.7%         | 123,230            | (3,105)         |                                     |
| US Purchases for Asoc. Avivara               | 1,500.00          | 1.1%          | 2,400              | (900)           |                                     |
| <b>Total Distributions to Asoc. Avivara</b>  | <b>121,625.00</b> | <b>89.8%</b>  | <b>125,630</b>     | <b>(4,005)</b>  |                                     |
| <b>Total GRANTS TO PROGRAMS</b>              | <b>121,625.00</b> | <b>89.8%</b>  | <b>125,630.00</b>  | <b>(4,005)</b>  |                                     |
| <b>BUSINESS OPERATIONS EXPENSE</b>           |                   |               |                    |                 |                                     |
| (12) Advertising & Promotion                 | 2,400.00          | 1.8%          | 2,800              | (400)           |                                     |

## Avivara US Profit & Loss Budget Overview

January through December 2017

|  | 2017              | %             | 2,016          |                |                                       |
|--|-------------------|---------------|----------------|----------------|---------------------------------------|
|  | Budget            | of Total      | Projected      | Change         | Notes-Assumptions                     |
| (13) Office Operations Expenses          | 600.00            | 0.4%          | 600            | 0              |                                       |
| (14) Information Technology              | 2,100.00          | 1.5%          | 1,850          | 250            | adding Little Green light CRM Program |
| (17) Travel Expenses                     | 6,780.00          | 5.0%          | 8,380          | (1,600)        |                                       |
| <b>Total BUSINESS OPERATIONS EXPENSE</b> | <b>11,880.00</b>  | <b>8.8%</b>   | <b>13,630</b>  | <b>(1,750)</b> |                                       |
| <b>(24) OTHER EXPENSES</b>               |                   |               |                |                |                                       |
| (24a) Gov. Regulatory Fees               | 120.00            | 0.1%          | 60             | 60             |                                       |
| (24b) Donation Processing Fees           | 720.00            | 0.5%          | 680            | 40             |                                       |
| (24c) Vol./Donor Appreciation            | 960.00            | 0.7%          | 970            | (10)           |                                       |
| (24d) Wire Transfer Fees                 | 180.00            | 0.1%          | 20             | 160            |                                       |
| <b>TOTAL (24) OTHER EXPENSES</b>         | <b>1,980.00</b>   | <b>1.5%</b>   | <b>1,730</b>   | <b>250</b>     |                                       |
| <b>TOTAL EXPENSE</b>                     | <b>135,485.00</b> | <b>100.0%</b> | <b>140,990</b> | <b>(5,505)</b> |                                       |
| <b>NET OPERATING SURPLUS/LOSS</b>        | <b>0.00</b>       | <b>0.0%</b>   | <b>7,359</b>   | <b>(7,359)</b> |                                       |

**Asociacion Avivara**  
**Profit & Loss Budget Overview**  
January through December 2017

|                                      | 2017 Budget       | In \$                | % of total    | 2016 Projected      | Change              | Assumptions-Notes                     |
|--------------------------------------|-------------------|----------------------|---------------|---------------------|---------------------|---------------------------------------|
|                                      | (In Q)            |                      |               | (In Q)              | In Q                | 7.4526 Exchange Rate                  |
| <b>INCOME</b>                        |                   |                      |               |                     |                     |                                       |
| U.S. Donations                       |                   |                      |               |                     |                     |                                       |
| Donations from Avivara U.S.          | 895,246.00        | \$ 120,125.00        | 100.0%        | 1,012,400.00        | (117,154.00)        | \$120,125 *Q7.4526                    |
| Total U.S. Donations                 | 895,246.00        | \$ 120,125.00        | 100.0%        | 1,012,400.00        | (117,154.00)        |                                       |
| <b>Total Income</b>                  | <b>895,246.00</b> | <b>\$ 120,125.00</b> | <b>100.0%</b> | <b>1,012,400.00</b> | <b>(117,154.00)</b> |                                       |
| <b>EXPENSE</b>                       |                   |                      |               |                     |                     |                                       |
| <b>Salaries &amp; Benefits</b>       |                   |                      |               |                     |                     |                                       |
| Base Salaries                        | 93,792.00         | \$ 12,585.14         | 10.5%         | 90,192.00           | 3,600.00            | 4% COLA                               |
| Bonus Salaries                       | 15,632.00         | \$ 2,097.52          | 1.7%          | 15,032.00           | 600.00              |                                       |
| Deferred Compensation                | 4,896.00          | \$ 656.95            | 0.5%          | 10,416.00           | (5,520.00)          | Excess accrued in prior years         |
| Medical Benefits                     | 11,256.00         | \$ 1,510.35          | 1.3%          | 2,550.00            | 8,706.00            | Budget amount set at 12% of salary    |
| <b>Total Salaries &amp; Benefits</b> | <b>125,576.00</b> | <b>\$ 16,849.96</b>  | <b>14.0%</b>  | <b>118,190.00</b>   | <b>7,386.00</b>     |                                       |
| <b>Professional Services</b>         |                   |                      |               |                     |                     |                                       |
| Legal                                | 800.00            | \$ 107.35            | 0.1%          | 800.00              | 0.00                |                                       |
| Accounting                           | 6,000.00          | \$ 805.09            | 0.7%          | 6,000.00            | 0.00                |                                       |
| <b>Total Professional Services</b>   | <b>6,800.00</b>   | <b>\$ 912.43</b>     | <b>0.8%</b>   | <b>6,800.00</b>     | <b>0.00</b>         |                                       |
| <b>Administrative Expenses</b>       |                   |                      |               |                     |                     |                                       |
| Office Supplies                      | 2,200.00          | \$ 295.20            | 0.2%          | 2,285.00            | (85.00)             |                                       |
| Office Equipment                     | 600.00            | \$ 80.51             | 0.1%          | 3,250.00            | (2,650.00)          | no new office technology in 2017      |
| Telephone                            | 8,100.00          | \$ 1,086.87          | 0.9%          | 8,100.00            | 0.00                |                                       |
| Hospitality & Appreciation           | 2,400.00          | \$ 322.04            | 0.3%          | 3,200.00            | (800.00)            | More charged to U.S. Expenses in 2017 |
| Taxes-General                        | 576.00            | \$ 77.29             | 0.1%          | 520.00              | 56.00               |                                       |
| Other Misc. Expenses                 | 480.00            | \$ 64.41             | 0.1%          | 420.00              | 60.00               |                                       |
| <b>Total Administrative Expenses</b> | <b>14,356.00</b>  | <b>\$ 1,926.31</b>   | <b>1.6%</b>   | <b>17,775.00</b>    | <b>(3,419.00)</b>   |                                       |

**Asociacion Avivara**  
**Profit & Loss Budget Overview**  
January through December 2017

|   | 2017 Budget       | In \$               | % of total   | 2016 Projected    | Change              | Assumptions-Notes                           |
|---|-------------------|---------------------|--------------|-------------------|---------------------|---|
| <b>School Improvement Grants</b>          |                   |                     |              |                   |                     |   |
| Classroom Equipment                       | 1,200.00          | \$ 161.02           | 0.1%         | 1,090.00          | 110.00              |   |
| Photocopies & Printing                    | 6,500.00          | \$ 872.18           | 0.7%         | 7,460.00          | (960.00)            |   |
| Classroom Furniture                       | 4,800.00          | \$ 644.07           | 0.5%         | 11,600.00         | (6,800.00)          | reduced from previous years                 |
| Teaching Materials                        | 41,800.00         | \$ 5,608.78         | 4.7%         | 41,000.00         | 800.00              |   |
| Student Supplies                          | 44,040.00         | \$ 5,909.35         | 4.9%         | 71,000.00         | (26,960.00)         | reduced from previous years                 |
| Textbooks                                 | 24,000.00         | \$ 3,220.35         | 2.7%         | 32,000.00         | (8,000.00)          | Plan Lector replacement books               |
| Technology-Schools                        | 14,400.00         | \$ 1,932.21         | 1.6%         | 18,000.00         | (3,600.00)          | Maintenance Only                            |
| Teacher Workshops                         | 9,600.00          | \$ 1,288.14         | 1.1%         | 12,000.00         | (2,400.00)          |   |
| Supplemental Teachers                     | 46,208.00         | \$ 6,200.25         | 5.2%         | 21,000.00         | 25,208.00           | 4% COLA, Cerro Nino, Xeatzan, Tunino, Pacul |
| Infrastructure Projects                   | 2,000.00          | \$ 268.36           | 0.2%         | 88,600.00         | (86,600.00)         | None in 2017/minor repairs only             |
| Food Programs                             | 2,200.00          | \$ 295.20           | 0.2%         | 4,100.00          | (1,900.00)          |   |
| Partner Programs-Educando                 | 172,320.00        | \$ 23,122.13        | 19.2%        | 165,700.00        | 6,620.00            | 4% COLA                                     |
| <b>Total School Improvement Grants</b>    | <b>369,068.00</b> | <b>\$ 49,522.05</b> | <b>41.2%</b> | <b>473,550.00</b> | <b>(104,482.00)</b> |   |
| <b>Scholarships</b>                       |                   |                     |              |                   |                     |   |
| <b>K-6 Scholarships</b>                   |                   |                     |              |                   |                     |   |
| K-6 Scholarships-Base                     | 2,600.00          | \$ 348.87           | 0.3%         | 3,550.00          | (950.00)            | 2 students                                  |
| K-6 Scholarships-Bonuses                  | 600.00            | \$ 80.51            | 0.1%         | 200.00            | 400.00              |   |
| K-6 Scholarships-Extra Support            | 180.00            | \$ 24.15            | 0.0%         | 260.00            | (80.00)             |   |
| <b>Total K-6 Scholarships</b>             | <b>3,380.00</b>   | <b>\$ 453.53</b>    | <b>0.4%</b>  | <b>4,010.00</b>   | <b>(630.00)</b>     |   |
| <b>Secondary Level Scholarships</b>       |                   |                     |              |                   |                     |   |
| Secondary Scholarships-Base               | 159,500.00        | \$ 21,401.93        | 17.8%        | 132,725.00        | 26,775.00           | 55 junior high - 54 high school             |
| Secondary Scholarships-Bonuses            | 19,450.00         | \$ 2,609.83         | 2.2%         | 16,200.00         | 3,250.00            |   |
| Secondary Scholarships-Extra Support      | 2,880.00          | \$ 386.44           | 0.3%         | 2,460.00          | 420.00              |   |
| Secondary Scholarships-Technology         | 6,300.00          | \$ 845.34           | 0.7%         | 4,660.00          | 1,640.00            |   |
| <b>Total Secondary Level Scholarships</b> | <b>188,130.00</b> | <b>\$ 25,243.54</b> | <b>21.0%</b> | <b>156,045.00</b> | <b>32,085.00</b>    |   |

**Asociacion Avivara**  
**Profit & Loss Budget Overview**  
 January through December 2017

|  | 2017 Budget       | In \$                | % of total    | 2016 Projected    | Change             | Assumptions-Notes              |
|--|-------------------|----------------------|---------------|-------------------|--------------------|--------------------------------|
| <b>University Level Scholarships</b>       |                   |                      |               |                   |                    |                                |
| University Level Scholarships-Base         | 109,200.00        | \$ 14,652.60         | 12.2%         | 107,200.00        | 2,000.00           | 20 students                    |
| University Level Scholarships-Support      | 1,200.00          | \$ 161.02            | 0.1%          | 700.00            | 500.00             |                                |
| University Level Scholarships-Technology   | 14,400.00         | \$ 1,932.21          | 1.6%          | 14,600.00         | (200.00)           |                                |
| <b>Total University Level Scholarships</b> | <b>124,800.00</b> | <b>\$ 16,745.83</b>  | <b>13.9%</b>  | <b>122,500.00</b> | <b>2,300.00</b>    |                                |
| Scholarship Meetings Expense               | 15,000.00         | \$ 2,012.72          | 1.7%          | 12,000.00         | 3,000.00           |                                |
| <b>Total Scholarships</b>                  | <b>331,310.00</b> | <b>\$ 44,455.63</b>  | <b>37.0%</b>  | <b>294,555.00</b> | <b>36,755.00</b>   | 11.8% increase over 2016       |
| <b>Transportation and Delivery</b>         |                   |                      |               |                   |                    |                                |
| <b>Vehicles</b>                            |                   |                      |               |                   |                    | Mazda BT-50 2011 Pickup & Moto |
| Gasoline/Diesel                            | 11,880.00         | \$ 1,594.07          | 1.3%          | 11,400.00         | 480.00             |                                |
| Vehicle Repairs                            | 4,800.00          | \$ 644.07            | 0.5%          | 7,400.00          | (2,600.00)         |                                |
| Vehicle Depreciation                       | 21,286.00         | \$ 2,856.18          | 2.4%          | 23,286.00         | (2,000.00)         | Moto fully depreciated in 2016 |
| Vehicle Insurance                          | 7,440.00          | \$ 998.31            | 0.8%          | 7,300.00          | 140.00             |                                |
| Vehicle Taxes                              | 930.00            | \$ 124.79            | 0.1%          | 930.00            | 0.00               |                                |
| Other Vehicle Expenses                     | 1,200.00          | \$ 161.02            | 0.1%          | 1,250.00          | (50.00)            |                                |
| <b>Total Vehicles</b>                      | <b>47,536.00</b>  | <b>\$ 6,378.45</b>   | <b>5.3%</b>   | <b>51,566.00</b>  | <b>(4,030.00)</b>  |                                |
| Other Contracted Transportation            | 600.00            | \$ 80.51             | 0.1%          | 600.00            | 0.00               |                                |
| <b>Total Transportation and Delivery</b>   | <b>48,136.00</b>  | <b>\$ 6,458.95</b>   | <b>5.4%</b>   | <b>52,166.00</b>  | <b>(4,030.00)</b>  |                                |
| <b>Total Expense</b>                       | <b>895,246.00</b> | <b>\$ 120,125.33</b> | <b>100.0%</b> | <b>963,036.00</b> | <b>(67,790.00)</b> |                                |
| <b>NET OPERATING SURPLUS/LOSS</b>          | <b>0.00</b>       | <b>\$ (0.33)</b>     | <b>0.0%</b>   | <b>49,364.00</b>  |                    |                                |
|  |                   |                      |               |                   |                    | (Fractions-Exchange)           |