



National Cambridge Collectors

Financial Report

for

Period Ending

December 31, 2011



The National Cambridge Collectors
P.O. Box 416 ~ Cambridge, Ohio 43725

January 14, 2012

This is the fifth financial report for 2011. Actual results are included through December 31, 2011 and compared to budget, I am pleased to report we came out ahead for the year. The 2011 budget was for a cash increase of \$20,000. The actual 2011 increase is \$27,162. This is another great single-year result for our organization. There are five material variances that produced more cash than budgeted, and five that produced less. An explanation of the variances follows.

1. Member Services

Overall, this function was \$791 over budget. Everything is on budget except for the convention. The convention overspent its budget by \$1,689. Convention was budgeted to use \$1,750 of cash but ended up using \$3,439. The majority was due to increased food costs for the barbecue.

I think an area of great interest for NCC is the general marketing function in this division. General marketing has a budget of \$6,850. The annual fund solicitation budget of \$2,600 is included in that amount and is fairly fixed. The two pieces with discretion are Publicity with a \$3,500 budget and support of other organizations with a \$750 budget. Overall general marketing finished almost exactly on budget for the year. I am cautious that we get the most bang for our buck in this area. There are many good ideas but not all have the sufficient direct return we need to maintain NCC.

2. A. Fundraising

I would like to start by saying that NCC is a donor-driven organization. The vast majority of funds we receive, and all of the funds we have available at the end of each year are due to donor generosity. All other cash generating activities go to support operations.

The Annual Fund received \$51,665 for the year. The budget was \$46,500 so we had a positive variance of \$5,165. This year is the largest total in the six years that we have operated the annual fund. The first of two reasons is the retention rate for households. Last year we ended with 539 membership households, of those, 499 returned in 2011. That is a 93% retention rate. Retention rates like that are unheard of. We even had 49 new households in 2011 which exceed the 40 who did not renew. My opinion is that we have much more potential in recruiting new households than squeezing any more renewals. I think we are issuing membership number 7,000+ something. There are a lot of membership numbers that have fallen off the membership rolls over the years that we have

lost contact with but should try to reclaim. Several of the 49 new households are actually returning members who did not participate in the prior year.

The second reason for our success is participation at the benefactor levels. The benefactors represent 36% of households participating in 2011. This is a great percentage. However, the astounding number is that they represent 75% of total dollars. I attribute this to our approach of making everyone in NCC Friends. People support organizations they enjoy. We as members, and especially the leadership of NCC, need to always focus on making the Friends of Cambridge feel welcome in every aspect of member interaction.

General gifts to NCC were budgeted at \$2,500 and came in at \$2,064. I think the impact of the annual fund on general gifts is maturing. We have successfully transitioned to the Annual Fund as the primary donor support vehicle. Our largest gifts were \$750 for parking lot improvements and \$500 in appreciation for the rapid completion of the Rosepoint DVD.

In order to increase general gifts, we will have to use a campaign approach. We have received large gifts of greater than \$5,000 in the past, and will probably receive similar gifts in the future. But in order to receive these gifts in the future, we will need to methodically approach the process. Most large gifts have been for a specific purpose and I believe most in the future will be the same. NCC needs to define purposes that we need large gifts for. Donors are much more likely to support a specific item than just throw money in a pot. The support we received for the museum showcases is a prime example of this philosophy. Finally, we need to continually express our appreciation for donors.

I have one final note in the fundraising area. We received \$1,110 for Scotty Dog sales in 2011 for the year. This amount is a lot of money for a project that ended active processing years ago. NCC needs to find ways to generate funding that does not take away from our donor support. I think the Scotty project, was the most successful project we have ever had in that regard.

2. B. Events

Events were budgeted to produce \$14,000 for 2011 and finished the year at \$14,921. There is some good news and some bad news in this result. The good news is the positive variance for the Benefit Auction. The Benefit Auction was budgeted to produce \$6,000 but came in at \$8,472. The positive variance of \$2,472 reflects a reversal of deterioration which has been taking place for this event in recent years.

The bad news is the Glass Show was budgeted to produce \$4,500 but only produced \$3,359 resulting in a negative variance of \$1,141. Some of the variance is due to show dealers sending in money in the fall of 2010. NCC needs to make the show a priority in strategic planning as it is the cornerstone of our convention.

The convention fundraiser was quite a whirlwind of activity. When all the accounting settled, the net cash in was \$1,389 which was only a negative variance of \$111 from budget. This is a good result relative to prior years.

3. Education

Publications held steady, down slightly due to increased inventory purchases, so that the net result of \$2,831 is \$269 less than the budget amount of \$3,100. The primary positive budget item was a variance of \$675 due to limited expenditures in the research budget. I think the most amazing budgeting item for 2011 was for sales of publications. We budgeted \$3,300 of sales. The actual amount was only different by \$6.

4. Museum

The 2011 budget for the museum is the use of \$14,526. The projected actual amount is \$10,903 for a positive variance of \$3,623. There are some good news positive variances, and some negative variances in this result.

There are three material positive variances. The first one I want to comment on is museum admissions. This year was a significant milestone for NCC. The admissions revenue for the year surpassed \$10,000. The actual amount was \$10,039. In comparison, the amount for 2006 was \$3,748. The budget was a very respectable \$8,379 and we still had a positive variance of \$1,660.

The two other positive variances are due to gift shop merchandise sales. The budget for merchandise sales was a net of \$11,000 after inventory purchases. The final net sales number is \$18,629. This is a positive variance of \$7,629. This is a surprise to me. I didn't see it coming.

We manage gift shop sales, net of inventory purchases, in two categories; 1) Resale glass and 2) Miscellaneous. The net resale glass of \$12,705 exceeded its \$6,000 budget by \$6,705. This was due to increased selling and a reduction of inventory purchases compared to the prior year. Miscellaneous was \$5,924 compared to its budget of \$5,000. The bulk of sales are jewelry. The first jewelry sale recorded was September 20, 2008. Total sales since that date are \$25,015 including \$5,705 for the year ended December 31, 2011.

I can come up with two possible reasons for the increases. First, maybe the credit card function is helping sales. Second, maybe we are selling better glass in the gift shop from the donation we received in the prior year. Whatever the reason, we need to keep doing it. For the last several years I have been espousing we have an untapped financial resource in the gift shop. I will certainly use this year's sales results to support my position. We need to think about how we can use our gift shop operation for our advantage. I would support spending money on the gift shop facility in order to make more from it. I would suggest we look at getting Dave Edwards to build display facilities to match our

collection display cases. We could use the new gift shop cases as a naming opportunity for a donor. I'll stop at this point.

There are two material negative variances. The first one is museum maintenance and improvements. The 2011 budget includes our base amount for museum maintenance and improvements of \$5,000. We have budgeted an additional \$5,000 for storage improvements and space conditioning units. The storage units were completed at a cost of \$2,400. The replacement of the space conditioning units was approximately \$8,850. This resulted in total maintenance and improvements for the year of \$14,631 which is \$4,431 more than budgeted. The bright side is the expenditures resulted in significant improvements to the museum facility for the long-term.

The second negative variance is museum contents. This is a variance the board specifically approved to happen. In order to get into the business of recording programs, we purchased equipment for \$1,374.

Everything else in the museum budget looks in line.

5. Administration

The administration budget for 2011 is \$5,424 but came in at \$7,776. The negative \$2,352 variance is due to several smaller items. Charges associated with the credit card operation are part of the \$707 variance for bank charges. Another \$600 is due to a mathematical error in the budget which excluded amounts for electronic commerce. Finally, investment income shows a negative variance of \$484. The endowment is un-invested after the CD matured in November.

Summary

At December 31, 2011 we have \$204,785 in cash and investments. Except for a small amount of stock we hold, the balance is in checking and money markets. Of the total, \$175,612 is specifically set aside for the endowment fund. The investments provide safety for the principal but are producing very little income.

The unrestricted fund balance is \$25,810 at December 31, 2011. Additionally, we have \$3,232 of funds restricted. I have already transferred \$25,000 to our endowment from unrestricted funds as directed by the board. The transfer brought the endowment fund balance up to \$175,742. It is a modest number, and not adequate to carry the museum into the future. I don't see a windfall in the future for the endowment. In the absence of a windfall, we need to build the endowment like ants. A little bit at a time.

Looking into the future, if we assume we can produce the same results year after year into the future, this is not sufficient to permanently endow the organization and guarantee our museum operation into perpetuity. Our current financial

condition is stable/good. However, our long-term position needs strengthened. We must continue to seek new sources of revenue and re-engineer our existing sources.

This concludes my report for the period January 1, 2011 through December 31, 2011. Have fun collecting Cambridge Glass.

Sincerely,



Mike Strebler
Treasurer



Financial Report

December 31, 2011

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Financial Report
December 31, 2011

Section 1

Summary



Summary December 31, 2011

| I. <u>Statement of Activity</u> | Actual | | More (Less) | Comparison to budget | | |
|---------------------------------|------------------|------------------|-------------|----------------------|--------------|---------------|
| | 12/31/11 | 12/31/10 | | Budget | Variance | 12/31/11 |
| 1. Member Services | (26,591.20) | (21,810.12) | (4,781) | (25,800) | (791) | (26,591) |
| 2. Development | | | | | | |
| Fundraising | 54,839.11 | 53,274.75 | 1,564 | 49,300 | 5,539 | 54,839 |
| Events | 14,920.74 | 15,208.44 | (288) | 14,000 | 921 | 14,921 |
| Merchandise | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | 69,759.85 | 68,483.19 | 1,277 | 63,300 | 6,460 | 69,760 |
| 3. Education | 2,671.90 | 1,564.83 | 1,107 | 2,450 | 222 | 2,672 |
| 4. Museum | (10,902.61) | (3,384.66) | (7,518) | (14,526) | 3,623 | (10,903) |
| 5. Administration | (7,776.14) | (7,514.79) | (261) | (5,424) | (2,352) | (7,776) |
| Net increase (decrease) | 27,161.80 | 37,338.45 | (10,177) | 20,000 | 7,162 | 27,162 |

II. Balance Sheet

| Cash and investments | 1/1/11 | Current Yr. Change | 12/31/11 |
|-----------------------|-------------------|-----------------------|-------------------|
| | Checking | 22,268.38 | (910.00) |
| Credit card | | 2,156.12 | 2,156.12 |
| Schwab - Unrestricted | 4,190.02 | (263.00) | 3,927.02 |
| Paypal | 964.41 | 566.37 | 1,530.78 |
| | 27,422.81 | | 28,972.30 |
| Imprest | 200.00 | 0.00 | 200.00 |
| Schwab - Endowment | 150,000.00 | 25,612.31 | 175,612.31 |
| | 177,622.81 | 27,161.80 | 204,784.61 |

| Debt | 1/1/11 | Current year change | | 12/31/11 |
|------|-------------|---------------------|-------|-------------|
| | | Payments | Draws | |
| PNC | 0.00 | 0.00 | | 0.00 |
| | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | 0.00 | |

| Fund Balance | 1/1/11 | Current year change | | 12/31/11 |
|------------------------|-------------------|---------------------|------|-------------------|
| | | Cash Flows | Debt | |
| Unrestricted | 20,105.73 | 5,704.49 | | 25,810.22 |
| Temporarily restricted | 7,517.08 | (4,285.00) | | 3,232.08 |
| Endowment | 150,000.00 | 25,742.31 | | 175,742.31 |
| | 177,622.81 | 27,161.80 | | 204,784.61 |
| Debt | 0.00 | | 0.00 | 0.00 |
| | 177,622.81 | 27,161.80 | 0.00 | 204,784.61 |



Budget Variances

12/31/11

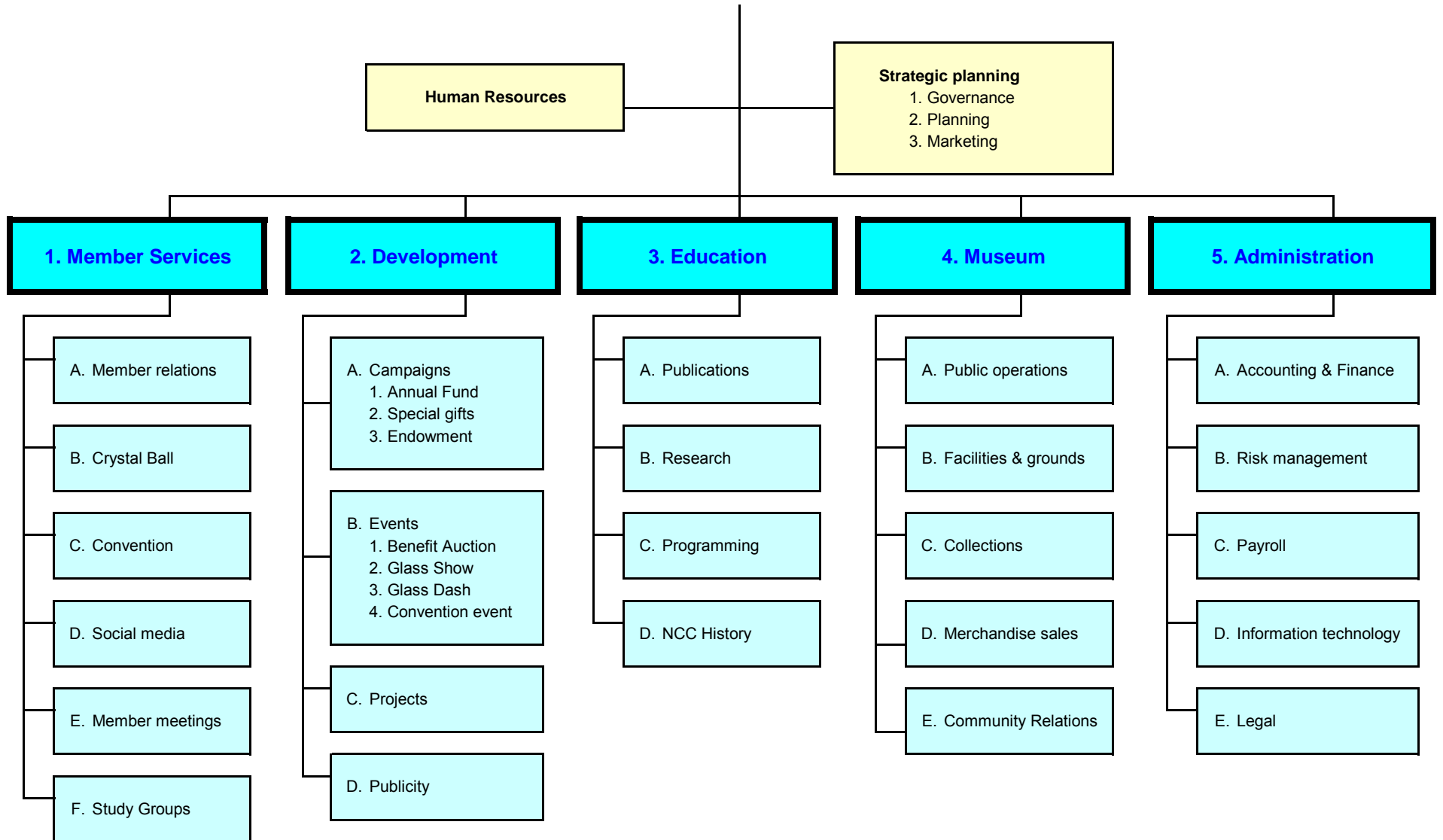
All Funds

| | | | | Actual | | More (Less) | Comparison to budget | | |
|--------------------------------|-----------------|-----|-------------|------------|----------|-------------|----------------------|----------|----------|
| | | | | 12/31/11 | 12/31/10 | | Budget | Variance | 12/31/11 |
| More cash than budgeted | | | | | | | | | |
| Resale glass gift shop sales | Museum | REV | 12,704.92 | 6,443.07 | 6,262 | 6,000 | 6,705 | 12,705 | |
| Annual Fund | Fundraising | REV | 51,665.00 | 51,054.00 | 611 | 46,500 | 5,165 | 51,665 | |
| Benefit Auction | Events | REV | 8,471.74 | 5,669.40 | 2,802 | 6,000 | 2,472 | 8,472 | |
| Museum admissions | Museum | REV | 10,039.00 | 8,333.00 | 1,706 | 8,379 | 1,660 | 10,039 | |
| Miscellaneous gift shop sales | Museum | REV | 5,923.59 | 7,672.33 | (1,749) | 5,000 | 924 | 5,924 | |
| | | | | | | | <u>16,925</u> | | |
| Less cash than budgeted | | | | | | | | | |
| Museum maint.and Improv. | Museum | EXP | (14,630.55) | (3,472.40) | (11,158) | (10,200) | (4,431) | (14,631) | |
| Convention | Member Services | EXP | (3,439.18) | (1,615.46) | (1,824) | (1,750) | (1,689) | (3,439) | |
| Museum contents | Museum | EXP | (2,479.64) | (750.00) | (1,730) | (1,000) | (1,480) | (2,480) | |
| Glass Show | Events | REV | 3,358.69 | 5,338.98 | (1,980) | 4,500 | (1,141) | 3,359 | |
| Bank charges | Administration | EXP | (886.77) | (116.58) | (770) | (180) | (707) | (887) | |
| | | | | | | | <u>(9,447)</u> | | |

| | |
|------------------------|---------------------|
| Detailed above | 7,478 |
| All other non-detailed | <u>(316)</u> |
| Activity for year | <u><u>7,162</u></u> |



Board of Directors





Financial Report
December 31, 2011

Section 2

Financial Statements



I. Statement of Activity

All Funds

| 1. Member Services | Actual | | | Comparison to budget | | |
|---------------------------|--------------------|--------------------|----------------|----------------------|--------------|-----------------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| A. Crystal Ball operation | (15,802.12) | (14,608.12) | (1,194) | (16,150) | 348 | (15,802) |
| B. Convention | (3,439.18) | (1,615.46) | (1,824) | (1,750) | (1,689) | (3,439) |
| C. General marketing | (6,834.85) | (4,941.37) | (1,893) | (6,850) | 15 | (6,835) |
| D. Member services | (515.05) | (645.17) | 130 | (1,050) | 535 | (515) |
| | (26,591.20) | (21,810.12) | (4,781) | (25,800) | (791) | (26,591) |

2. Development

| | | | | | | |
|-----------------------|------------------|------------------|--------------|---------------|--------------|---------------|
| A. Fundraising | | | | | | |
| 1) Annual Giving | 51,665.00 | 51,054.00 | 611 | 46,500 | 5,165 | 51,665 |
| 2) Gifts | 2,064.11 | 1,295.75 | 768 | 2,500 | (436) | 2,064 |
| 3) Projects | 1,110.00 | 925.00 | 185 | 300 | 810 | 1,110 |
| 4) Grants | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | 54,839.11 | 53,274.75 | 1,564 | 49,300 | 5,539 | 54,839 |
| B. Events | | | | | | |
| 1) Benefit Auction | 8,471.74 | 5,669.40 | 2,802 | 6,000 | 2,472 | 8,472 |
| 2) Glass Show | 3,358.69 | 5,338.98 | (1,980) | 4,500 | (1,141) | 3,359 |
| 3) Glass Dash | 1,701.00 | 1,950.06 | (249) | 2,000 | (299) | 1,701 |
| 4) Convention Auction | 1,389.31 | 2,250.00 | (861) | 1,500 | (111) | 1,389 |
| | 14,920.74 | 15,208.44 | (288) | 14,000 | 921 | 14,921 |
| | 69,759.85 | 68,483.19 | 1,277 | 63,300 | 6,460 | 69,760 |

3. Education

| | | | | | | |
|-----------------------|-----------------|-----------------|--------------|--------------|--------------|--------------|
| A. Publications | | | | | | |
| 1) Sales | 3,305.83 | 3,868.36 | (563) | 3,300 | 6 | 3,306 |
| 2) Cost of sales | (755.69) | (2,402.42) | 1,647 | (500) | (256) | (756) |
| 3) Production costs | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| 4) Royalties | 281.05 | 46.50 | 235 | 300 | (19) | 281 |
| | 2,831.19 | 1,512.44 | 1,319 | 3,100 | (269) | 2,831 |
| B. Miscellaneous | (134.29) | 98.00 | (232) | 50 | (184) | (134) |
| C. Research materials | (25.00) | (45.61) | 21 | (700) | 675 | (25) |
| D. Activities | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | 2,671.90 | 1,564.83 | 1,107 | 2,450 | 222 | 2,672 |

(Continued next page)



I. Statement of Activity (continued)

All Funds

| 4. Museum | Actual | | | Comparison to budget | | |
|-----------------------------|--------------------|-------------------|-------------------|----------------------|--------------|-----------------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| A. Public operations | | | | | | |
| 1) Admissions | 10,039.00 | 8,333.00 | 1,706 | 8,379 | 1,660 | 10,039 |
| 2) Staffing | (12,522.35) | (12,105.86) | (416) | (12,392) | (130) | (12,522) |
| | (2,483.35) | (3,772.86) | 1,290 | (4,013) | 1,530 | (2,483) |
| B. Merchandise sales | | | | | | |
| 1) Resale glass | 12,704.92 | 6,443.07 | 6,262 | 6,000 | 6,705 | 12,705 |
| 2) Miscellaneous | 5,923.59 | 7,672.33 | (1,749) | 5,000 | 924 | 5,924 |
| | 18,628.51 | 14,115.40 | 4,513 | 11,000 | 7,629 | 18,629 |
| C. Parking space rentals | 3,982.50 | 3,172.50 | 810 | 3,173 | 810 | 3,983 |
| D. Contents | (2,479.64) | (750.00) | (1,730) | (1,000) | (1,480) | (2,480) |
| E. Building | | | | | | |
| a. Museum Facility | | | | | | |
| 1) 1) Utilities | (8,728.39) | (7,693.97) | (1,034) | (8,515) | (213) | (8,728) |
| 2) 2) Maintenance & Improv. | (14,630.55) | (3,472.40) | (11,158) | (10,200) | (4,431) | (14,631) |
| | (23,358.94) | (11,166.37) | (12,193) | (18,715) | (4,644) | (23,359) |
| b. Storage building | (383.78) | (315.62) | (68) | (275) | (109) | (384) |
| | (23,742.72) | (11,481.99) | (12,261) | (18,990) | (4,753) | (23,743) |
| F. Insurance | (4,622.04) | (4,567.71) | (54) | (4,596) | (26) | (4,622) |
| G. Financing | | | | | | |
| 1) Interest | (85.87) | 0.00 | (86) | 0 | (86) | (86) |
| 2) Principal | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| 3) Financing costs | (100.00) | (100.00) | 0 | (100) | 0 | (100) |
| 4) Draws | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | (185.87) | (100.00) | (86) | (100) | (86) | (186) |
| | (10,902.61) | (3,384.66) | (7,517.95) | (14,526) | 3,623 | (10,903) |

5. Administration

| | | | | | | |
|----------------------|-------------------|-------------------|--------------|----------------|----------------|----------------|
| A. Staffing | (3,775.58) | (3,581.92) | (194) | (3,605) | (171) | (3,776) |
| B. Office | (3,266.57) | (1,629.73) | (1,637) | (1,914) | (1,353) | (3,267) |
| C. Operations | (370.49) | (1,687.94) | 1,317 | 0 | (370) | (370) |
| D. Organization | (900.00) | (900.00) | 0 | (900) | 0 | (900) |
| E. Unclassified | (29.55) | 0.00 | (30) | (55) | 25 | (30) |
| | (8,342.19) | (7,799.59) | (543) | (6,474) | (1,868) | (8,342) |
| F. Investment income | 566.05 | 284.80 | 281 | 1,050 | (484) | 566 |
| | (7,776.14) | (7,514.79) | (261) | (5,424) | (2,352) | (7,776) |

| | | | | | | |
|-----------------------|------------------|------------------|-----------------|---------------|--------------|---------------|
| Change in cash | 27,161.80 | 37,338.45 | (10,177) | 20,000 | 7,162 | 27,162 |
|-----------------------|------------------|------------------|-----------------|---------------|--------------|---------------|



II. Balance Sheet

12/31/11

| Cash and Investments | Actual | | |
|-----------------------|--------------------------|-------------|--------------------------|
| | 1/1/11 | More (Less) | 12/31/11 |
| Checking | | | |
| PNC | 21,884.19 | (855) | 21,029.49 |
| Peoples Bank | 384.19 | (55) | 328.89 |
| PNC credit card | | 2,156 | 2,156.12 |
| Schwab - Unrestricted | 4,190.02 | (263) | 3,927.02 |
| Paypal | 964.41 | 566 | 1,530.78 |
| | <u>27,422.81</u> | | <u>28,972.30</u> |
| Imprest | 200.00 | 0 | 200.00 |
| Schwab - Endowment | 150,000.00 | 25,612 | 175,612.31 |
| Total Assets | <u>177,622.81</u> | 27,162 | <u>204,784.61</u> |

| Debt | | | |
|-------------------|--------------------|---|--------------------|
| PNC | 0.00 | 0 | 0.00 |
| 3.750% Prime+ .5% | | | |
| | <u>0.00</u> | 0 | <u>0.00</u> |

| Net Assets | | | |
|------------------------------|--------------------------|---------|--------------------------|
| Unrestricted funds | 20,105.73 | 5,704 | 25,810.22 |
| Temporarily restricted funds | 7,517.08 | (4,285) | 3,232.08 |
| Endowment fund | 150,000.00 | 25,742 | 175,742.31 |
| Less: Debt | 0.00 | 0 | 0.00 |
| | <u>177,622.81</u> | 27,162 | <u>204,784.61</u> |

Total Debt and Net Assets **177,622.81** 27,162 **204,784.61**



Balance Sheet
Debt
 12/31/11

PNC

1/1/11 0.00 (Open line of credit)

| | Debt Service | | Costs | Draws |
|-----|--------------|----------|--------|-------|
| | Principal | Interest | | |
| JAN | | | | |
| FEB | | 85.87 | 100.00 | |
| MAR | | | | |
| APR | | | | |
| MAY | | | | |
| JUN | | | | |
| JUL | | | | |
| AUG | | | | |
| SEP | | | | |
| OCT | | | | |
| NOV | | | | |
| DEC | | | | |
| | 0.00 | 85.87 | 100.00 | 0.00 |

0 out of maximum \$75,000

3.750%
 (Prime+ .5%)



Balance Sheet
Net Assets
 12/31/11

| | 1/1/11 Beginning Balance | Income | Board Restricted | Released from Restriction | 12/31/11 Ending Balance |
|----------------------------------|--------------------------------|------------------|---------------------|---------------------------------|-------------------------------|
| A. Unrestricted | 20,105.73 | 25,669.49 | (25,000.00) | 5,035.00 | 25,810.22 |
| B. Restricted | | | | | |
| 1) Temporarily restricted | | | | | |
| Museum - HVAC | 4,800.00 | | | (4,800.00) | 0.00 |
| Parking lot | | 750.00 | | | 750.00 |
| Education | 2,416.73 | | | | 2,416.73 |
| Acquisitions | | 0.00 | 0.00 | (235.00) | (235.00) |
| Other - X picture cases | 300.35 | | | | 300.35 |
| | 7,517.08 | 750.00 | 0.00 | (5,035.00) | 3,232.08 |
| 2) Endowment | 150,000.00 | 742.31 | 25,000.00 | 0.00 | 175,742.31 |
| Restricted | 157,517.08 | 1,492.31 | 25,000.00 | (5,035.00) | 178,974.39 |
| All funds | 177,622.81 | 27,161.80 | 0.00 | 0.00 | 204,784.61 |
| Less: Debt | 0.00 | 0.00 | | | 0.00 |
| Net Assets | 177,622.81 | 27,161.80 | 0.00 | 0.00 | 204,784.61 |



Supplemental Schedule
Restricted Funds
 12/31/11



| | 1/1/11 | Total | Temporarily Restricted Funds | | | | Endowment |
|----------------------------------|--------|-------------------|------------------------------|-----------|--------------|--------|------------|
| | | | Museum | Education | Acquisitions | Other | Fund |
| Restricted income | | | | | | | |
| Endowment fund earnings | | 612.31 | | | | | 612.31 |
| Endowment gifts | | 130.00 | | | | | 130.00 |
| Museum acquisitions | | 235.00 | | | 235.00 | | |
| Parking lot | | 750.00 | 750.00 | | | | |
| Income | | 1,727.31 | 750.00 | 0.00 | 235.00 | 0.00 | 742.31 |
| Board Restricted | | 0.00 | | | | | |
| Board transfer | | 25,000.00 | | | | | 25,000.00 |
| | | 25,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 25,000.00 |
| Released from Restriction | | | | | | | |
| HVAC unit replacement | | (4,800.00) | (4,800.00) | | | | |
| Purple inverted jug | | (235.00) | | | (235.00) | | |
| Released | | (5,035.00) | (4,800.00) | 0.00 | (235.00) | 0.00 | 0.00 |
| Current year change | | 21,692.31 | (4,050.00) | 0.00 | 0.00 | 0.00 | 25,742.31 |
| 12/31/11 | | 179,209.39 | 750.00 | 2,416.73 | 0.00 | 300.35 | 175,742.31 |



III. Non-financial assets

2011



A. Museum facility

| | |
|---|--|
| <p>Building Building purchase Building Improvements Land Land Improvements</p>  | <p>Fixtures Display Equipment Display fixtures Reception furniture Theater furniture</p>  |
|---|--|

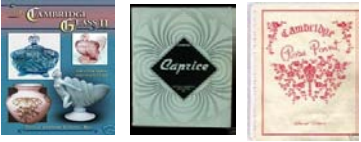
B. Service building

| | |
|---|--|
| <p>Building purchase Building improvements Land</p> |  |
|---|--|

C. Collections

| | | |
|--|--|---|
| <p>Cambridge Glass Collection Owned On loan Other Glass Factory equipment Glass production molds Glass etching plates Factory paper records</p> |  |  |
|--|--|---|

D. Education

| | |
|---|--|
| <p>Library Films and slides Research and other educational material</p> |  |
|---|--|

E. General

| |
|---|
| <p>Furniture and equipment Office hardware and software Kitchen equipment</p> |
|---|



Financial Report
December 31, 2011

Section 3

Operating Functions



1. Member Services

All Funds

| A. Crystal Ball operations | Actual | | | Comparison to budget | | |
|-----------------------------------|--------------------|--------------------|----------------|----------------------|----------------|-----------------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| Publishing | (11,562.45) | (10,449.39) | (1,113) | (12,000) | 438 | (11,562) |
| Delivery | (5,100.67) | (4,484.73) | (616) | (4,500) | (601) | (5,101) |
| Advertising revenue | 861.00 | 326.00 | 535 | 350 | 511 | 861 |
| | (15,802.12) | (14,608.12) | (1,194) | (16,150) | 348 | (15,802) |
| B. Convention | | | | | | |
| Convention revenue | 10,099.00 | 9,076.00 | 1,023 | | | |
| Food | (8,955.36) | (6,217.70) | (2,738) | | | |
| Facility rent | (3,863.50) | (3,642.00) | (222) | | | |
| Favors (all current year) | 0.00 | (203.10) | 203 | | | |
| All other expense | (719.32) | (628.66) | (91) | | | |
| | (3,439.18) | (1,615.46) | (1,824) | (1,750) | (1,689) | (3,439) |
| C. General marketing | | | | | | |
| Publicity | (3,835.74) | (2,508.03) | (1,328) | (3,500) | (336) | (3,836) |
| Member recruitment | (2,548.80) | (1,834.09) | (715) | (2,600) | 51 | (2,549) |
| Support of other organizations | (450.31) | (599.25) | 149 | (750) | 300 | (450) |
| | (6,834.85) | (4,941.37) | (1,893) | (6,850) | 15 | (6,835) |
| D. Member services | | | | | | |
| Printing | (75.00) | (7.25) | (68) | (50) | (25) | (75) |
| Postage | (334.40) | (132.00) | (202) | (150) | (184) | (334) |
| Relations | 0.00 | (494.94) | 495 | (500) | 500 | 0 |
| Century Club | (132.75) | (76.00) | (57) | (250) | 117 | (133) |
| Meetings | | | | | | |
| Receipts | 1,410.00 | 1,250.00 | 160 | 0 | 1,410 | 1,410 |
| Expense | (1,382.90) | (1,184.98) | (198) | (100) | (1,283) | (1,383) |
| | (515.05) | (645.17) | 130 | (1,050) | 535 | (515) |
| Total | (26,591.20) | (21,810.12) | (4,781) | (25,800) | (791) | (26,591) |



2. Development

All Funds

A. Fundraising

| 1) Annual Fund | Actual | | | Comparison to budget | | | |
|---------------------------|--------|------------------|------------------|----------------------|---------------|------------|---------------|
| | | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| Patron level | 24.5% | 12,640.00 | 12,984.00 | (344) | 12,000 | 640 | 12,640 |
| Century | | 13,120.00 | 12,950.00 | 170 | | | |
| Mardi Gras | | 9,235.00 | 7,200.00 | 2,035 | | | |
| Japonica | | 5,300.00 | 4,300.00 | 1,000 | | | |
| President's Circle level | | 10,775.00 | 12,250.00 | (1,475) | | | |
| Benefactor level | 74.4% | 38,430.00 | 36,700.00 | 1,730 | 34,000 | 4,430 | 38,430 |
| Special tributes | 1.2% | 595.00 | 1,370.00 | (775) | 500 | 95 | 595 |
| | 100.0% | 51,665.00 | 51,054.00 | 611 | 46,500 | 5,165 | 51,665 |
| | | | | | | | |
| 2) Gifts | | | | | | | |
| Unrestricted | | 949.11 | 295.00 | 654 | 500 | 449 | 949 |
| Temporarily restricted | | 985.00 | 754.75 | 230 | 1,000 | (15) | 985 |
| Endowment | | 130.00 | 246.00 | (116) | 1,000 | (870) | 130 |
| | | 2,064.11 | 1,295.75 | 768 | 2,500 | (436) | 2,064 |
| | | | | | | | |
| 3) Projects | | | | | | | |
| Scotties | | | | | | | |
| Cobalt | | 200.00 | 300.00 | (100) | | | |
| Prior year colors | | 485.00 | 425.00 | 60 | | | |
| Crystal Opalescent | | 425.00 | 200.00 | 225 | | | |
| Sales | | <u>1,110.00</u> | <u>925.00</u> | <u>185</u> | <u>300</u> | <u>810</u> | <u>1,110</u> |
| Production | | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | | 1,110.00 | 925.00 | 185 | 300 | 810 | 1,110 |
| | | | | | | | |
| 4) Grants | | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | | | | | | | |
| Total Fund Raising | | <u>54,839.11</u> | <u>53,274.75</u> | <u>1,564</u> | 49,300 | 5,539 | 54,839 |



Annual Fund

12/31/2011

| | | Giving Level | | | | Change | |
|--------------------------|-------|--------------|------------------|------------|------------------|-----------|-----------------|
| | | 2011 | | 2010 | | | |
| | | Number | Amount | Number | Amount | Number | Amount |
| | \$ | | | | | | |
| President's Circle | | 10 | 10,775.00 | 10 | 12,250.00 | 0 | (1,475.00) |
| Japonica | | 11 | 5,300.00 | 8 | 4,000.00 | 3 | 1,300.00 |
| Mardi Gras | | 46 | 9,235.00 | 37 | 7,500.00 | 9 | 1,735.00 |
| Century | | 131 | 13,120.00 | 128 | 12,950.00 | 3 | 170.00 |
| Benefactors | 75.2% | 198 | 38,430.00 | 183 | 36,700.00 | 15 | 1,730.00 |
| Patrons | 24.8% | 350 | 12,640.00 | 356 | 12,984.00 | (6) | (344.00) |
| Active households | | 548 | 51,070.00 | 539 | 49,684.00 | 9 | 1,386.00 |
| Special tributes | | 7 | 595.00 | 6 | 1,370.00 | 1 | (775.00) |
| | | 555 | 51,665.00 | 545 | 51,054.00 | 10 | 611.00 |

| | | Retention | | | | Change | |
|--------------------------------|--|------------|------------------|------------|------------------|-----------|-----------------|
| | | 2011 | | 2010 | | | |
| | | Number | Amount | Number | Amount | Number | Amount |
| Gift in Both years | | 499 | 47,685.00 | 499 | 47,517.00 | 0 | 168.00 |
| New member in 2011 | | 49 | 3,385.00 | | | 49 | 3,385.00 |
| Did not renew from 2010 | | | | 40 | 2,167.00 | (40) | (2,167.00) |
| Active households | | 548 | 51,070.00 | 539 | 49,684.00 | 9 | 1,386.00 |
| Special tributes | | 7 | 595.00 | 6 | 1,370.00 | 1 | (775.00) |
| | | 555 | 51,665.00 | 545 | 51,054.00 | 10 | 611.00 |



2. Development All Funds

B. Events

| | Actual | | | Comparison to budget | | |
|---------------------------------|-------------|-------------|-------------|----------------------|----------|----------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| 1) Benefit Auction | | | | | | |
| Floor sales | 55,969.50 | 34,844.00 | 21,126 | | | |
| Mail bids | 296.00 | 1,265.00 | (969) | | | |
| NCC owned glass | 0.00 | 0.00 | 0 | | | |
| Gift glass | 0.00 | 0.00 | 0 | | | |
| Consignment payments | (44,507.60) | (28,192.00) | (16,316) | | | |
| Auctioneer fee | (2,375.38) | (1,573.20) | (802) | | | |
| Gross income | 9,382.52 | 6,343.80 | 3,039 | | | |
| Admission fees | 274.00 | 237.00 | 37 | | | |
| Facility rental | (600.00) | (600.00) | 0 | | | |
| All other | (584.78) | (311.40) | (273) | | | |
| | 8,471.74 | 5,669.40 | 2,802 | 6,000 | 2,472 | 8,472 |
| 2) Glass Show | | | | | | |
| Exhibitor fees | 4,393.75 | 5,256.25 | (863) | | | |
| Admission fees | 485.00 | 701.00 | (216) | | | |
| Gross income | 4,878.75 | 5,957.25 | (1,079) | | | |
| Advertising expense | (1,418.32) | (618.27) | (800) | | | |
| Other | (101.74) | 0.00 | (102) | | | |
| | 3,358.69 | 5,338.98 | (1,980) | 4,500 | (1,141) | 3,359 |
| 3) Glass Dash | | | | | | |
| Exhibitor fees | 1,230.00 | 1,355.00 | (125) | | | |
| Admission fees | 1,126.00 | 1,170.00 | (44) | | | |
| Gross income | 2,356.00 | 2,525.00 | (169) | | | |
| Marketing | (100.00) | (29.55) | (70) | | | |
| All other expense | (80.00) | (70.39) | (10) | | | |
| Facility rental | (475.00) | (475.00) | 0 | | | |
| | 1,701.00 | 1,950.06 | (249) | 2,000 | (299) | 1,701 |
| 4) Convention fundraiser | | | | | | |
| Revenue | 4,665.00 | 2,250.00 | 2,415 | | | |
| Expense | (3,275.69) | 0.00 | (3,276) | | | |
| | 1,389.31 | 2,250.00 | (861) | 1,500 | (111) | 1,389 |
| Total Events | 14,920.74 | 15,208.44 | (288) | 14,000 | 921 | 14,921 |



3. Education

All Funds

| A. Publications | Actual | | | Comparison to budget | | |
|---------------------------------|----------|----------|-------------|----------------------|----------|----------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| 1) Sales | | | | | | |
| a. Catalog reprints | | | | | | |
| 1903 - Bennett | 21.00 | 31.00 | (10) | | | |
| Nearcut | 112.66 | 141.55 | (29) | | | |
| 1927 - Smith | 99.50 | 49.75 | 50 | | | |
| 1930-34 | 87.20 | 107.15 | (20) | | | |
| 1940 | 200.00 | 155.00 | 45 | | | |
| 1949-53 | 89.75 | 117.80 | (28) | | | |
| 1956-58 | 0.00 | 12.95 | (13) | | | |
| b. Color books | | | | | | |
| NCC color book 2 | 626.95 | 642.84 | (16) | | | |
| Other | 35.70 | 35.70 | 0 | | | |
| c. Etching books | | | | | | |
| Etchings book 1 | 190.25 | 206.40 | (16) | | | |
| Etchings book 2 (non-cataloged) | 88.05 | 137.56 | (50) | | | |
| Etchings booklets | 36.00 | 35.00 | 1 | | | |
| d. Specific lines | | | | | | |
| Caprice | 375.05 | 546.65 | (172) | | | |
| Rosepoint | 750.11 | 610.45 | 140 | | | |
| e. Rock Crystal | | | | | | |
| Rock Crystal Engravings | 75.24 | 107.90 | (33) | | | |
| Rock Crystal Listings | 0.00 | 15.95 | (16) | | | |
| f. Decorates | | | | | | |
| Cambridge Decorates | 71.75 | 134.05 | (62) | | | |
| g. Types | | | | | | |
| Stemware - Nye | 19.95 | 79.85 | (60) | | | |
| Animal | 24.95 | 0.00 | 25 | | | |
| Pharmaceuticals | 39.80 | 231.83 | (192) | | | |
| h. Florence books | 194.70 | 116.80 | 78 | | | |
| i. Other book sales | | | | | | |
| Reflections | 40.00 | 14.50 | 26 | | | |
| Museum tour guide brochures | 15.00 | 33.00 | (18) | | | |
| Miscellaneous | 73.77 | 200.68 | (127) | | | |
| j. Price guides | 38.45 | 104.00 | (66) | | | |
| | 3,305.83 | 3,868.36 | (563) | 3,300 | 6 | 3,306 |

(Continued next page)



3. Education (continued)

All Funds

| A. Publications (continued) | Actual | | | Comparison to budget | | |
|--|-----------------|-----------------|--------------|----------------------|--------------|--------------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| 1) Sales (from previous page) | 3,305.83 | 3,868.36 | (563) | 3,300 | 6 | 3,306 |
| 2) Cost of book sales | | | | | | |
| Specific lines | (521.25) | (521.25) | 0 | | | |
| Catalog reprints | (67.50) | 0.00 | (68) | | | |
| Colorbooks | (36.00) | (1,251.75) | 1,216 | | | |
| Etchings books | 0.00 | 0.00 | 0 | | | |
| Rock Crystal Engravings | 0.00 | 0.00 | 0 | | | |
| Types | 0.00 | 0.00 | 0 | | | |
| Florence | 0.00 | 0.00 | 0 | | | |
| Other publications | (130.94) | (629.42) | 498 | | | |
| Value guides | 0.00 | 0.00 | 0 | | | |
| | (755.69) | (2,402.42) | 1,647 | (500) | (256) | (756) |
| 3) Production costs | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| 4) Royalties | 281.05 | 46.50 | 235 | 300 | (19) | 281 |
| Total Publications | 2,831.19 | 1,512.44 | 1,319 | 3,100 | (269) | 2,831 |
| | | | | | | |
| B. Miscellaneous | | | | | | |
| Crystal Lady, binders, pamphlets, etc. | 128.95 | 98.00 | 31 | | | |
| Inventory purchases | (263.24) | 0.00 | (263) | | | |
| | (134.29) | 98.00 | (232) | 50 | (184) | (134) |
| | | | | | | |
| C. Research | | | | | | |
| Research materials | 0.00 | (45.61) | 46 | | | |
| Educational resources | (25.00) | 0.00 | (25) | | | |
| | (25.00) | (45.61) | 21 | (700) | 675 | (25) |
| | | | | | | |
| D. Activities | | | | | | |
| Art Show | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| Workers reunion | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| Total | 2,671.90 | 1,564.83 | 1,107 | 2,450 | 222 | 2,672 |



4. Museum All Funds

| A. Public operations | Actual | | | Comparison to budget | | |
|---------------------------------|-----------------|-----------------|-------------|----------------------|------------|--------------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| 1) Admissions | 10,039.00 | 8,333.00 | 1,706 | 8,379 | 1,660 | 10,039 |
| 2) Staffing | | | | | | |
| Wages | (11,020.08) | (10,716.27) | (304) | (11,000) | (20) | (11,020) |
| Payroll taxes: | | | | | | |
| Withholdings | 1,731.79 | 1,925.12 | (193) | | | |
| Payments | (3,234.06) | (3,314.71) | 81 | | | |
| | (1,502.27) | (1,389.59) | (113) | (1,392) | (110) | (1,502) |
| Staffing | (12,522.35) | (12,105.86) | (416) | (12,392) | (130) | (12,522) |
| | (2,483.35) | (3,772.86) | 1,290 | (4,013) | 1,530 | (2,483) |
| B. Merchandise sales | | | | | | |
| 1) Resale glass | | | | | | |
| Cambridge glass | 11,430.90 | 6,577.50 | 4,853 | | | |
| Mosser | 235.00 | 331.00 | (96) | | | |
| Boyd | 12.00 | 12.00 | 0 | | | |
| Global | 710.50 | 1,083.34 | (373) | | | |
| Shaker tops | 45.00 | 42.00 | 3 | | | |
| Other | 578.00 | 292.00 | 286 | | | |
| Convention favors | 70.00 | 135.00 | (65) | | | |
| | 13,081.40 | 8,472.84 | 4,609 | 9,000 | 4,081 | 13,081 |
| Inventory purchases | | | | | | |
| Cambridge | 0.00 | (1,271.05) | 1,271 | | | |
| Other | (376.48) | (758.72) | 382 | | | |
| | (376.48) | (2,029.77) | 1,653 | (3,000) | 2,624 | (376) |
| | 12,704.92 | 6,443.07 | 6,262 | 6,000 | 6,705 | 12,705 |
| 2) Miscellaneous | | | | | | |
| Printed materials | 111.50 | 135.50 | (24) | | | |
| Pins and patches | 65.00 | 28.00 | 37 | | | |
| Cats Meow | 20.00 | 20.00 | 0 | | | |
| Logo pencils | 10.00 | 2.00 | 8 | | | |
| Miscellaneous | 59.93 | 113.85 | (54) | | | |
| Jewelry | 5,705.00 | 6,841.00 | (1,136) | | | |
| Christmas | 524.00 | 852.24 | (328) | | | |
| | 6,495.43 | 7,992.59 | (1,497) | | | |
| Inventory purchases | (571.84) | (320.26) | (252) | | | |
| | 5,923.59 | 7,672.33 | (1,749) | 5,000 | 924 | 5,924 |
| | 18,628.51 | 14,115.40 | 4,513 | 11,000 | 7,629 | 18,629 |
| C. Parking space rentals | 3,982.50 | 3,172.50 | 810 | 3,173 | 810 | 3,983 |

(Continued next page)



4. Museum (continued)

All Funds

| | Actual | | | Comparison to budget | | |
|-----------------------------------|--------------------|--------------------|-----------------|----------------------|----------------|-----------------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| D. Contents | | | | | | |
| 1) Cambridge Glass Company | | | | | | |
| Glass collection purchases | (1,050.00) | (750.00) | (300) | | | |
| Materials and equipment | 0.00 | 0.00 | 0 | | | |
| Factory business records | 0.00 | 0.00 | 0 | | | |
| 2) General | | | | | | |
| Display materials | (55.56) | 0.00 | (56) | | | |
| Furniture and equipment | (1,374.08) | 0.00 | (1,374) | | | |
| | (2,479.64) | (750.00) | (1,730) | (1,000) | (1,480) | (2,480) |
| E. Building | | | | | | |
| 1) Museum facility | | | | | | |
| a. Utilities | | | | | | |
| Electric | (7,424.64) | (6,645.49) | (779) | (7,500) | 75 | (7,425) |
| Telephone | (640.88) | (503.99) | (137) | (422) | (219) | (641) |
| Security | (422.00) | (422.00) | 0 | (450) | 28 | (422) |
| Water | (240.87) | (122.49) | (118) | (143) | (98) | (241) |
| | (8,728.39) | (7,693.97) | (1,034) | (8,515) | (213) | (8,728) |
| b. Maint. and Improvements | (14,630.55) | (3,472.40) | (11,158) | (10,200) | (4,431) | (14,631) |
| | (23,358.94) | (11,166.37) | (12,193) | (18,715) | (4,644) | (23,359) |
| 2) Storage building | | | | | | |
| Electric | (258.06) | (253.64) | (4) | (250) | (8) | (258) |
| Supplies | (84.23) | (42.00) | (42) | (25) | (59) | (84) |
| Repairs and improvements | (41.49) | (19.98) | (22) | 0 | (41) | (41) |
| | (383.78) | (315.62) | (68) | (275) | (109) | (384) |
| | (23,742.72) | (11,481.99) | (12,261) | (18,990) | (4,753) | (23,743) |
| F. Insurance | | | | | | |
| Property and liability insurance | (4,426.00) | (4,336.00) | (90) | (4,336) | (90) | (4,426) |
| Property tax | (196.04) | (231.71) | 36 | (260) | 64 | (196) |
| | (4,622.04) | (4,567.71) | (54) | (4,596) | (26) | (4,622) |
| G. Financing | | | | | | |
| PNC Bank | | | | | | |
| 1) Interest | (85.87) | 0.00 | (86) | 0 | (86) | (86) |
| 2) Principal | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| 3) Financing costs | (100.00) | (100.00) | 0 | (100) | 0 | (100) |
| 4) Loan draws | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | (185.87) | (100.00) | (86) | (100) | (86) | (186) |
| Total | (10,902.61) | (3,384.66) | (7,518) | (14,526) | 3,623 | (10,903) |



Museum

Maintenance and improvements

| | | | |
|----------|---------------------------------|---|------------------|
| 1/8/11 | Kopchak Heating & Cooling | Bearing and saft replaced on roof unit | 196.60 |
| 2/5/11 | Kopchak Heating & Cooling | Installed piece of duct work between two units | 69.00 |
| 5/16/11 | Kopchak Heating & Cooling | Replaced condensor motor & fan blade, main control board bad | 975.00 |
| 7/9/11 | Kopchak Heating & Cooling | Fixed fan motor & blade | 60.00 |
| 8/6/11 | Kopchak Heating & Cooling | Compressor over heated back roof top unit | 70.00 |
| 10/1/11 | Cowgill's Inc | Payment to begin installation install a Rheem 5 ton heat pump | 4,000.00 |
| 10/29/11 | Cowgill's Inc | Balance material & Labor to install Rheem 5 ton heat pump | 3,198.00 |
| 10/29/11 | Cowgill's Inc | Balance material & Labor to install Rheem 5 ton heat pump | 800.00 |
| 10/29/11 | Fleming Hartley Heating, Co. | Crane 2 AC units off roof, remove unit stands, cap off duct work | 776.00 |
| 10/29/11 | Kopchak Heating & Cooling | Disconnected power to two roof top units | 75.00 |
| | | HVAC | 10,219.60 |
| 1/27/11 | Lowe's | Women's bathroom cabinets | 2,394.50 |
| 8/6/11 | ATT | Reduced noise on phone line. Installed filters, misc. phone repairs | 150.00 |
| 6/18/11 | Balik, Tanner | Mowing at Museum (2 times) | 30.00 |
| 7/23/11 | Balik, Tanner | 2 mowings | 30.00 |
| 1/22/11 | Bennett Paper and Supply Co. | | 8.99 |
| 5/28/11 | Bennett Paper and Supply Co. | Kleenex | 15.95 |
| 5/28/11 | Bennett Paper and Supply Co. | Brown Disp. towels (Inv. 44171) | 28.88 |
| 9/3/11 | Bennett Paper and Supply Co. | Paper towels | 18.50 |
| 11/20/11 | Bennett Paper and Supply Co. | Toilet Tissue | 29.76 |
| 12/10/11 | Bennett Paper and Supply Co. | Brown multifold towels, foamcups | 32.34 |
| 9/3/11 | Bennett, Rich & Sally | 3 new surge protectors | 57.68 |
| 4/30/11 | Cambridge Fyr Fyter, Inc. | Fire Extinguisher Inspection & recharge | 80.00 |
| 12/31/11 | Decorative Concrete Resurfacing | Write-off check #3093, vendor donated services | (50.00) |
| 4/30/11 | Enviro-Turf | Fertilizer & weed treatment | 30.00 |
| 6/11/11 | Enviro-Turf | third application | 30.00 |
| 2/19/11 | Jeffrey, Sam | Floor stripping & waxing | 300.00 |
| 3/26/11 | Jeffrey, Sam | Stripping and waxing office & stencil room | 60.00 |
| 6/11/11 | Jeffrey, Sam | Cleaning of museum front windows | 60.00 |
| 3/25/11 | Lowe's | Unknown debit card | 70.11 |
| 3/26/11 | Moore, Justin | Encap cleaning | 220.00 |
| 7/29/11 | Morris, Raymond | Concrete & Labor to repair storm drain in parking lot | 296.23 |
| 1/8/11 | Orme Hardware | | 3.29 |
| 5/16/11 | Orme Hardware | supplies | 26.86 |
| 6/11/11 | Orme Hardware | Vegetation killer, mower wheel, cleaners | 70.67 |
| 8/6/11 | Orme Hardware | tools | 17.37 |
| 10/9/11 | Orme Hardware | Supplies | 10.49 |
| 7/9/11 | Orme Hardware | Trash bags | 13.79 |
| 8/6/11 | Orme Hardware | soap, cleaning supplies | 23.28 |
| 11/6/11 | Orme Hardware | Polishing cream, ext cord, bulbs, light set | 72.26 |
| 12/10/11 | Orme Hardware | Caulking, seed shoplight bulb | 67.17 |
| 1/27/11 | Riesbeck's | Unknown debit card | 12.82 |
| 6/11/11 | Rohrbough, Sandy | Flag | 42.00 |
| 6/18/11 | Rohrbough, Sandy | Splitter for credit card machine | 8.01 |
| | | | 14,480.55 |
| 1/22/11 | Mark Goodman | Snow removal 1/8/11 | 50.00 |
| 1/29/11 | Mark Goodman | Snow removal 1/12/2011, 1/27/2011 | 100.00 |
| | | | 150.00 |
| | | | 14,630.55 |



5. Administration

All Funds

| | Actual | | | Comparison to budget | | |
|--------------------------|------------|------------|-------------|----------------------|----------|----------|
| | 12/31/11 | 12/31/10 | More (Less) | Budget | Variance | 12/31/11 |
| A. Staffing | | | | | | |
| Wages | (3,428.25) | (3,166.35) | (262) | (3,200) | (228) | (3,428) |
| Payroll taxes: | | | | | | |
| Withholdings | 476.29 | 523.12 | (47) | | | |
| Payments | (823.62) | (938.69) | 115 | | | |
| | (347.33) | (415.57) | 68 | (405) | 58 | (347) |
| | (3,775.58) | (3,581.92) | (194) | (3,605) | (171) | (3,776) |
| B. Office | | | | | | |
| Supplies | (428.97) | (95.96) | (333) | (200) | (229) | (429) |
| Postage | (535.32) | (185.59) | (350) | (250) | (285) | (535) |
| Licenses, fees, and dues | (259.95) | (175.00) | (85) | (175) | (85) | (260) |
| Office Machines | | | | | | |
| DSL | (359.40) | (622.48) | 263 | (359) | (0) | (359) |
| Software | (229.57) | (229.57) | 0 | 0 | (230) | (230) |
| Hardware | (414.49) | (30.00) | (384) | (500) | 86 | (414) |
| Repairs & supplies | (152.10) | (174.55) | 22 | (250) | 98 | (152) |
| Bank charges | (886.77) | (116.58) | (770) | (180) | (707) | (887) |
| | (3,266.57) | (1,629.73) | (1,637) | (1,914) | (1,353) | (3,267) |
| C. Operations | | | | | | |
| Shipping for sales | | | | | | |
| Collected | 274.31 | 377.81 | (104) | 0 | 274 | 274 |
| Paid | (48.12) | (395.09) | 347 | 0 | (48) | (48) |
| Sales tax | | | | | | |
| Collected | 1,498.35 | 1,284.13 | 214 | 0 | 1,498 | 1,498 |
| Paid | (1,547.80) | (2,516.90) | 969 | 0 | (1,548) | (1,548) |
| Web based commerce | | | | | | |
| Ebay (Budget 350) | (324.34) | (290.06) | (34) | 0 | (324) | (324) |
| Website (Budget 162) | (200.30) | (161.91) | (38) | 0 | (200) | (200) |
| Paypal (Budget 50) | (30.54) | (40.31) | 10 | 0 | (31) | (31) |
| Cash over/short | 7.95 | 54.39 | (46) | 0 | 8 | 8 |
| | (370.49) | (1,687.94) | 1,317 | 0 | (370) | (370) |
| D. Organization | | | | | | |
| Insurance - D&O | (900.00) | (900.00) | 0 | (900) | 0 | (900) |
| Professional fees | 0.00 | 0.00 | 0 | 0 | 0 | 0 |
| | (900.00) | (900.00) | 0 | (900) | 0 | (900) |
| E. Unclassified | (29.55) | 0.00 | (30) | (55) | 25 | (30) |
| Sub-total | (8,342.19) | (7,799.59) | (543) | (6,474) | (1,868) | (8,342) |
| F. Income | | | | | | |
| Other | 151.40 | 410.74 | (259) | 100 | 51 | 151 |
| Unrestricted investment | (197.66) | 74.29 | (272) | 200 | (398) | (198) |
| Endowment investment | 612.31 | (200.23) | 813 | 750 | (138) | 612 |
| | 566.05 | 284.80 | 281 | 1,050 | (484) | 566 |
| Total | (7,776.14) | (7,514.79) | (261) | (5,424) | (2,352) | (7,776) |



Financial Report
December 31, 2011

Section 4

Supplemental information



Board of Directors 2011

2011 Election

| | | | |
|-------------|--------------|--------------------|------------------|
| 2015 | Nancy Finley | <i>Sedalia</i> | <i>Missouri</i> |
| | Les Hansen | <i>St. Paul</i> | <i>Minnesota</i> |
| | Lynn Welker | <i>New Concord</i> | <i>Ohio</i> |

2010 Election

| | | | |
|-------------|------------------------------------|--------------------|-------------|
| 2014 | David Ray (<i>President</i>) | <i>Westerville</i> | <i>Ohio</i> |
| | Mike Strebler (<i>Treasurer</i>) | <i>Hudson</i> | <i>Ohio</i> |
| | Frank Wollenhaupt | <i>Dayton</i> | <i>Ohio</i> |

2009 Election

| | | | |
|-------------|------------------------------------|---------------------|-------------------|
| 2013 | Ken Filippini | <i>Midland Park</i> | <i>New Jersey</i> |
| | Rick Jones | <i>Princeton</i> | <i>New Jersey</i> |
| | Freeman Moore (<i>Secretary</i>) | <i>Flower Mound</i> | <i>Texas</i> |

2008 Election

| | | | |
|-------------|---|---------------------|-----------------------|
| 2012 | Cindy Arent | <i>Cambridge</i> | <i>Ohio</i> |
| | Helen Klemko (<i>Not running for re-election</i>) | <i>Fountain Inn</i> | <i>South Carolina</i> |
| | Mark Nye | <i>Jackson</i> | <i>Michigan</i> |



Board Functions

Rick Jones

Director of Strategic Planning

Strategic planning

1. Governance
2. Planning
3. Marketing

David Ray

Human Resources Director

Human Resources

Sharon Miller

Chair, Standards Committee

Standards Committee

Larry Everett
Susan Everett
Rick Jones
David Ray
Mike Strebler

Committee Member
Committee Member
Committee Member
Committee Member
Committee Member



Operating Team

1. Member Services

Frank Wollenhaupt *Vice President for Member Services*

A. Member relations

Vacant *Director of Member Relations*
Tarzan Deel *Membership Data-base Administrator*

B. Crystal Ball

Helen Klemko *Executive Editor*

C. Convention

Julie Buffenbarger *Convention Director*
Nancy Finley *Convention Director*

D. Social media

Alex Citron *Manager of Facebook Operations*

E. Member meetings

F. Study Groups

Jeannie Moore *Study Group Coordinator*



Operating Team
2. Development

Larry Everett

Vice President for Development

A. Campaigns

1. Annual Fund
2. Special gifts
3. Endowment

Ken Filippini
Jane Filippini
Larry Everett

Annual Fund Director
Annual Fund Director
Director of the Heritage Society

B. Events

1. Benefit Auction
2. Glass Show
3. Glass Dash
4. Convention event

Jack Thompson
Elaine Thompson
Lynn Welker
Joy McFadden
Mary Beth Hackett
Larry Everett
Susan Everett

Auction Manager
Auction Manager
Auction Manager
Show Manager
Show Manager
Glass Dash Manager
Glass Dash Manager

C. Projects

Carl Beynon
Carl Beynon

Jeweler
Scotties Project Manager

D. Publicity

Frank Wollenhaupt

Vice President for Member Services



Operating Team

3. Education

Les Hansen

Vice President for Education

A. Publications

Mark Nye

Director of Publications

B. Research

Mark Nye

Archivist

C. Programming

Greg Vass

Director of Programming

D. NCC History

Mark Nye

Archivist



Operating Team

4. Museum

Cindy Arent

*Vice President for Museum Operations
and Community Relations*

A. Public operations

Sandy Rohrbough
Betty Sivard
Sally Slattery

*Docent
Docent
Docent*

B. Facilities & grounds

Carl Beynon

Director of Facilities

C. Collections

Lynn Welker

Director of Collections

D. Merchandise sales

Lynn Welker
Cindy Arent

*Gift Shop Manager
Gift Shop Manager*

E. Community Relations



Operating Team
5. Administration

Mike Strebler

*Vice President for Administration
and Chief Financial Officer*

A. Accounting & Finance

Lisa Neilson

Office Manager

B. Risk management

C. Payroll

Lisa Neilson

Office Manager

D. Information technology

David Adams

Webmaster

E. Legal

For more information please contact

The National Cambridge Collectors, Inc.

