



Sierra Service Project 2012 Annual Report

There is no Fear in Love Perfect Love Casts Out Fear. John 4 > Fear

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Summer Programs

2012 has been a very successful summer for the Sierra Service Project. Beginning with 10 days of intense training for our young adult staff in Sacramento all the way through to our end-of-summer debrief 9 ½ weeks later, our staff worked hard, performed very well, and provided a wonderful experience of serving, learning and growing closer to God for over 1,600 youth and adult volunteers.

Staff and Staff Training

We employed a staff of 34 individuals this summer divided into five site teams. This year, we expanded our training program to a full 10 days for all staff. This gave us some extra time to focus more attention on a few key areas:

- Spiritual development for all staff. To this end, we held a one-day spiritual growth retreat for all staff members. This also served as an opportunity for everyone to become more familiar with our chosen text for the summer, 1 John 4.
- More training for Spiritual Life Coordinators. SLCs had several more days this year to develop their programs and to work with members of their team on the implementation of those programs.
- Team organization and team building. With more time for bonding, writing team covenants and working together, the teams were better prepared to face the stresses and challenges of the summer.

Operations

Rick Eaton, Meghan Osborn and Megan Taylor shared the responsibility for overseeing summer operations. Meghan Osborn was on call throughout the summer for finance-related calls, while Rick and Megan rotated after-hours coverage for site issues and emergencies. All three were able to make site visits this summer, and all but one site was visited by a central staffer.

Debrief

Once again, Point Pleasant United Methodist Church hosted us for a 3 ½ day end-of-summer gathering. During this time, we were able to do exit interviews with all staffers. We spent 2 full days reviewing the summer's activities and making recommendations for next year. Those recommendations are all documented within this report.

Assessments

Although it isn't the only measure of the quality of our work, the ratings that we receive on the surveys filled out by all participants provides valuable feedback. This year's scores show little change from last year. The areas of most significant change were:

- Religious content, where the score fell 0.28 points from 4.75 to 4.47. This drop is puzzling, since we invested more time and effort into the training of our spiritual life leaders this year. The drop was seen across all sites. Anecdotally, we received lots of feedback about having inadequate time for singing, which is highly prized by many as a time for spiritual reflection. Could this be one of the reasons for the drop in this score?
- The scores for availability of tools and supplies dropped by .15. I believe that this accurately reflects our performance, and shows the need to invest in new tools and continue our investment in staff training. It is very likely that this summer's high average enrollment numbers negatively impacted the score, since it is clearly harder to keep more and larger teams adequately supplied.
- All of the other changes were less than 0.10 point in magnitude.

2012 Site Scores

	Los Angeles	McDermitt (SH only)	Coarsegold (SH only)	Fort Hall	Susanville	All Sites 2012	All Sites 2011	2011 to 2012 change
Food Amount	4.14	4.49	4.87	4.43	4.44	4.36	4.37	-0.01
Food Balance	3.86	4.16	4.57	3.83	4.03	4.01	3.96	+0.05
Quality of Construction Instructions	4.36	4.25	4.61	4.33	3.92	4.24	4.26	-0.02
Avail of Tools and Supplies	4.03	3.89	4.24	3.75	3.54	3.83	3.98	-0.15
Satisfaction with Accomplishments	4.56	4.25	4.55	4.50	4.38	4.46	4.52	-0.06
Spiritual Program	4.09	3.95	4.26	4.04	4.22	4.11	4.13	-0.02
Religious Content	4.40	4.48	4.55	4.38	4.57	4.47	4.75	-0.28
Staff as Role Models	4.85	4.88	4.92	4.58	4.94	4.82	4.84	-0.02
Staff Organization	4.57	4.44	4.83	4.42	4.59	4.55	4.46	+0.09
Staff Responsiveness	4.80	4.81	4.88	4.60	4.83	4.77	4.81	-0.04

The Multiyear Trend is Stable-to-Slightly-Up

A broader observation from this data is that the system is stable. For the past several years, we have seen consistent scores with little movement in any direction. One conclusion from this is that in order to significantly improve these scores, we are going to have to do something significantly different – to inject some change into the system. This could be additional or different training or a significant investment in tools. On the other hand, perhaps we should conclude that, with scores consistently about 4 on a 5 point scale, this is good enough.

It is also worth noting that these results have taken place while we have decreased spending on food and materials. A second conclusion is that we have been able to maintain our quality scores while becoming more cost efficient.

Finally, although it is very important to have a goal of continuous improvement we have to remind ourselves that we work incredibly hard each year just to maintain these scores each year.

	All Sites 2012	All Sites 2011	All Sites 2010
Food Amount	4.36	4.37	4.23
Food Balance	4.01	3.96	3.86
Quality of Construction Instructions	4.24	4.26	4.24
Avail of Tools and Supplies	3.83	3.98	3.73
Satisfaction with Accomplishments	4.46	4.52	4.49
Spiritual Program	4.11	4.13	4.19
Religious Content	4.47	4.75	4.77
Staff as Role Models	4.82	4.84	4.81
Staff Organization	4.55	4.46	4.46
Staff Responsiveness	4.77	4.81	4.73

South Los Angeles, California

Once again, Sierra Service project had a wonderful and successful summer learning and serving in South Los Angeles. Our new home for the summer was the Rakestraw Memorial Community Education Center, located across the street from the Wesley United Methodist Church in the heart of South LA. The Rakestraw facility proved to be very adequate for SSP and the Wesley congregation was a very flexible and accommodating host. We again made use of a growing network of other community service organizations to find challenging and worthwhile work for our volunteers.

The Staff

Site Director: Moe Leneweaver

Spiritual Life Coordinator: Dylan Ackerman

Cooks: Amanda Weinland and Alison Keilhold

Construction Team: Matt Izzo, Michael Homan and Grace Whitmore



Participants

Groups from 27 different churches brought 268 high school youth and 67 adults for a total of 335 volunteers.

Program

The canvas for the site's spiritual and educational program was the City of Los Angeles. Utilizing the summer's "Love>fear" theme, volunteers confronted their stereotypes and fears about the poor, inner city dwellers, the homeless and gang members through visits to Skid Row, Homeboy Industries and Watts, and by local pastors and the LAPD.

Work Project Summary

Work teams completed 23 projects. They worked on seven private homes; one of these projects was the construction of a large wheelchair ramp. The rest of the projects were done in cooperation with five different community-based organizations. Classrooms were painted at Central City Community Outreach, an afterschool program on Skid Row: a very large façade painting project on Central Avenue was undertaken in conjunction with the Coalition for Responsible Community Development and the Central Avenue Business Association; work was done at Compton Junior Posse, a youth equestrian program; the renovation of a garage which is functioning as a clothing closet was completed at the St. John United Methodist Church in Watts; and worked with the Watts House Project to beautify the neighborhood around the Watts Towers by painting fences. We also completed some much-needed work on the Rakestraw Center.

Budget Summary

Construction materials and food were under budget in Los Angeles due to significant donations of supplies and food.

Challenges and Responses

Challenge: The size of the Rakestraw Facility.

Recommendation: Limit participation to 60 per week.

Challenge: Coordination with other groups like CRCD and Watts House Project

Recommendation: Benefits of relationship far outweigh the communication efforts required.

Challenge: Lots of painting projects.

Recommendations: Use local congregations to find wheelchair and other non-painting projects.

Evaluation Results

	Site Average	All Sites 2012	LA 2011
Food Amount	4.14	4.36	4.18
Food Balance	3.86	4.01	3.84
Quality of Construction Instructions	4.36	4.24	3.70
Avail of Tools and Supplies	4.03	3.83	3.91
Satisfaction with Accomplishments	4.56	4.46	4.31
Spiritual Program	4.09	4.11	3.93
Religious Content	4.40	4.47	4.64
Staff as Role Models	4.85	4.82	4.67
Staff Organization	4.57	4.55	3.84
Staff Responsiveness	4.80	4.77	4.74

Recommendation for Next Year

Because of the close and growing ties with the communities of South Los Angeles, the South Los Angeles project is one of the strongest parts of Sierra Service Project's program offerings and should continue indefinitely.

Fort McDermitt, Nevada

The Fort McDermitt Reservation, home to the Paiute-Shoshone Tribe, has hosted Sierra Service Project many times in the past. This very remote, small and dry area is very representative of isolated tribal communities possessing little or no economic base. Because of this, the tribe is home to a very low-income and elderly population and there is a great deal of substandard housing in need of repairs and individuals in need of things like new porches, stairs and wheelchair ramps. This year, the first half of our summer in McDermitt we hosted senior high teams, with the second half being taken up with very energetic and fun junior high youth.



The Staff

Site Director: Kelley Collins

Spiritual Life Coordinator: Wendy Gorman

Cooks: Gavin Schroter and Janet Acree

Construction Team: Andy Fuesler (HRC), Tre Norfleet (SC) and Rachel Saunders (SC)

Participants

Groups from 23 different churches brought 206 youth and 54 adults for a total of 260 volunteers. The split between the junior and senior high program was 91 junior high volunteers and 169 senior high.

Program

The site's spiritual program utilized the year's "Love > fear" theme and added a subtheme around the concept of stereotypes. Subtle changes were made to the program to adapt it to the junior high groups, but it was largely the same. The experience with this was very positive, finding that the junior high youth were able to engage very well with the ideas of fear, the power of God's love, and the how fear feeds stereotype and barriers between people.

Work Project Summary

The volunteers undertook 14 repair programs, of which about half were construction projects. The demand for construction projects in McDermitt is high, but the team took on more painting projects to conserve their materials budget.

Budget Summary

The site was significantly under budget in the area of food, materials and fuel.

Challenges and Responses

Challenge: The area was surrounded by several large rangeland fires during the summer.

Response: Fires will always be a summer reality in places like McDermitt. The team communicated well with the authorities and was prepared to evacuate if necessary.

Challenge: The high demand for construction projects may not be met with our current materials budget.

Recommendation: Increase the material budget for this site.

Challenge: Managing the construction through the senior-high to junior-high transition.

Response: The team planned carefully and somewhat conservatively. In future, increase the materials budget and consider sending volunteer(s) to help complete projects.

Evaluation Results

	McD HS	All Sites HS	McD JH	All Sites JH
Food Amount	4.49	4.36	4.59	4.63
Food Balance	4.16	4.01	4.76	4.56
Quality of Construction Instructions	4.25	4.24	4.38	4.44
Avail of Tools and Supplies	3.89	3.83	4.35	4.27
Satisfaction with Accomplishments	4.25	4.46	4.41	4.62
Spiritual Program	3.95	4.11		
Religious Content	4.48	4.47	4.23	4.28
Energizers			4.67	4.61
Splatterfest			4.88	4.33
Staff as Role Models	4.88	4.82	4.91	4.93
Staff Organization	4.44	4.55	4.66	4.61
Staff Responsiveness	4.81	4.77	4.85	4.85

Recommendation for Next Year

The need for SSP's services remains high in McDermitt. It is somewhat convenient for groups based in the Pacific Northwest and is easily accessible from Northern California. The team recommends that we return in 2013.

Coarsegold, California

For the first time in its history, SSP made use of a private recreational campground to house our program for the summer. Camp Oakhurst provided our breakfasts and dinners, as well as lodging for volunteers and staff alike in basic tent cabins. This was a new and generally very positive experience. We were once again invited by the Chukchansi Tribe and their Housing Authority to work on the homes of tribal members. Despite serious political tension within the tribe, the summer proved very successful and rewarding.



The Staff

Site Director: Robbie Frederiksen

Spiritual Life Coordinator: Bri Dennison

Cooks: Camp Oakhurst provided meals

Construction Team: Drew Izzo, Cathy Kirch, Lexy Wellott and Pascal Domincone

Participants

The Coarsegold site hosted three weeks of junior high program followed by three weeks of high school. In the junior high program, we had participation from 100 youth and 30 adults from 18 different churches. Participation in the senior high program consisted of 164 youth and 38 counselors from 14 churches.

Program

The spiritual program was based upon the standard “Love > fear” theme focusing on 1 John 4. The spiritual content was very similar for both junior and senior high.

Work Project Summary

Our teams completed 25 repair projects in the course of the summer. They also started two projects which, with the permission of the tribe, they did not complete. Projects consisted of roofing, flooring, porches, awnings, a ramp and painting.

Budget Summary

Using Camp Oakhurst instead of the traditional SSP setup cost us about \$10,000, which is one of the drawbacks of serving here. The tribe has indicated that they are considering a financial donation to help offset this, and has already donated \$1400 in materials.

Challenges and Responses

Challenge: The camp setting, while providing some benefits like a beautiful space and a swimming pool, posed some challenges in terms of community gather and crowd control.

Response: For financial, logistical and programmatic reasons, a camp setting is probably not ideal for SSP. If we utilize a camp in the future, we should look at ways to incorporate chores into the daily routine and create a natural gathering spot for participants.

Challenge: There were two weeks of 100+ temperatures.

Response: After the first week of very hot weather, we implemented a set of rules to lessen the impact of the heat. These included starting the day earlier, stopping work on roofs, and providing additional shade. During the second spell of hot weather, it was clear that we need to expand these rules and train our staff and volunteers more carefully on their implementation.

Evaluation Results

	CG HS	All Sites HS	CG JH	All Sites JH
Food Amount	4.87	4.36	4.65	4.63
Food Balance	4.57	4.01	4.46	4.56
Quality of Construction Instructions	4.61	4.24	4.48	4.44
Avail of Tools and Supplies	4.24	3.83	4.22	4.27
Satisfaction with Accomplishments	4.55	4.46	4.73	4.62
Spiritual Program	4.26	4.11		
Religious Content	4.55	4.47	4.31	4.28
Energizers			4.16	4.61
Splatterfest			4.48	4.33
Staff as Role Models	4.92	4.82	4.94	4.93
Staff Organization	4.83	4.55	4.58	4.61
Staff Responsiveness	4.88	4.77	4.85	4.85

Recommendation for Next Year

The staff recommends that we not return to Coarsegold next year, but the tribe has indicated that they may want us to come back and may be willing to offset the cost of staying at Camp Oakhurst.

Fort Hall, Idaho

This was SSP's third consecutive summer working on the large Fort Hall Reservation, located in beautiful southeastern Idaho. Our facility was again the Sho-Ban High School, which provided lots of living space and a very spacious kitchen. Although relations with the Fort Hall community were very good, the tribal official with whom we were assigned to work was uncooperative. This led to problems during the summer and some difficulty finding adequate work.



The Staff

Site Director: Gus Pohl

Spiritual Life Coordinator: Hana Richardson

Cooks: Lara Cutkosky and Maggie Hibert

Construction Team: Evan Griffiths (HRC), David Purcell (SC) and Jessie Fossenkemper (SC)

Participants

Twenty-six church groups participated in our program in Fort Hall this summer, bring 333 participants. This was comprised of 270 youth and 63 adults.

Program

The spiritual program was based upon the standard "Love > fear" theme focusing on 1 John 4. Despite communication issues related to the construction program, general relations with the community were good. During Week 6, campers and staff were able to spend an evening at the tribe's world-class Pow Wow, which was an incredible experience for many participants.

Work Project Summary

Twenty-two projects were completed in Fort Hall this summer. The work chiefly consisted of building woodsheds and painting houses. The construction program was over budget by about \$1000.

Budget Summary

Although the construction overspent, the team underspent their food budget by about 10 percent and managed other expenses very well.

Challenges and Responses

Challenge: The tribal office we were assigned to work with, the Community Access Program, was hard to work with this summer and limited the projects they were willing to assign to us.

Response: If we were to return to Fort Hall, we would need to re-establish our relationship with the tribal government.

Evaluation Results

	Site Average	All Sites HS	FH 2011
Food Amount	4.43	4.36	4.68
Food Balance	3.83	4.01	4.25
Quality of Construction Instructions	4.33	4.24	4.29
Avail of Tools and Supplies	3.75	3.83	3.79
Satisfaction with Accomplishments	4.50	4.46	4.50
Spiritual Program	4.04	4.11	4.33
Religious Content	4.38	4.47	4.78
Staff as Role Models	4.58	4.82	4.96
Staff Organization	4.42	4.55	4.58
Staff Responsiveness	4.60	4.77	4.85

Recommendation for Next Year

Because we have worked in Fort Hall for three years and because of the poor relations with the Community Access Program, the staff recommends that we not return next year. However, Fort Hall has the potential for being an outstanding site in the future, if we can create a productive relationship with an appropriate organization within the tribe.

Susanville, California

This was our second summer working on the Susanville Indian Rancheria. Relations with the tribe are very good, with lots of cooperation and support. Our program was again housed in the tribe's large gymnasium, and an adjacent kitchen was used for cooking. The tribe provided a number of work intakes and gave their blessing to advertising the program among nontribal members. This resulted in a very adequate amount of work in Susanville and the nearby community of Westwood.

The Staff

Site Director: Brandon Leppla

Spiritual Life Coordinator: Kelly Kerekes

Cooks: Daisy Winner and Ali Crowley

Construction Team: HRCs were Cameron Hanson (first half) and Alex Hernandez (second half). Rebecca Mion and Tanner Ruegg were supply coordinators.



Participants

Susanville was our most popular site this summer, with 367 participants from 28 churches (293 youth and 74 adults). This high average of more than 60 per week was definitely a challenge for everyone involved.

Program

The spiritual program was based upon the standard "Love > fear" theme focusing on 1 John 4.

Work Project Summary

Twenty-six projects were completed, including porches, ramps, decks, stairs, painting and a shed. The tribe paid for the paint for one painting project.

Budget Summary

The construction was over budget and the food budget was under. Because of the need, more tools were purchased by this site than were planned. Overall, the site was about \$300 under budget.

Challenges and Responses

Challenge: Halfway through the summer Cameron Hanson, the HRC, decided to resign his position due to health reasons. We were very fortunate to be able to immediately replace him with Alex Hernandez, a veteran SSP staffer. Alex did a tremendous job of stepping into the situation and running the construction program from the rest of the summer. The construction survey results for the second half of the summer showed a significant improvement over the first half.

Evaluation Results

	Site Average	All Sites HS	SV 2011
Food Amount	4.44	4.36	4.37
Food Balance	4.03	4.01	3.96
Quality of Construction Instructions	3.92	4.24	4.20
Avail of Tools and Supplies	3.54	3.83	4.00
Satisfaction with Accomplishments	4.38	4.46	4.61
Spiritual Program	4.22	4.11	3.90
Religious Content	4.57	4.47	4.72
Staff as Role Models	4.94	4.82	4.84
Staff Organization	4.59	4.55	4.46
Staff Responsiveness	4.83	4.77	4.81

Recommendation for Next Year

Because of the lack of work needed on tribal housing, the staff recommends that we return to Susanville if the tribe is agreeable to us working primarily on the homes of non-tribal members. We have proposed this to the tribal counsel and will have their decision in late September.

Food Program Summary

Overview

Summer 2012 saw more changes and improvements to Sierra Service Project's food program. Our mission of providing healthy eating choices while being cost effective has, once again, been achieved thanks to our hard-working staff members and volunteers.

The Cooks

Los Angeles: Amanda Weinland and Allison Kielhold
Susanville: Alison Crowley and Daisy Winner
Fort Hall: Margaret Hibert and Lara Cutkosky
McDermitt: Gavin Schroter and Janet Acree



Central Purchasing

As with the last two summers, a large quantity of non-perishable food was purchased from several different wholesale vendors in Sacramento prior to the start of the summer. This continues to be very cost-effective, as it allows these items to be purchased in larger quantities at lower prices. It also saves cook teams the burden of overly large and complicated food purchases when they get to site. All told, central purchases accounted for \$4,596, approximately 14% of total food spending.

Donations

Chris and Kathy Abend, owners of Non-Pareil Potatoes in Blackfoot, Idaho, once again offered SSP an unlimited supply of dehydrated potatoes. Additionally, Farmer John's executive Howard Griffiths (the father of Evan Griffiths, one of this year's Fort Hall staff members) generously donated several different meat products to the Los Angeles cook team. The latter donation was not accounted for in budgeting for this summer, which is one reason that the LA food program was significantly under budget.

Training

This year, the concept of 2011's three day intensive cook training curriculum was adapted to the new ten day staff training schedule. This was very beneficial, as it provided a better balance between classroom training and hands-on sessions. It also prevented cook teams from spending unnecessarily long hours in the kitchen, and the extra meals enabled the reduced number of cook teams to practice cooking more food from their summer menu. Also, the full group hands-on sessions were scheduled immediately before lunch, which gave the cooks a lot of practice with the kitchen skills they would need during the summer (such as browning meat, chopping, baking, safe food handling procedures, and cleaning.)

Menu

Like last summer, all cook teams received a standardized menu based on meals that have traditionally been the most popular with participants. They incorporated three major changes into the food program. First, increased purchasing of fresh fruit was encouraged. Second, the beans in chili and burrito bar were changed from canned to dry. This proved healthier, less expensive, and generated less waste. Finally, cooks were asked to make hamburger patties by hand rather than buying pre-made frozen patties.

SiteManager

SSP's cook teams used SiteManager to enter purchases and record weekly food inventories. Like other staff members, they found the system to be very user-friendly, and the two returning cooks agreed that it was a considerable improvement over TABATHA (last year's tracking system). Headquarters staff was able to use SiteManager very successfully to monitor budget projections, give feedback on accuracy of entries, and see where money was being spent. Constructive feedback relating to SiteManager was mostly related to occasional loss of functionality within the application itself, as well as ongoing difficulty keeping purchases current, as some of our sites have limited internet connectivity. Also, there was some difficulty with recording units; some produce items were sold by weight, others by the item, which was especially problematic when it came to recording an inventory.



Budget Summary

With 1,628 registered participants and a budgeted cost/person/week of \$21.18, the total food budget for all sites was set at \$34,475.00. The cook teams spent a total of \$33,262.22, for a combined cost/person/week of \$20.43. It should be noted that both the budgeted and actual cost/person/week was lower this year than in 2011 in part because our Coarsegold site had their daily breakfast and dinner provided by Camp Oakhurst, therefore their budgeted cost/person/week was only \$10.03.

Challenges and Responses

Challenge: Problems with specific meals (some are unpopular, others are overly labor intensive for their placement in the week)

Response: Less popular meals (specifically oatmeal and chili) can be supplemented with sides and leftovers. Depending upon facilities, labor intensive meals (such as grilled cheese and soups on Sunday) can either be eliminated or moved to a later spot in the week.

Challenge: Many teams felt underprepared to cook for volunteers with food allergies

Response: Focus more on this during training (including a unit during online training) Include recipes (particularly gluten, dairy, and soy free) in cook manual. There is also an ongoing concern about cooking meals for special dietary needs versus asking those volunteers to bring their own food, especially since food for special dietary needs tends to be expensive.

Challenge: There were a considerable number of evaluation comments (which are reflected in the decreased food amount scores?) that initial servings are too small.

Response: Several have been suggested. One is that larger portions be served, but this could result in an increase in food waste among those with smaller appetites. An alternative is to ask what quantity of food a volunteer would like, particularly if they are near the end of the serving line and therefore unlikely to get seconds. It is also possible that our teams are, quite simply, not preparing enough food. This might account for the fact that some sites finished the summer with as much as 14% of their budget unspent.

Spending and Evaluation Results by Site

The table below shows food budgets, spending, costs and evaluation scores by site. Cost per week range from \$22.44 in Susanville, our highest population site, to \$26.77 in McDermitt, our smallest site. Size does appear to have played a role in McDermitt's high food costs. As in past years, there is no clear correlation between spending and evaluation scores.

	LA	McD	CG*	FH	SV
Food Budget	\$9,075	\$7,025	\$3,300	\$8,500	\$9,575
Food Spending	\$8,037.10	\$6,985.92	\$2,321.01	\$7,764.96	\$8,235.54
Participants	335	261	332	333	367
Cost/Person/Week	\$23.99	\$26.77	\$6.99	\$23.32	\$22.44
		(SH only)	(SH only)		
Quantity of Food	4.14	4.49	4.86	4.23	4.44
Balance of Menu	3.86	4.16	4.57	3.83	4.03

*Only lunches and snacks were provided by SSP staff in Coarsegold.

Construction Program Summary

This summer 1,628 youth and adult volunteers completed 110 repair projects at 77 homes and community centers! Overall, \$46,255 was spent on building materials which amounts to \$28.41 per participant per week.

Central Purchases

This year we centrally purchased \$10,500 worth of bulk building materials from Home Depot, Lowe's and ACE. Similar items were purchased as in the past (hardware, fasteners, recycled primer). We will have a better idea of what materials are in the tool trailers already after Trailerpalooza (unloading and repacking five of the tool trailers) for 2013.

Tool Investment

This year we spent \$6,156 on tool improvements. We focused on high quality saw horses, safety glasses, table saws, chop saws, ladders, a truck rack, and corded drills. This upcoming year we hope to continue our focus on chop saws and cordless drills. Trailerpalooza will help us identify the areas we are lacking in.

Project Types	Number
Interior and Exterior Painting Projects	33
Awnings	13
Porches	13
Enclosed and Open Sheds	12
Wheelchair Ramps	11
Stairs	10
Floor Repairs	5
Drywall Repairs	3
Roof Repairs	1



Framing Hope Program through Good360

We are now partnered with two Home Depot stores to receive all of their excess materials and tools. This year we received roughly \$1,000 in tools including hammer drills and power washers. One major material that we receive and use is flooring. Five flooring projects were completed this summer with donated flooring (~1,000 square feet total) which saved us at least \$700. These projects are very inexpensive, costing us \$1.83 per volunteer per day (versus \$7.10 average).

Recycled primer and paint from CA Paint Recycling

This year we again prioritized purchasing recycled primer and paint from California Paint Recycling, a manufacture in Sacramento. We used five standard colors with minimum 50% recycled content. This continues to be cost effective and good for the environment; we recycle our extra paint. We sent paint with church groups instead of paying for shipping, which saved us a lot of money. Fort Hall was the only site that did not make sense to send paint from Sacramento.

Training and Manuals

All construction staff members were required to pass our Online Construction Training course before the summer. This included 13 sections; video tutorials on roofing, flooring and drywall were added this year.

The construction manual that each staff received was similar to previous years, but also included four standard shed plans and improvements to our roofing procedures to include synthetic underlayment, ridge vents and concealed nailing for roll roofing.

Staff also attended ten days of training in Sacramento where Larry Butler, Dayspring UMC counselor and contractor, volunteered for three days with us. 75% was hands-on sessions practicing using tools and designing, purchasing and building a small structure which included concrete, deck, stair, ramp, and awning components. 25% was in classroom sessions learning SiteManager and reviewing code and photo examples.



SiteManager

The creation of online software, SiteManager, for teams to manage their spending and inventory was a huge improvement this summer. Multiple users could enter data at a time with instant visibility by Headquarters because it was internet based, with many making updates on their smart phones. Some issues arose from sites without great internet access and those without smart phones. Returning staff were very happy with the changes from the previous software, but there is still room for improvement to optimize time and functionality.

Mid-summer Procedures

Safety Presentations were piloted at our Junior High sites this summer and were very well received. By learning how to use tools safely before going to the work site, self-confidence was built and all teams (even painting) were given the opportunity to try the power tools. We plan to standardize this for 2013 instead of skit based do-it-to-it.

In addition to Megan's weekly review of SiteManager entries, each team submitted photos of each project. This was helpful to review the structures that were being built. Megan also uploaded photos to SSP's Facebook page so volunteers could follow their project throughout the summer.

Lead paint

This summer we took on painting a home with lead paint in Susanville. We had most of the special equipment already, including investments from last year in a HEPA vacuum and Tyvek coveralls. During the preparation work, counselors did not feel comfortable and stopped the project. Rick was able to finish the prep work during a site visit, and the project was able to resume as a normal paint project. We had success with lead paint projects last summer at two sites, but received resistance this summer.



Partnerships very cost effective and experientially rich

Some of the most unique projects that SSP completes are in partnership with local organizations. Sometimes materials are provided saving us money, but these experiences always prove to create strong relationships with the local community we are serving in.

Partners:

- Watts House Project in Los Angeles provided materials for volunteers to paint fences in the neighborhood surrounding the Watts Towers: \$0.42 cost per person per day for 37 volunteers.
- Coalition for Responsible Community Development in Los Angeles provided materials for volunteers to paint small business façades on Central Ave: \$0.20 cost per person per day for 81 volunteers.
- Chukchansi Tribe in Coarsegold provided \$1,375 of in-kind materials for two high need projects (wheelchair ramp and trailer cover, top photo on previous page).
- Lillian Valley Elementary School outside of Fort Hall, is a private faith-based school that serves children from the reservation. In addition to building four awnings over AC units, one work team spent half of each work day leading a curriculum of arts and crafts, games, and science projects.
- Susanville Indian Rancheria provided materials for volunteers to paint the Eatery, one of their buildings.

Spending and Evaluation Results by Site

	LA	McD	CG	FH	SV
Construction Material Budget	\$10,125	\$7,876	\$9,355	\$10,944	\$12,160
Construction Material Spending	\$6,837	\$6,152	\$9,528	\$11,900	\$11,838
Participants	335	261	332	333	367
Cost/Person/Day	\$5.10	\$5.89	\$7.17	\$7.21	\$7.17
Projects	23	14	25	22	26
		(SH only)	(SH only)		
Quality of Construction Instructions	4.36	4.25	4.61	4.33	3.92
Availability of Tools and Supplies	4.03	3.89	4.24	3.75	3.54
Satisfaction with Accomplishments	4.56	4.25	4.55	4.50	4.38

Key values are indicated in red.

Los Angeles had many materials provided by Watts House Project.

Coarsegold had four Construction Coordinators.

Recommendations for Next Year

We hope to invest in Computer Aided Drafting software to teach Construction and Home Repair Coordinators how to better draw project plans. There is also still a need to improve the quality and quantity of some of our tools. Further integration of construction planning processes within SiteManager will be beneficial.

Expense Summary

Expenses

Summer expenses were about \$23,000 less than budgeted. This is in part the result of having fewer participants than expected. It is also the result of continued supervision of the food and construction expenses, the maturing of these programs, and running a safe summer program with few unexpected expenses.

- Food and materials expenses continue to go down and were again under budget this summer.
- We were very fortunate that fuel prices did not rise until the last week of the summer, keeping projected fuel expenses under budget. On average we paid \$3.12 per gallon and had budgeted closer to \$4.00 per gallon.
- We did not have any vehicle damage claims! This is the second year we had the staff complete behind the wheel training along with the online defensive driving course and it is paying off. In the past we averaged close to \$5,000 in vehicle claims each summer.
- We did incur unplanned expenses at the Los Angeles Rakestraw Center due to the cost of the showers being higher than expected and some plumbing issues with the building. Luckily the trustees of Wesley UMC were happy to split the cost of these.

Summer Program Expenses				
	May - Aug	Budget	Over/(Under)	% of Budget
Operating Expense				
Salaries	109,236	111,200	(1,964)	98%
Payroll Related Expense	20,035	19,290	745	104%
Travel Expenses	3,599	4,140	(541)	87%
Vehicle Expenses	35,021	41,984	(6,963)	83%
Other Operating				
Building Materials	46,255	51,300	(5,045)	90%
Worship & Study	353	1,112	(759)	32%
Tools	5,603	7,000	(1,397)	80%
Site Start Up	393	500	(107)	79%
Food & Kitchen	31,046	37,660	(6,614)	82%
Site Equipment	4,697	5,000	(303)	94%
Facility Rental	27,006	25,155	1,851	107%
Other Operating	115,354	127,727	(12,373)	90%
Other Administrative				
Office Supplies & Expense	1,985	2,310	(325)	86%
Telecommunications	366	1,167	(801)	31%
Other Administrative	2,351	3,477	(1,126)	68%
T-Shirts	12,385	13,569	(1,184)	91%
Total Expense	\$ 297,981	\$ 321,387	\$ (23,406)	93%

Revenue

We budgeted for an enrollment total of 1,710 participants with an expected income of \$622,217; however our enrollment capped off at 1,628. Despite the lower enrollment, the summer domestic program generated \$610,090 in participant fees; each participant on average generated \$375 each in actual revenue as opposed to our participant fee of \$360 per person. Overall, revenue is under budget by \$16,707.

Preliminary Results

The result of being under budget in both expenses and revenues is that, since expenses were further under budget than revenue, we expect the summer operations to contribute \$6,699 to net revenue for the year.

Summer Summary and Recommendations

Summary

Sierra Service Project has once again executed a safe, impactful and beneficial summer program for over 1,600 participants. The summer went off without any serious problems, with no serious injuries, and with only a few unhappy adult leaders. Credit should go to the entire team, from the Board for their guidance and support, to the headquarters team, to the 34 staff members who worked so many long days to make the summer a success.

Below are a series of specific observations and recommendations on aspects of the summer.

Site Recommendations for 2013

If possible, we should return to Los Angeles, McDermitt and perhaps Susanville. Unless there are other compelling reasons, we should not return to Fort Hall or Coarsegold. We have begun to investigate having sites in Chiloquin, Oregon; Round Valley, California; and somewhere in the Navajo Nation.

Changes in Food and Construction Program

The consensus among staff was that the changes that we made to the food and construction program this year were steps in the right direction. The expanded training was thought to be useful. The new cost tracking tool, called SiteManager, was viewed as a big improvement over the previous tools. The staff identified improving the cookbook's recipes and instructions as an important need.

The construction program still has a need for more and better tools. Despite budgets being underspent at some sites, we believe that we should not cut back on spending in this part of SSP. The debrief process brought out several other excellent suggestions for improving our food and construction programs. These have been documented in those sections of this report.

Standardized Spiritual Life Program

This year for the first time, a team of SSP staffers and experienced youth leaders developed a skeletal spiritual life program centered around a specific set of biblical text. Reaction to this was initially mixed on the part of the spiritual life coordinators, with some anxiety about the amount of leeway they could have in changing the suggested program. In the end, the feeling among the team was that the standardized program is a move in the right direction. To make each program more individualized and personalized, the suggestion was made to encourage each SLC to create a site-specific subtheme.

Our plan for 2013 is to repeat the SLC design session and add a session to focus on programming for our junior high program. We already have identified at least one staffer to participate in these sessions.

Friday Evening Changes

This year, we changed the flow of Friday evenings to eliminate the dance party and include a time for each church group to have a discussion about how to "take SSP home with them". This was very successful, with many evaluation comments commending this practice. (A few youth, however, complained about not having a dance party.) The purpose of these changes was to start a "re-integration" process among the church youth group and their leaders, to get them to reflect on why the SSP experience was so meaningful, and make decisions about how they can make their regular youth group experiences more meaningful. Apparently, the summer saw a number of very meaningful and significant conversations take place.

SiteManager

We deployed the field version of SSP's centralized information management tool. (The registration components of this tool are called GroupManager, the liaison portal is called MySSP, and the field management components are called SiteManager.) Despite some bugs and performance problems, the tool was very well received, being much easier to use and more useful than its predecessors. Future plans include improving the performance and enhancing the food and construction management functionality.

New Electronics Policy

The staff embraced the new policy allowing music-only devices at bedtime, but found the policy to be difficult to enforce and generally problematic. There were several problems identified as new policy was implemented:

- The adult counselors, whose responsibility it is to actually collect the devices and enforce the policy, seemed uninterested in doing this. Typically, they didn't continue to collect and distribute devices after a day or two.
- There was a lot of uncertainty about which devices were internet-enabled and which weren't, resulting in arguments and push back about allowing one person's iPod and not allowing another's iPhone. Some youth viewed this as unfair.
- There were immediate requests to include e-readers.

As a result, the staff unanimously recommends returning to the previous policy of having the SSP experience be an "electronics free holiday". We received a number of negative evaluation comments about the new policy and no positive comments.

Heat Precautions

It became clear that SSP needs to have clear and firm guidelines and protocols governing working in very hot weather. The protocol that was implemented this summer is a good starting point, but needs to be strengthened and, critically, the staff needs better training to understand the protocol and in general heat precautions. This needs to be addressed for next year.

Group Sizes

This summer we had a number of weeks with 70 participants or more. This is too many for an optimal SSP experience, leading to stresses on the staff and pressure on the schedule (since everything takes longer to do when there are more people.) Inevitably, singing, which is one of the very popular activities, is the program piece that is cut to make time for longer KP, longer staff-counselor meetings, etc. Our recommendation is that we try to limit weeks to no more than 65 participants.

Participant Appeal Written by Site Directors

Site directors reacted positively to our request that they author this year's participant appeal. Some site directors authored the letter themselves, while other teams created a group letter from the entire team. It is too soon to tell if the results of this letter are better than what we have done in previous years.

Los Angeles vs. SSP's Reservation Program: Communities Ties

As we review the summer's activities, it becomes clear that what is a strength in our program in Los Angeles – the rich set of interactions we have with community organizations and community members – is a weakness in our reservation programs. Without a year-round presence on the reservation, without a consistent year-after-year presence, and with only a few visits each year, SSP has not established deep community ties in any reservation community. This year, to their credit, the staff questioned whether we could do something about this. Should SSP look to partner with a reservation-based community organization and make a long-term commitment to a community? Should we spend the time and money to visit often, making an investment like we have made in Los Angeles? These are outstanding questions which deserve careful consideration by SSP's leadership.

Summer Enrollment

Total summer participation in 2012 was 1,312 youth and 328 adult counselors for a total of 1,640 individuals. These individuals represented 112 different churches and 139 different participating teams (some churches sent more than one team). As in the past, United Methodist Churches comprised the largest share of participants, with 83 percent of the total. However, participation by non-United Methodist groups is greater in the junior high program, with 30 percent of the total.

In 2012, enrollment dropped significantly since 2010, when participation reached a high of 2,071, and 2011, when we had participation of 1,912. The year-to-year drop of 272 was made up almost entirely of United Methodist groups, with participation by non-Methodist teams dropping only slightly. Because of this, participation of non-Methodist groups as a percentage increased from 10 percent in 2011 to 17 percent in 2012. It is difficult to know how to interpret this information. Outreach continues to non-Methodist groups and this probably accounts for some of the increased participation by these groups. Initial sign-ups for 2013 indicate that we should see participation this year above the 2012 level, indicating that the decline over the past two years may not represent a trend.

Denomination	Conference	Junior High		Senior High		Total Participants		Churches	
Episcopal		30		140		170		12	
Presbyterian		37		60		97		7	
UCC				6		6		1	
United Methodist	Region								
	California Pacific	73		549		622		40	
	California Nevada	72		425		497		33	
	Desert Southwest			135		135		8	
	Oregon Idaho			46		46		4	
	Pacific Northwest	12		30		42		5	
	Rocky Mountain			7		7		1	
	Other			18		18		1	
Total United Methodist			157		1,210		1,367		92
Grand Total			224		1,416		1,640		112

This year, SSP attracted 15 churches which had not participated before. These churches brought 132 participants with them.



Other Programs

Weekends of Service

Sacramento

Sacramento hosted two Weekend of Service sessions in 2012, one in January and one in February. Sixty-six youth and adults participated. In addition, we hosted two one-day service events for the UC Davis Newman Center and the UC Davis Circle-K club in March and April. All overnight groups stayed and were fed at the Oak Park United Methodist Church, which continues to open its facility to this program. The facility is drier and more comfortable after SSP repaired its badly leaking roof in the Fall. A new stove was also purchased prior to these sessions. Funding from the roof repair and the stove was from a grant from Wells Fargo Bank.

Two churches and 32 volunteers participated in the first session, which was led by Rick Eaton and Robbie Frederiksen. The volunteers were divided into three work teams. They worked on building two walls around a produce cleaning and packing area at Soil Born Farms, installing new floors in a health clinic and office at St. Matthews Episcopal Church, and painting a house in Oak Park.

The second session was held in February with 34 volunteers from three different churches. Work continued on the projects at Soil Born Farms and St. Matthews Episcopal Church. Some of the volunteers worked on a home renovation project in Oak Park, cleaning out a house that had been unoccupied for a long period of time. This weekend was led by Robbie Frederiksen.

The one-day project groups completed the wall construction at Soil Born Farms and worked on the Oak Park house clean-out.



Portland

Three sessions – one in the fall and two in the spring – were held in Portland this year. A total of 46 volunteers participated from eight different churches.



The first session, to pilot the concept and feasibility of a Portland Weekend of Service experience modelled after the successful Sacramento program, was held in November 2011. Twenty-one volunteers from three different youth groups participated. Because this was a pilot, a total of nine volunteer leaders participated in some aspect of the weekend. Overall leadership was provided by Megan Taylor, SSP's Director of Programs. The facility was provided by the Augustana Lutheran Church in Northeast Portland. The service work took place at Luther Memorial Lutheran Church, where the team built raised bed gardens, compost bins and stairs for the Northeast Emergency Food Program. Reviews from participants were very positive.

The second session was held in April 2012, and was led by Robbie Frederiksen and was hosted by Augustana Lutheran Church. Nine volunteers participated from two different churches. Despite the low enrollment number, we decided to hold the session to help build the program and to give Robbie the experience of running a program in Portland. Service work was performed at Wisdom of the Elders, a Native American organization in Portland. The volunteers demolished a pool deck to make room for raised bed gardens and added insulation and drywall to a garage.

The final session, also led by Robbie Frederiksen, involved 18 volunteers and took place in May. The volunteer teams were housed at Fremont United Methodist Church. Service took place at Memorial Lutheran Church, where the teams cleared land and built garden beds, and resumed at Wisdom of the Elders. This was another very successful weekend.

Alternative Spring Breaks

SSP's South Los Angeles program site at Vermont Square was again the location of our Alternative Spring Break projects. Three such projects were held this year involving a total of 48 individuals. In addition, we facilitated one-day work projects for the youth groups of Rolling Hills and Los Altos United Methodist Churches.

The first group was an intergenerational team from San Dieguito United Methodist Church in Encinitas. This was SSP's first-ever attempt to host a mostly-adult team (ages ranged from teens to 70's) and it was very successful. Taking advantage of the three-day MLK Holiday weekend, the group arrived on Friday and left on Monday morning. The program included a tour of the city, a visit to Homeboy Industries and Skid Row, dinner out (Korean Barbeque), and a rousing worship Sunday at Holman United Methodist Church. The team began the partitioning of a new office at Central City Community Outreach (CCCO), an afterschool program serving Skid Row. The weekend was an excellent experience for all involved and the participants left very enthusiastic about participating again next year.



The other two Alternative Spring Break sessions were held in March and involved traditional college ministry groups. The first was Inspire, the Episcopal and United Methodist campus ministry from Washington State University. The Inspire team consisted of 14 students and two leaders who spent five full days in South Los Angeles. Three full days were devoted to working on two different service projects: the CCCO office partition and a new project remodeling a clothing closet at St. John's United Methodist Church in Watts. The non-work activities included a bus tour of the city, a visit to Central City Community Outreach on Skid Row, travelling by public transportation, and visits to Homeboy Industries, Watts House Project and Mama's Tamales.

The second Alternative Spring Break session brought 10 individuals from the UC Merced Wesley Fellowship for a four-night stay in South Los Angeles. This group continued the work of the previous project team and participated in similar learning activities.

SSP's Alternative Spring Break program continues to get strong positive reviews by participants. The combination of serious learning opportunities about Los Angeles and hands-on service work with community organizations appears to be a very good one. Campus leaders like the program because it is easy for them to organize.

Central America: Guatemala Study-And-Serve



Sierra Service Project sent a team to study and serve in Guatemala for the second year. This year, 14 people plus Rev. Rob Rynders, the team leader, were joined by Ruth Garrido, our Guatemala program coordinator, for ten busy, eye-opening days in this beautiful country. Assisting Ruth was a US-based staffer, Allison Keilhold. The session began with four nights in San Juan La Laguna, where the team spent time rebuilding trails and building a house. From San Juan L.L., they traveled to Quetzaltenango, where they stayed overnight. After making a stop at the village of Fatima and some volunteer work with the Mountain School based there, they travelled to Santa Anita La Union for three nights. At Santa Anita, the team painted some of the community's buildings. The final day was spent visiting Antigua before arriving in Guatemala City.

Outreach

SSP's outreach efforts are intended to build awareness for the programs that we offer, primarily among the mainline Protestant churches in the western United States. To this end, our activities were concentrated in three areas:

1. **Website.** We continue to maintain a very up-to-date, easy-to-read and informative website. The website contains information for new church leaders who are unfamiliar with SSP as well as information for registered groups. For the 2013 summer, we have implemented a companion application to the website which enables groups to register and pay directly online.
2. **Regular announcement in denominational and regional e-newsletters.** We have published a regular stream of short articles and announcements about SSP program offers timed to coincide with the registration periods for the highlighted programs. The intent with these announcements is to generate interest and drive interested leaders to visit our website or contact the office.
3. **Mass mailings.** We did three different mass mailings this year. In advance of the 2012 enrollment period, we sent over 4,300 trifold information brochures to United Methodist, Presbyterian, Lutheran, Episcopal and UCC churches in the western United States. In December, we did a second, smaller regional mailing to promote our Weekend of Service programs in Portland and Sacramento. In this mailing, over 1,800 postcard-size pieces were sent. In January, we sent over 1,100 postcards about our Central American Program to SSP churches and individuals.



Join **Sierra Service Project** with your junior or senior high youth group for a **Weekend of Service** in Portland.

Youth will complete construction projects during the day, and will spend the evenings in fellowship with other youth groups, learning about the local community and building a relationship with God.

Spring dates are **April 13-15 & May 18-20, 2012**. The program runs from Friday evening to Sunday afternoon.

Sierra Service Project is a 501(c)(3) Christian non-profit organization that provides life-changing experiences through acts of service.

To register your group call our office at (916)488-6441 or visit our website at www.sierraserviceproject.org

Nonprofit Org.
U.S. Postage
PAID
Carmichael, CA
Permit No. 99

To the Current Youth Director
Mail Merge Church Name
Address
City, State Zip

Board of Directors

The Sierra Service Project continues to be led by a dedicated and generous group of individuals who serve as its Board of Directors. The Board met four times during 2012. In addition, Sierra Service Project was selected to participate in Alchemy, a board and organizational development workshop provided by the Annenberg Foundation in Los Angeles. This excellent, three-day training took place in January was attended by Kathy Platnick (Presedent-elect), Dennis Sandstrom (Secretary) and Rick Eaton (Executive Director).

The focus of the Alchemy training is to equip boards to fulfill their key role of ensuring adequate resources for the organization they serve. As a result of the Alchemy training, the Board devoted considerable time in subsequent meetings training itself, honing an elevator pitch and planning strategically for the future.

This year was the second and final year of Rev. Melissa Rynder's term as Board President. The organization is grateful for Melissa's excellent leadership and years of service to SSP. Nanci Paulson, Joanne Poff and Mark Rehfield all left the board after six years of very productive and much-appreciated service.

Board member and officers for the 2012 fiscal year were:

Rev. Melissa Rynders	President
Mark Rehfield	Vice President and Chair of Personnel Committee
Dennis Sandstrom	Secretary
Joanne Poff	Chair of Fundraising Committee
Dennis Pedersen	Chair of Finance Committee
Brent Alspach	Chair of Outreach Committee
Sabrina Bishop	Youth Director
Deb Davidson	Director
Rev. Katie Goetz	Director
Rev. Alissa Bertsch Johnson	Director
Sarah Nordwick	Director
Nanci Paulson	Director
Chloe Parker	Youth Director
Kathy Sanders Platnick	Director
Dr. Stephanie Craig Rushing	Director
Lizzie Smith	Youth Director
Austin Welch	Youth Director
Toua Yang	Director



Fundraising

Category	2011	2012	Change
Board	\$9,870	\$12,758	+29%
Individual	\$46,189	\$44,519	-4%
Churches and Denominations	\$28,095	\$11,103	-60%
Foundations, Businesses and Tribes	\$40,100	\$35,550	-13%
Other	\$688	\$815	+18%
Total Cash	\$127,164	\$104,745	-18%
In Kind Donations			
Vehicles		\$18,019	
Food		\$1,000	
Facilities	Not calculated	\$40,676	
Total	\$2,222	\$59,695	

2012 was a challenging year for fundraising. The positive developments were:

- SSP's Board of Directors increased its giving by nearly 30%, which is very significant.
- In kind donations were strong, with the receipt of three vehicles which we can use in our program.

The fundraising challenges that we faced are also very clear. Church and denomination donations were down drastically, reflecting the poor financial condition of these organizations and a lack of focus on SSP's part in developing these sources.

Despite these challenges, we received generous donations from the following groups:

Wells Fargo Bank Foundation:	\$10,000
ClearChannel through GiveLocalNow	\$5,000
Regence Fund of Cambria Healthcare	\$2,000
Wells Fargo Bank Foundation for Oak Park UMC Improvements	\$8,000
Kelly Foundation	\$5,000
Enterprise Holdings Foundation	\$5,000
Other	\$550

Financials

Despite a downturn in donations, Sierra Service Project had a strong year financially and ended the year with a operating surplus of over \$16,000. Expenses were well managed.

Sierra Service Project Profit & Loss Budget vs. Actual October 2011 through September 2012

	TOTAL		
	Oct - Sept	Budget	Over/(Under)
Income			
4 - DONATIONS & FEES			
4000 - Unrestricted Donations			
4010 - UR Individual Donations	44,519	36,000	8,519
4015 - UR Board Donations	12,758	12,600	158
4020 - UR In Kind Donations - Goods	18,019	3,000	15,019
4022 - UR In Kind Donations - Faciliti	40,676	-	40,676
4025 - UR Church/Conf Donations	9,225	12,000	(2,775)
4028 - UR Covenant Church Donations	1,878	9,000	(7,122)
4030 - UR Business Donations	500	2,000	(1,500)
4035 - UR Foundations/Trust Grants	35,050	32,000	3,050
Total 4000 - Unrestricted Donations	162,626	106,600	56,026
4500 - Participant Fees			
4510 - Participant Fees	661,458	659,950	1,508
4525 - Late Fees	1,240	4,580	(3,340)
Total 4500 - Participant Fees	662,698	664,530	(1,832)
4900 - Other Revenues			
4910 - Interest Income			
4911 - Interest - MMkt	233	213	20
4913 - Interest- CD	57	25	33
4910 - Interest Income - Other	-	-	-
4993 - UR Affinity Programs	323	534	(212)
4995 - UR Cell Phone Recycling	100	150	(50)
4997 - UR Equipment Sales	-	-	-
4999 - UR Credit Card Rewards	392	750	(358)
Total 4900 - Other Revenues	1,106	1,672	(566)
Gross Profit	826,429	772,802	53,627
Expense			
Total Expense	810,420	775,998	34,422
Net Income	16,009	(3,196)	19,205

Sierra Service Project
Balance Sheet
As of September 30, 2012

ASSETS	
Current Assets	
Checking/Savings	
1000 · CASH & EQUIVALENTS	
Total 1000 · CASH & EQUIVALENTS	145,900
Total Checking/Savings	145,900
Other Current Assets	
12100 · Inventory Asset	10,225
1400 · Prepaid Expenses	
Total 1400 · Prepaid Expenses	3,517
Total Current Assets	159,641
Fixed Assets	
1800 · Fixed Assets, Net of Depr	
1810 · Fixed Assets @ Cost	
Total 1810 · Fixed Assets @ Cost	97,642
1820 · Office FF&E	
Total 1820 · Office FF&E	5,678
1890 · Accumulated Depreciation	(54,262)
Total 1800 · Fixed Assets, Net of Depr	49,057
Total Fixed Assets	49,057
Other Assets	
1900 · Investments	
1910 · Perm restricted investments	
Total 1910 · Perm restricted investments	20,000
TOTAL ASSETS	228,699
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
2020 · Credit card	2,961
2030 · Chase Credit Card	1,722
Total Credit Cards	4,683
Other Current Liabilities	
2115 · Accrued Expenses	7,827
2120 · Accrued Vacation	14,382
2130 · Employee Flex Account	203
2160 · Seeds Of Learning Nicaragua	(1,500)
Total Current Liabilities	25,595
Total Liabilities	25,595
Equity	
3 · NET ASSETS	
3100 · Temp restricted net assets	
3110 · TR Scholarship Fund	
3112 · TR Scholarship donations	(26)
Total 3110 · TR Scholarship Fund	(26)
3 · NET ASSETS - Other	267,773
Total 3 · NET ASSETS	267,748
30000 · Opening Balance Equity	(187,271)
3200 · PR Perm Restricted net assets	
3220 · PR Endowment	
3222 · PR Endowment Sholarships	2,835
3224 · PR Endowment - General	15,129
3230 · PR Endowment- Clem Fund	20,000
Total 3220 · PR Endowment	37,964
Total 3200 · PR Perm Restricted net assets	37,964
32000 · Unrestricted Net Assets	68,654