



National Cambridge Collectors

Financial Forecast

For years

2009 through 2018

As of February 21, 2009



Financial Forecast
for years
2009-2018

As of February 21, 2009

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Financial Forecast
2009-2018

Section 1

Summary



Summary

Financial Forecast for years 2009 through 2018

This report is a presentation of the forecasted results of operations for the calendar years ending December 31, 2009 through December 31, 2018 for the National Cambridge Collectors, Inc. (NCC). NCC is membership owned and organized for the study and preservation of all aspects of the Cambridge Glass Company which was located in Cambridge, Ohio and operated from 1902 until final closing in 1958. Oversight is provided by a twelve member Board of Directors that meets four times per year. The Board of Directors is elected by the membership to four-year terms. NCC is governed and managed exclusively by volunteers and supported by a small number of part-time paid staff.

The organization is a registered corporation in the state of Ohio. The organization is exempt from income taxation due to its qualification under Section 501(c)(3) of the Internal Revenue Code. Gifts to NCC are allowed as a tax deduction under Section 170 of the Internal Revenue Code. All real and personal property owned by NCC is exempt from property taxes.

The financial operations of NCC are presented in the material that follows. All transactions are presented on a cash basis. The primary method of measuring the results of operations is a **Statement of Activity** report. Cash is defined as currency and marketable securities and are reported as **Cash and Investments**. No other assets are measured in this report. For purposes of this report, **Debt** is defined as the amount owed to financial institutions. Increases and decreases to debt are included in the cash flows based on their effect of increasing or decreasing cash. **Net Assets** are the amount of Cash and Investments without a claim from Debt. Cash and Investments, Debt, and Net Assets are collectively referred to as the Balance Sheet. The analysis compares the actual results for calendar years 2006, 2007, and 2008 to forecasted results for 2009 through 2018. The first forecasted year, 2009, is also the current budgeted year.

NCC employs fund accounting to account for restrictions placed on the funds. Funds which are free of all designations are accounted for in an **Unrestricted Fund**. Funds designated as a permanent source of funding for the organization are accounted for in an **Endowment Fund**. NCC receives funds designated as to purpose which are classified as temporarily restricted in the accounting records. Temporarily restricted funds are released to the unrestricted fund when unrestricted funds are used for the temporarily restricted purpose. This financial



Summary (Continued)

forecast classifies all temporarily restricted funds as unrestricted since all temporary restrictions are assumed to be met over time.

The Endowment Fund is assumed to make no distributions during the forecast period. The forecast also assumes the transfer of all unrestricted funds in excess of \$30,000 to the Endowment Fund.

2009-2018 Forecast – Unrestricted Fund

Cash disbursements are budgeted to exceed cash receipts for the first forecast year reporting period ended December 31, 2009. The amount of excess is projected to be \$13,393. The excess of cash from operations is generated from the Development (\$79,600) and Education functions (\$1,610). Cash and Investment decreases from operations are budgeted for the Administration (\$7,572), Museum (\$32,020), and Membership (\$28,225) functions. For the forecast year 2018, the amount of excess is projected to be \$5,933. The excess of cash from operations is generated from the Development (\$73,800) and Education functions (\$35). Cash and Investment decreases from operations are budgeted for the Administration (\$8,146), Museum (\$29,231), and Membership (\$30,525) functions. These amounts are elaborated on further in the report. The organization will operate debt free from June 30, 2009 forward.

2009-2018 Forecast – Endowment Fund

The building of the Endowment Fund is the primary financial objective in this forecast. Increases to the endowment are assumed to be gifts (\$10,000), investment earnings (\$66,159), and transfers from the unrestricted fund (\$135,155). The endowment is projected to grow from \$65,961.02 at January 1, 2009, to \$277,275 at December 31, 2018.

2009-2018 Forecast – All Funds

The key variable in this and every NCC financial report is member generosity. Nearly 60% of revenue is due to gifts made to the Annual Fund or special restricted gifts. The organization continues to focus on this key aspect by making everyone a Friend of Cambridge through membership programs and just plain old friendship among collectors.

Finally, total financial assets will grow from \$107,296.22 at December 31, 2009 to \$307,275 at December 31, 2018. The endowment fund will constitute the majority of the claim on that amount. Other assets that are proudly owned, and some on loan, but not included in the budget, are scheduled in this budget as information and currently insured for \$2.4 million.



Summary
All Funds

I. Statement of Activity

	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
A. Unrestricted													
1. Membership	(14,673.31)	(26,956.71)	(28,913.06)	(28,225)	(28,475)	(28,725)	(29,000)	(29,250)	(29,500)	(29,775)	(30,025)	(30,275)	(30,525)
2. Development													
Fundraising	46,865.91	59,122.40	57,853.99	55,500	55,000	55,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Events	21,693.77	17,278.98	16,992.95	16,350	16,050	15,750	15,450	15,150	14,850	14,550	14,250	13,950	13,650
Merchandise	8,205.92	8,092.06	9,625.89	7,750	6,750	6,675	6,600	6,525	6,450	6,375	6,300	6,225	6,150
	76,765.60	84,493.44	84,472.83	79,600	77,800	77,425	76,050	75,675	75,300	74,925	74,550	74,175	73,800
3. Education	4,555.73	2,114.36	2,851.22	1,610	1,435	1,260	1,085	910	735	560	385	210	35
4. Museum	(32,643.71)	(76,797.42)	(50,984.17)	(32,020)	(24,594)	(25,118)	(25,658)	(26,213)	(26,783)	(27,370)	(27,973)	(28,593)	(29,231)
5. Administration	(8,321.24)	(5,986.44)	(7,315.92)	(7,572)	(7,178)	(7,287)	(7,399)	(7,514)	(7,633)	(7,756)	(7,882)	(8,012)	(8,146)
	25,683.07	(23,132.77)	110.90	13,393	18,989	17,555	15,078	13,608	12,119	10,585	9,055	7,505	5,933
B. Endowment	2,264.17	8,012.09	2,257.43	2,300	4,720	5,668	6,597	7,464	8,307	9,124	9,912	10,671	11,398
	27,947.24	(15,120.68)	2,368.33	15,693	23,708	23,223	21,675	21,072	20,425	19,708	18,967	18,176	17,331

II. Balance sheet

Assets	120,048.57	104,927.89	107,296.22	122,989	146,697	169,920	191,595	212,667	233,093	252,801	271,768	289,944	307,275
Debt	76,400.00	25,000.00	0.00	0	0	0	0	0	0	0	0	0	0
Fund balance													
Unrestricted	(12,042.93)	16,224.30	41,335.20	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Endowment	55,691.50	63,703.59	65,961.02	92,989	116,697	139,920	161,596	182,668	203,093	222,801	241,768	259,944	277,275
	43,648.57	79,927.89	107,296.22	122,989	146,697	169,920	191,595	212,667	233,093	252,801	271,768	289,944	307,275
	120,048.57	104,927.89	107,296.22	122,989	146,697	169,920	191,595	212,667	233,093	252,801	271,768	289,944	307,275



Financial Forecast
2009-2018

Section 2

Financial Statements

Statement of Activity**Unrestricted Fund**

	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1. Membership													
A. Crystal Ball operation	(9,483.97)	(18,922.87)	(20,940.71)	(20,750)	(21,000)	(21,250)	(21,500)	(21,750)	(22,000)	(22,250)	(22,500)	(22,750)	(23,000)
B. Convention	(1,569.97)	(523.48)	(1,576.96)	(1,500)	(1,500)	(1,500)	(1,525)	(1,525)	(1,525)	(1,550)	(1,550)	(1,550)	(1,550)
C. General marketing	(3,010.72)	(6,773.94)	(5,635.60)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
D. Member services	(608.65)	(736.42)	(759.79)	(975)	(975)	(975)	(975)	(975)	(975)	(975)	(975)	(975)	(975)
	(14,673.31)	(26,956.71)	(28,913.06)	(28,225)	(28,475)	(28,725)	(29,000)	(29,250)	(29,500)	(29,775)	(30,025)	(30,275)	(30,525)

	Actual			2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
	2006	2007	2008										
2. Development													
A. Fundraising													
1) Annual Giving	31,805.75	41,168.60	49,313.50	48,800	48,800	48,800	48,800	48,800	48,800	48,800	48,800	48,800	48,800
2) Gifts	5,725.55	11,447.80	6,160.49	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
3) Projects	9,334.61	4,006.00	2,380.00	1,500	1,000	1,000	-	-	-	-	-	-	-
4) Grants	-	2,500.00	-	-	-	-	-	-	-	-	-	-	-
	46,865.91	59,122.40	57,853.99	55,500	55,000	55,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
B. Events													
1) Benefit Auction	8,732.60	7,176.25	7,007.43	7,250	7,200	7,150	7,100	7,050	7,000	6,950	6,900	6,850	6,800
2) Glass Show	3,634.05	4,102.04	3,986.47	3,750	3,700	3,650	3,600	3,550	3,500	3,450	3,400	3,350	3,300
3) Glass Dash	3,015.12	2,387.69	2,414.05	2,350	2,300	2,250	2,200	2,150	2,100	2,050	2,000	1,950	1,900
4) Convention Auction	6,312.00	3,613.00	3,585.00	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650
	21,693.77	17,278.98	16,992.95	16,350	16,050	15,750	15,450	15,150	14,850	14,550	14,250	13,950	13,650
C. Merchandise													
1) Resale glass	7,308.45	7,704.15	6,395.77	6,000	5,950	5,900	5,850	5,800	5,750	5,700	5,650	5,600	5,550
2) Miscellaneous	897.47	387.91	3,230.12	1,750	800	775	750	725	700	675	650	625	600
	8,205.92	8,092.06	9,625.89	7,750	6,750	6,675	6,600	6,525	6,450	6,375	6,300	6,225	6,150
	76,765.60	84,493.44	84,472.83	79,600	77,800	77,425	76,050	75,675	75,300	74,925	74,550	74,175	73,800

	Actual			2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
	2006	2007	2008										
3. Education													
A. Publications													
1) Sales	8,079.47	8,218.10	5,550.40	4,310	4,035	3,760	3,485	3,210	2,935	2,660	2,385	2,110	1,835
2) Cost of sales	(4,731.55)	(3,830.64)	(1,838.66)	(1,500)	(1,400)	(1,300)	(1,200)	(1,100)	(1,000)	(900)	(800)	(700)	(600)
3) Production costs	(546.78)	0.00	(35.00)	-	-	-	-	-	-	-	-	-	-
4) Royalties	2,066.25	795.00	229.50	-	-	-	-	-	-	-	-	-	-
	4,867.39	5,182.46	3,906.24	2,810	2,635	2,460	2,285	2,110	1,935	1,760	1,585	1,410	1,235
B. Miscellaneous	211.42	116.00	86.50	-	-	-	-	-	-	-	-	-	-
C. Research materials	(128.32)	(2,809.00)	(1,008.07)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
D. Activities	(394.76)	(375.10)	(133.45)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
	4,555.73	2,114.36	2,851.22	1,610	1,435	1,260	1,085	910	735	560	385	210	35

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National Cambridge Collectors, Inc.
Statement of Activity (continued)
Unrestricted Fund

4. Museum	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
A. Public operations													
1) Admissions	3,748.00	3,485.50	4,519.00	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
2) Staffing	(8,850.65)	(10,137.57)	(10,350.82)	(11,124)	(11,523)	(11,869)	(12,225)	(12,591)	(12,969)	(13,358)	(13,759)	(14,172)	(14,597)
	(5,102.65)	(6,652.07)	(5,831.82)	(6,624)	(7,023)	(7,369)	(7,725)	(8,091)	(8,469)	(8,858)	(9,259)	(9,672)	(10,097)
B. Building													
1) Utilities	(5,716.82)	(6,402.42)	(7,177.10)	(6,735)	(6,903)	(7,076)	(7,253)	(7,434)	(7,620)	(7,811)	(8,006)	(8,206)	(8,411)
2) Maintenance & Improv.	(7,221.95)	(3,032.73)	(3,764.13)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)
	(12,938.77)	(9,435.15)	(10,941.23)	(11,935)	(12,103)	(12,276)	(12,453)	(12,634)	(12,820)	(13,011)	(13,206)	(13,406)	(13,611)
C. Contents	(54,101.57)	(1,636.99)	(6,860.00)	(12,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
D. Parking space rentals	3,982.50	3,172.50	3,172.50	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250
E. Storage building	(508.26)	(2,836.66)	(238.62)	(275)	(281)	(288)	(294)	(301)	(308)	(315)	(322)	(330)	(337)
F. Insurance	(3,500.00)	(3,646.00)	(4,336.00)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)
G. Financing													
1) Interest	(2,589.46)	(4,363.05)	(849.00)	-	-	-	-	-	-	-	-	-	-
2) Principal	(7,600.00)	(51,400.00)	(25,000.00)	-	-	-	-	-	-	-	-	-	-
3) Financing costs	(285.50)	-	(100.00)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
4) Draws	50,000.00	-	0.00	-	-	-	-	-	-	-	-	-	-
	39,525.04	(55,763.05)	(25,949.00)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
	(32,643.71)	(76,797.42)	(50,984.17)	(32,020)	(24,594)	(25,118)	(25,658)	(26,213)	(26,783)	(27,370)	(27,973)	(28,593)	(29,231)
5. Administration													
A. Staffing	(2,340.82)	(4,025.68)	(3,720.74)	(3,922)	(4,040)	(4,161)	(4,286)	(4,414)	(4,547)	(4,683)	(4,824)	(4,969)	(5,118)
B. Office	(4,344.40)	(2,574.78)	(3,117.08)	(2,835)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)
C. Operations	(649.69)	(958.84)	5.76	(515)	(515)	(515)	(515)	(515)	(515)	(515)	(515)	(515)	(515)
D. Organization	(1,400.00)	(900.00)	(900.00)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)
E. Unclassified	(59.51)	(306.11)	(12.70)	-	-	-	-	-	-	-	-	-	-
	(8,794.42)	(8,765.41)	(7,744.76)	(8,172)	(7,790)	(7,911)	(8,036)	(8,164)	(8,297)	(8,433)	(8,574)	(8,719)	(8,868)
F. Investment income	473.18	2,778.97	428.84	600	612	624	637	650	664	678	692	707	722
	(8,321.24)	(5,986.44)	(7,315.92)	(7,572)	(7,178)	(7,287)	(7,399)	(7,514)	(7,633)	(7,756)	(7,882)	(8,012)	(8,146)
Change in cash	25,683.07	(23,132.77)	110.90	13,393	18,989	17,555	15,078	13,608	12,119	10,585	9,055	7,505	5,933



Endowment Fund

All Activity

Actual	Beginning Balance	Activity			Transfers from Unrestricted	Ending Balance
		Gifts	Investment Income	Total		
2006	53,427.33	900.00	1,364.17	2,264.17	-	55,691.50
2007	55,691.50	5,500.00	2,512.09	8,012.09	-	63,703.59
2008	63,703.59	720.00	1,537.43	2,257.43	-	65,961.02
		7,120.00	5,413.69		-	
Forecast			4.00%			
2009	65,961.02	1,000	1,300	2,300.00	24,728	92,989
2010	92,989	1,000	3,720	4,719.57	18,989	116,697
2011	116,697	1,000	4,668	5,667.90	17,555	139,920
2012	139,920	1,000	5,597	6,596.82	15,078	161,596
2013	161,596	1,000	6,464	7,463.82	13,608	182,668
2014	182,668	1,000	7,307	8,306.70	12,119	203,093
2015	203,093	1,000	8,124	9,123.72	10,585	222,801
2016	222,801	1,000	8,912	9,912.05	9,055	241,768
2017	241,768	1,000	9,671	10,670.74	7,505	259,944
2018	259,944	1,000	10,398	11,397.76	5,933	277,275
		10,000	66,159	76,159	135,155	



Balance Sheet
All Funds

	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Assets													
Beginning balance	92,101.33	120,048.57	104,927.89	107,296	122,989	146,697	169,920	191,595	212,667	233,093	252,801	271,768	289,944
Change	27,947.24	(15,120.68)	2,368.33	15,693	23,708	23,223	21,675	21,072	20,425	19,708	18,967	18,176	17,331
Ending balance	120,048.57	104,927.89	107,296.22	122,989	146,697	169,920	191,595	212,667	233,093	252,801	271,768	289,944	307,275
Debt													
Beginning balance	34,000.00	76,400.00	25,000.00	0	0	0	0	0	0	0	0	0	0
Borrowings	50,000.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0
Repayments	(7,600.00)	(51,400.00)	(25,000.00)	0	0	0	0	0	0	0	0	0	0
Ending balance	76,400.00	25,000.00	0.00	0	0	0	0	0	0	0	0	0	0
Fund balance													
A. Unrestricted													
Beginning balance	(45,326.00)	(12,042.93)	16,224.30	41,335	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Activity	25,683.07	(23,132.77)	110.90	13,393	18,989	17,555	15,078	13,608	12,119	10,585	9,055	7,505	5,933
To endowment				(24,728)	(18,989)	(17,555)	(15,078)	(13,608)	(12,119)	(10,585)	(9,055)	(7,505)	(5,933)
Change in debt	7,600.00	51,400.00	25,000.00										
Ending balance	(12,042.93)	16,224.30	41,335.20	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
B. Endowment													
Beginning balance	53,427.33	55,691.50	63,703.59	65,961	92,989	116,697	139,920	161,596	182,668	203,093	222,801	241,768	259,944
Activity	2,264.17	8,012.09	2,257.43	2,300	4,720	5,668	6,597	7,464	8,307	9,124	9,912	10,671	11,398
From unrestricted				24,728	18,989	17,555	15,078	13,608	12,119	10,585	9,055	7,505	5,933
Ending balance	55,691.50	63,703.59	65,961.02	92,989	116,697	139,920	161,596	182,668	203,093	222,801	241,768	259,944	277,275
Debt and fund balance	120,048.57	104,927.89	107,296.22	122,989	146,697	169,920	191,595	212,667	233,093	252,801	271,768	289,944	307,275



Financial Forecast
2009-2018

Section 3

Operating Functions



1. Membership

Overview

The Membership function provides the interface between NCC and the outside world. This function is also responsible for governance issues. The main constituency served is the membership but also leads NCC's involvement with other community organizations. The primary tools used for fulfilling the mission are the publication and distribution of a newsletter, organization and execution of an annual Convention, and operation of quarterly membership meetings or events. Additionally, Membership performs the marketing efforts for the organization. Finally, and most importantly, the Membership function is NCC's direct link to the membership. Activities include correspondence and oversight of the member data-base.

The rental fees of the Pritchard Laughlin Civic Center, used for the annual Convention, are managed by the Membership function and not allocated to other functions. This includes the Glass Show that takes place in the same facility during the same dates as the Convention. The facility is under contract through 2012. Additionally, the cost of Convention favors purchased is included in convention costs. Any excess favors are sold through the Merchandise sales operation.

All management of the Membership function is provided by volunteers including the Editor of the Crystal Ball and Convention director.

2009-2018 Forecast

The total budgeted costs of the function are \$28,225 in 2009 and increase slightly to \$30,525 by 2018. There is no change in the scope of activities contemplated in determining the 2009 Budget. The increase is due to a small escalation in publishing and delivery costs.

National Cambridge Collectors, Inc.

1. Membership

Unrestricted Fund

A. Crystal Ball operations	Actual			1	2	3	4	5	6	7	8	9	10			
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018			
Publishing	(6,191.99)	(11,503.08)	(14,220.10)	(14,000)	(14,200)	(14,400)	(14,600)	(14,800)	(15,000)	(15,200)	(15,400)	(15,600)	(15,800)			
Delivery	(4,649.98)	(8,330.79)	(7,496.61)	(7,500)	(7,550)	(7,600)	(7,650)	(7,700)	(7,750)	(7,800)	(7,850)	(7,900)	(7,950)			
Advertising revenue	1,358.00	911.00	776.00	750	750	750	750	750	750	750	750	750	750			
	(9,483.97)	(18,922.87)	(20,940.71)	(20,750)	(21,000)	(21,250)	(21,500)	(21,750)	(22,000)	(22,250)	(22,500)	(22,750)	(23,000)			
B. Convention																
Convention revenue	8,848.00	8,740.00	9,763.00	<i>No detail forecasting</i>												
Food	(5,025.90)	(4,783.35)	(6,431.12)													
Facility rent	(3,502.50)	(3,760.00)	(3,712.50)													
Favors (all current year)	(1,236.00)	0.00	(309.32)													
All other expense	(653.57)	(720.13)	(887.02)													
	(1,569.97)	(523.48)	(1,576.96)	(1,500)	(1,500)	(1,500)	(1,525)	(1,525)	(1,525)	(1,550)	(1,550)	(1,550)	(1,550)			
C. General marketing																
Advertising	(1,314.73)	(2,468.77)	(1,062.00)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)			
Member recruitment	(15.60)	(2,711.11)	(3,217.59)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)			
Support of other organizations	(684.81)	(611.85)	(445.00)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)			
Penny Court	<i>Discontinued operation</i>															
Rent														(900.00)	(900.00)	(825.00)
Commissions														(95.58)	(82.21)	(86.01)
	(3,010.72)	(6,773.94)	(5,635.60)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)			
D. Member services																
Printing	(509.22)	(308.14)	(73.00)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)	(75)			
Postage	(54.60)	(22.67)	(42.00)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)			
Relations	(50.00)	(98.50)	(671.48)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)			
Century Club	(48.75)	(114.25)	(135.25)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)			
Meetings	<i>Assumed to net out</i>															
Receipts														1,292.00	1,364.00	1,426.00
Expense														(1,238.08)	(1,556.86)	(1,264.06)
	(608.65)	(736.42)	(759.79)	(975)	(975)	(975)	(975)	(975)	(975)	(975)	(975)	(975)	(975)			
Total	(14,673.31)	(26,956.71)	(28,913.06)	(28,225)	(28,475)	(28,725)	(29,000)	(29,250)	(29,500)	(29,775)	(30,025)	(30,275)	(30,525)			



2. Development

Overview

The Development function provides the main source of income for the organization. Activities that generate support are Fundraising, Events, and Merchandise.

A. Fundraising

Fundraising accounts for the majority of the Development function's income. The organization performs fundraising through four main activities; Annual Giving, Special Gifts, Projects, and Grants.

Annual Giving is commonly referred to as dues and consists of undesignated cash gifts from members. A gift to the Annual Giving program results in membership in the organization. Membership levels are tiered based on the size of the gift to the Annual Giving program. In general, there is no difference in benefits associated with membership levels.

The classification of Special Gifts represents cash gifts that are designated for a specific purpose or are from non-members.

Projects are specific periodic efforts by the organization to generate income. Projects generally consist of commissioning the production of an item for sale.

Grants are amounts received from corporations, foundations, or government units to be utilized for any defined purpose for which the grant applies.

B. Events

The organization operates four events during a given year. An all Cambridge glass Benefit Auction is held on a Saturday in late February or early March. The auction is the largest revenue producer of the events. The other three events are held during the organization's annual convention in late June. They consist of a Glass Show which takes place on Friday and Saturday of the convention weekend, the Glass Dash held on Saturday morning, and a Mini-auction held after the banquet on Saturday night. Revenues from the Glass Show and Glass Dash are consistent from year to year. The Silent Auction is more volatile depending on the items available for auction and the form of the auction. Each event is managed by a volunteer.



2. Development (Continued)

C. Merchandise

The organization sells merchandise through its museum gift shop, an eBay store, and its newsletter. Merchandise consists of resale glass and miscellaneous other items. The majority of resale glass is original Cambridge glass sold through the museum shop. Other resale glass items are convention favors, Global glass items, shaker tops and a small assortment of other glass items. Miscellaneous merchandise includes pictures, postcards, pins, patches, pencils, and a small assortment of other items. Miscellaneous merchandise sales are relatively insignificant.

2009-2018 Forecast

The Development function is projected to provide \$79,600 for the 2009 budget. This amount is projected to deteriorate to \$73,800 by 2018. Fundraising is the main cash generator for this function as well as the entire organization.

Fundraising is projected to provide \$55,500 for 2009. This amount is intended to slightly decline to \$54,000 by 2018. The Annual Fund and special gifts are projected at a constant amount over the ten year period. The decline is due to the discontinuance of any project related sales revenue. No new projects are assumed over the forecast periods.

Events are projected to provide \$16,350 in 2009. This amount is projected to deteriorate to \$13,650 by 2018. The decrease is general across all events due to a decreasing collector base.

Merchandise is projected to produce \$7,750 for the 2009 budget; virtually the same as the 2008 budget. The majority of this amount is expected to come from sales of original Cambridge Glass and is dependent on the ability to obtain sufficient inventory for resale. This amount is projected to decline only slightly to \$6,150 by 2018. The assumption is that NCC members will continually donate glass from their collections for re-sale.

2. Development

Unrestricted Fund

A. Fundraising

	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1) Annual Giving													
Single	6,316.00	6,491.50	6,002.00	<i>Merged recognition levels 2009</i>									
Joint	5,385.00	5,422.50	5,673.00										
Patron level	11,701.00	11,914.00	11,675.00	11,600	11,600	11,600	11,600	11,600	11,600	11,600	11,600	11,600	11,600
Century	5,878.00	9,155.00	12,761.70	<i>No detail forecasting</i>									
Mardi Gras	3,619.00	6,444.00	7,294.00										
Japonica	1,100.00	3,028.00	4,030.00										
Benefactor level	10,597.00	18,627.00	24,085.70	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
President's Circle level	9,507.75	10,107.60	12,827.80	12,400	12,400	12,400	12,400	12,400	12,400	12,400	12,400	12,400	12,400
	20,104.75	28,734.60	36,913.50	36,400	36,400	36,400	36,400	36,400	36,400	36,400	36,400	36,400	36,400
Special tributes	-	520.00	725.00	800	800	800	800	800	800	800	800	800	800
	31,805.75	41,168.60	49,313.50	48,800	48,800	48,800	48,800	48,800	48,800	48,800	48,800	48,800	48,800
2) Gifts													
Unrestricted	605.55	560.30	257.49	200	200	200	200	200	200	200	200	200	200
Temporarily restricted	5,120.00	10,887.50	5,903.00	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	5,725.55	11,447.80	6,160.49	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
3) Projects													
Scotties				<i>No detail forecasting</i>									
Cobalt	1,370.00	2,615.00	710.00										
Red	325.00	110.00											
Green	12,030.50	68.00											
Prior year colors	-	-	600.00										
Crystal Opalescent	-	4,948.00	1,070.00										
Sales	13,725.50	7,741.00	2,380.00	1,500	1,000	1,000	-	-	-	-	-	-	-
Production	(4,390.89)	(3,735.00)	-	-	-	-	-	-	-	-	-	-	-
	9,334.61	4,006.00	2,380.00	1,500	1,000	1,000	-	-	-	-	-	-	-
4) Grants													
	-	2,500.00	-	-	-	-	-	-	-	-	-	-	-
Total Fund Raising	46,865.91	59,122.40	57,853.99	55,500	55,000	55,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000

2. Development**Unrestricted Fund****B. Events**

	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1) Benefit Auction													
Floor sales	40,067.50	33,337.50	37,557.50										
Mail bids	-	4,992.50	485.00										
NCC owned glass	2,792.00	1,575.00	1,235.00										
Gift glass	-	-	290.00										
Consignment payments	(32,054.00)	(30,664.00)	(30,434.00)										
Auctioneer fee	(1,702.70)	(1,633.20)	(1,661.70)										
Gross income	9,102.80	7,607.80	7,471.80										
Admission fees	258.00	198.00	222.00										
Facility rental	(600.00)	(600.00)	(600.00)										
All other	(28.20)	(29.55)	(86.37)										
	8,732.60	7,176.25	7,007.43	7,250	7,200	7,150	7,100	7,050	7,000	6,950	6,900	6,850	6,800
2) Glass Show													
Exhibitor fees	4,037.75	4,952.50	4,492.50										
Admission fees	1,285.00	965.00	785.00										
Gross income	5,322.75	5,917.50	5,277.50										
Security	(495.00)	(480.00)	(487.50)										
Advertising expense	(1,150.35)	(1,295.96)	(745.03)										
Other	(43.35)	(39.50)	(58.50)										
	3,634.05	4,102.04	3,986.47	3,750	3,700	3,650	3,600	3,550	3,500	3,450	3,400	3,350	3,300
3) Glass Dash													
Exhibitor fees	2,050.00	1,440.00	1,615.00										
Admission fees	1,478.00	1,530.00	1,388.00										
Gross income	3,528.00	2,970.00	3,003.00										
Miscellaneous receipts	64.08	(79.00)	(44.11)										
All other expense	(103.20)	(29.55)	(29.55)										
Facility rental	(473.76)	(473.76)	(515.29)										
	3,015.12	2,387.69	2,414.05	2,350	2,300	2,250	2,200	2,150	2,100	2,050	2,000	1,950	1,900
4) Convention Auction	6,312.00	3,613.00	3,585.00	3,000	2,850	2,700	2,550	2,400	2,250	2,100	1,950	1,800	1,650
Total Events	21,693.77	17,278.98	16,992.95	16,350	16,050	15,750	15,450	15,150	14,850	14,550	14,250	13,950	13,650

National Cambridge Collectors, Inc.

2. Development

Unrestricted Fund

C Merchandise

	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1) Resale glass													
Cambridge glass	6,123.95	6,541.72	5,005.73	<i>No detail forecasting</i>									
Mosser	126.50	70.50	215.50										
Boyd	126.00	60.00	144.00										
Jadite tumblers	781.25	-	-										
Global	845.83	634.30	740.11										
Shaker tops	455.00	206.00	126.00										
Other	421.70	117.00	420.00										
Convention favors	1,060.00	309.50	354.00										
	<u>9,940.23</u>	<u>7,939.02</u>	<u>7,005.34</u>										
Inventory purchases													
Cambridge	(1,600.00)	-	(235.00)										
Other	(1,031.78)	(234.87)	(374.57)										
	7,308.45	7,704.15	6,395.77	6,000	5,950	5,900	5,850	5,800	5,750	5,700	5,650	5,600	5,550
2) Miscellaneous													
Pictures and postcards	193.00	33.20	35.50	<i>No detail forecasting</i>									
Pins and patches	101.00	65.00	70.00										
Logo tape measures	100.00	9.00	3.00										
Logo pencils	29.97	11.46	4.00										
Cats Meow	140.00	40.00	60.00										
Jewelry	-	-	2,454.00										
Miscellaneous	333.50	229.25	603.62										
Inventory purchases	0.00	0.00	0.00										
	897.47	387.91	3,230.12										
Total Merchandise	<u>8,205.92</u>	<u>8,092.06</u>	<u>9,625.89</u>	<u>7,750</u>	<u>6,750</u>	<u>6,675</u>	<u>6,600</u>	<u>6,525</u>	<u>6,450</u>	<u>6,375</u>	<u>6,300</u>	<u>6,225</u>	<u>6,150</u>



3. Education

Overview

The Education function consists of the operation of activities and the sale of items intended to provide knowledge associated with collecting and preserving the heritage of the Cambridge Glass Company. The function also provides resources for other interests in the world of collecting. The main sale activity is reference publications. Publications are produced by the organization or purchased for resale. Publishing not performed internally is outsourced to publishers and earns royalties. An inventory of books is maintained at the museum. Publications and research are directed by a volunteer who also serves as the organization's archivist.

2009-2018 Forecast

The Education function is budgeted to provide \$1,610 in 2009. This amount is projected to decrease to \$35 by 2018. The assumption is there will be no new books introduced, The sales are from re-prints of existing titles. The only other items in the forecast are a constant \$1,000 research budget and small amount for the art show.

3. Education**Unrestricted Fund**

A. Publications	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1) Sales													
a. Catalog reprints													
1903 - Bennett	72.00	70.00	29.00										
Nearcut	167.50	374.75	185.35										
1927 - Smith	206.95	107.45	99.50										
1930-34	156.95	154.00	130.65										
1940	350.00	125.00	194.95										
1949-53	253.35	301.20	225.40										
1956-58	151.47	110.05	12.95										
b. Color books													
NCC color book 2	1,083.39	1,358.32	740.78										
Welker color	111.10	33.75	17.85										
c. Etching books													
Etchings book 1	337.70	392.12	377.22										
Etchings book 2 (non-cataloged)	526.27	271.82	97.10										
Etchings booklets	532.91	540.01	315.10										
d. Specific lines													
Caprice	1,019.38	494.75	400.97										
Rosepoint	1,015.08	2,552.63	1,324.01										
e. Rock Crystal													
Rock Crystal Engravings	215.77	231.51	179.01										
Rock Crystal Listings	117.47	79.75	101.75										
f. Decorates													
Cambridge Decorates	240.63	146.47	168.41										
Charlton Decorates	119.80	59.90	0.00										
g. Types													
Stemware - Nye	219.45	219.48	159.60										
Candlesticks	319.45	109.74	0.00										
Animals	149.70	-	0.00										
h. Florence books	469.15	219.10	514.15										
i. Other book sales													
Reflections	27.50	15.00	39.50										
Miscellaneous	-	87.90	57.45										
Museum tour guide brochures	66.00	17.00	12.00										
j. Price guides													
Rosepoint	69.50	99.00	91.00										
Caprice	49.50	33.00	66.50										
Other	31.50	14.40	10.20										
	8,079.47	8,218.10	5,550.40	4,310	4,035	3,760	3,485	3,210	2,935	2,660	2,385	2,110	1,835

No detail forecasting

(Continued next page)

National Cambridge Collectors, Inc.

3. Education (continued)

Unrestricted Fund

A. Publications (continued)	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1) Sales (from previous page)	8,079.47	8,218.10	5,550.40	4,310	4,035	3,760	3,485	3,210	2,935	2,660	2,385	2,110	1,835
2) Cost of book sales													
Specific lines	-	-	(51.04)										
Catalog reprints	(855.00)	(60.00)	(271.62)										
Colorbooks	(1,209.33)	(578.50)	0.00										
Etchings books	(1,678.27)	(1,995.80)	(950.00)										
Rock Crystal Engravings	-	(399.00)	0.00										
Types	(427.62)	(197.61)	0.00										
Florence	(41.91)	(125.73)	0.00										
Other publications	(233.59)	(32.00)	(190.00)										
Value guides	(285.83)	(442.00)	(376.00)										
	<u>(4,731.55)</u>	<u>(3,830.64)</u>	<u>(1,838.66)</u>	<u>(1,500)</u>	<u>(1,400)</u>	<u>(1,300)</u>	<u>(1,200)</u>	<u>(1,100)</u>	<u>(1,000)</u>	<u>(900)</u>	<u>(800)</u>	<u>(700)</u>	<u>(600)</u>
3) Production costs	(546.78)	-	(35.00)	-	-	-	-	-	-	-	-	-	-
4) Royalties	2,066.25	795.00	229.50	-	-	-	-	-	-	-	-	-	-
Total Publications	4,867.39	5,182.46	3,906.24	2,810	2,635	2,460	2,285	2,110	1,935	1,760	1,585	1,410	1,235
B. Miscellaneous													
Crystal Lady, binders, pamphlets, etc.	211.42	116.00	86.50										
Inventory purchases	-	-	0.00										
	211.42	116.00	86.50	-	-	-	-	-	-	-	-	-	-
C. Research													
Research materials	-	(238.92)	(1,008.07)										
Educational resources	(128.32)	(2,570.08)	0.00										
	(128.32)	(2,809.00)	(1,008.07)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
D. Activities													
Art Show	(394.76)	(375.10)	(133.45)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Workers reunion	-	-	0.00	-	-	-	-	-	-	-	-	-	-
	(394.76)	(375.10)	(133.45)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Total	4,555.73	2,114.36	2,851.22	1,610	1,435	1,260	1,085	910	735	560	385	210	35



4. Museum

Overview

In support of the mission of education and preservation, NCC maintains a 5,000 square foot museum building in downtown Cambridge, Ohio. The Museum was opened on April 3, 2002. The display area is made up of 1250 lineal feet of 16" shelving, where the main collection is displayed in lighted, glass and oak display cases. The history of glassmaking is represented using mannequins in 1100 square feet of exhibits with a mock furnace, tools, molds, and other items involved in the manufacturing process of fine handmade glassware. The museum also has a gift shop specializing in the sale of authentic Cambridge Glass Company products. Museum operations are managed by volunteers organized along the lines of general operations, facilities, collections, and gift shop. Generally, two employees attend the museum during seasonal hours of operation as well as volunteers.

The collection of original Cambridge glass is both owned and on loan. Loaned glass is returned as owned glass is purchased or received through gifts-in-kind. All items, both loaned and owned, are insured.

In addition to the main museum building, NCC has a support facility located on the east side of Cambridge. The support facility holds the NCC owned collection of original Cambridge Glass Company molds and glassmaking tools.

The financial aspects for public operations of the museum consist of admissions and a paid staff who manage the museum during hours of operation. The main costs for the all-electric museum building are utilities, maintenance costs, and insurance. Ongoing costs for contents of the building include acquisitions for the collections of original Cambridge glass and Cambridge Glass Company factory equipment as well as associated display equipment. Costs associated with financing for the museum and collections are included in the museum function. As an offset to costs, NCC leases certain portions of the museum parking facilities to downtown businesses.



Museum (Continued)

2009-2018 Forecast

The Museum function is projected to consume \$32,020 of cash in 2009. The amount drops off to \$24,594 in 2010 and increases annually thereafter to \$29,231 by 2018. The drop from 2009 to 2010 is due to an unusually large contents budget of \$12,000 in 2009. Starting in 2010, the contents budget is normalized at \$4,000 per year.

Public operations are projected to consume \$6,624 of cash in 2009. This amount will increase to \$10,097 by 2010. The increase in cash consumed is due to the assumption of a constant admissions number of \$4,500 and an annual 3% wage increase for museum attendants.

Building utilities maintenance are projected to consume \$11,935 of cash in 2009. This amount will increase to \$13,611 by 2010. There are no major maintenance items in the forecasted period. Each period is forecasted at a solid \$5,000. There are two large maintenance projects contemplated in the forecast period. The parking lot needs surfaced and one of the space conditioning units is near the end of its useful life. The maintenance is believed to have sufficient funds to fund these projects. No projects are expected at the storage facility. The overall increase is due a cost escalation factor applied to utilities.

Parking space rentals are forecasted for all periods using the current actual amount \$3,250 which represents four quarterly payments. The insurance budget item of \$4,337 is also forecast for all periods using the current actual amount.

There are no debt related transactions in the forecast other than the \$100 maintenance fee for the \$75, 000 line of credit which is open during the forecast period.

National Cambridge Collectors, Inc.

4. Museum

Unrestricted Fund

A. Public operations	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1) Admissions	3,748.00	3,485.50	4,519.00	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
2) Staffing													
Wages	(7,861.00)	(8,668.50)	(9,179.40)	(9,270)	(9,548)	(9,835)	(10,130)	(10,433)	(10,746)	(11,069)	(11,401)	(11,743)	(12,095)
Payroll taxes:				<i>No detail forecasting</i>									
Withholdings	1,580.63	1,666.04	1,742.00										
Payments	(2,570.28)	(3,135.11)	(2,913.42)										
	(989.65)	(1,469.07)	(1,171.42)	(1,854)	(1,975)	(2,034)	(2,095)	(2,158)	(2,223)	(2,289)	(2,358)	(2,429)	(2,502)
Staffing	(8,850.65)	(10,137.57)	(10,350.82)	(11,124)	(11,523)	(11,869)	(12,225)	(12,591)	(12,969)	(13,358)	(13,759)	(14,172)	(14,597)
	(5,102.65)	(6,652.07)	(5,831.82)	(6,624)	(7,023)	(7,369)	(7,725)	(8,091)	(8,469)	(8,858)	(9,259)	(9,672)	(10,097)
B. Building													
1) Utilities													
Electric	(4,474.20)	(5,237.90)	(5,856.83)	(5,500)	(5,638)	(5,778)	(5,923)	(6,071)	(6,223)	(6,378)	(6,538)	(6,701)	(6,869)
Telephone	(608.62)	(626.58)	(625.64)	(635)	(651)	(667)	(684)	(701)	(718)	(736)	(755)	(774)	(793)
Security	(391.40)	(422.00)	(567.00)	(450)	(461)	(473)	(485)	(497)	(509)	(522)	(535)	(548)	(562)
Water	(242.60)	(115.94)	(127.63)	(150)	(154)	(158)	(162)	(166)	(170)	(174)	(178)	(183)	(187)
	(5,716.82)	(6,402.42)	(7,177.10)	(6,735)	(6,903)	(7,076)	(7,253)	(7,434)	(7,620)	(7,811)	(8,006)	(8,206)	(8,411)
2) Maintenance and Improvements													
Repairs and maintenance	(6,811.21)	(2,323.08)	(3,082.55)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Supplies	(410.74)	(709.65)	(681.58)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
	(7,221.95)	(3,032.73)	(3,764.13)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)
	(12,938.77)	(9,435.15)	(10,941.23)	(11,935)	(12,103)	(12,276)	(12,453)	(12,634)	(12,820)	(13,011)	(13,206)	(13,406)	(13,611)
C. Contents													
1) Cambridge Glass Company				<i>No detail forecasting</i>									
Glass collection purchases	(3,450.00)	(762.00)	(1,550.00)										
Factory business records			0.00										
Materials and equipment	(50,615.23)		(4,310.00)										
2) General													
Display materials	(36.34)	(874.99)	(1,000.00)										
Furniture and equipment			0.00										
	(54,101.57)	(1,636.99)	(6,860.00)	(12,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)

(Continued next page)

National Cambridge Collectors, Inc.

4. Museum (continued)

Unrestricted Fund

	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
D. Parking space rentals	3,982.50	3,172.50	3,172.50	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250
E. Storage building													
Electric	(236.29)	(251.65)	(238.62)	(250)	(256)	(263)	(269)	(276)	(283)	(290)	(297)	(305)	(312)
Supplies	(18.24)	(7.66)	0.00	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)
Repairs and improvements	(253.73)	(2,577.35)	0.00	-	-	-	-	-	-	-	-	-	-
	(508.26)	(2,836.66)	(238.62)	(275)	(281)	(288)	(294)	(301)	(308)	(315)	(322)	(330)	(337)
F. Insurance	(3,500.00)	(3,646.00)	(4,336.00)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)
G. Financing													
1) Interest													
Peoples	(2,075.14)	(958.37)	0.00	-	-	-	-	-	-	-	-	-	-
National City	(514.32)	(3,404.68)	(849.00)	-	-	-	-	-	-	-	-	-	-
	(2,589.46)	(4,363.05)	(849.00)	-	-	-	-	-	-	-	-	-	-
2) Principal													
Peoples	(7,600.00)	(26,400.00)	0.00	-	-	-	-	-	-	-	-	-	-
National City	-	(25,000.00)	(25,000.00)	-	-	-	-	-	-	-	-	-	-
	(7,600.00)	(51,400.00)	(25,000.00)	-	-	-	-	-	-	-	-	-	-
3) Financing costs	(285.50)	-	(100.00)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
4) Loan draws	50,000.00	-	0.00	-	-	-	-	-	-	-	-	-	-
	39,525.04	(55,763.05)	(25,949.00)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Total	(32,643.71)	(76,797.42)	(50,984.17)	(32,020)	(24,594)	(25,118)	(25,658)	(26,213)	(26,783)	(27,370)	(27,973)	(28,593)	(29,231)

5. Administration**Unrestricted Fund**

	Actual			1	2	3	4	5	6	7	8	9	10
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
A. Staffing													
Wages	(2,083.50)	(3,492.00)	(3,289.50)	(3,250)	(3,348)	(3,448)	(3,551)	(3,658)	(3,768)	(3,881)	(3,997)	(4,117)	(4,241)
Payroll taxes:				<i>No detail forecasting</i>									
Withholdings	312.16	570.90	560.59										
Payments	(569.48)	(1,104.58)	(991.83)										
	<u>(257.32)</u>	<u>(533.68)</u>	<u>(431.24)</u>	(672)	(692)	(713)	(735)	(757)	(779)	(803)	(827)	(852)	(877)
	(2,340.82)	(4,025.68)	(3,720.74)	(3,922)	(4,040)	(4,161)	(4,286)	(4,414)	(4,547)	(4,683)	(4,824)	(4,969)	(5,118)
B. Office													
Telephone	(895.42)	(711.56)	(95.31)	-	-	-	-	-	-	-	-	-	-
Supplies	(529.38)	(123.90)	(531.56)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Postage	(516.21)	(417.80)	(612.00)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Licenses, fees, and dues	(200.00)	(134.00)	(100.00)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
Office Machines													
Supplies	(572.60)	(195.98)	0.00	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
Software	(389.11)	(215.56)	(222.55)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	(225)
Hardware	(310.41)	-	(527.07)	-	-	-	-	-	-	-	-	-	-
Repairs and maintenance	(425.31)	-	(240.04)	(600)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
DSL	(490.96)	(513.00)	(598.55)	(510)	(510)	(510)	(510)	(510)	(510)	(510)	(510)	(510)	(510)
Bank charges	(15.00)	(262.98)	(190.00)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
	(4,344.40)	(2,574.78)	(3,117.08)	(2,835)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)	(2,335)
C. Operations													
Shipping for sales				<i>Assumed to net out</i>									
Collected	1,430.63	996.63	457.11										
Paid	(1,418.24)	(796.55)	(55.96)										
Sales tax				<i>Assumed to net out</i>									
Collected	968.64	920.18	826.59										
Paid	(806.90)	(1,403.73)	(820.40)										
Web based commerce													
Ebay	(596.49)	(466.68)	(292.60)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Paypal	(202.49)	(108.41)	(107.97)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Website	(56.31)	(167.28)	0.00	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)
Cash over/short	31.47	67.00	(1.01)	-	-	-	-	-	-	-	-	-	-
	(649.69)	(958.84)	5.76	(515)	(515)	(515)	(515)	(515)	(515)	(515)	(515)	(515)	(515)
D. Organization													
Insurance - D&O	(900.00)	(900.00)	(900.00)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)
Professional fees	(500.00)	-	0.00	-	-	-	-	-	-	-	-	-	-
	(1,400.00)	(900.00)	(900.00)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)
E. Unclassified	(59.51)	(306.11)	(12.70)	-	-	-	-	-	-	-	-	-	-
Expenses	(8,794.42)	(8,765.41)	(7,744.76)	(8,172)	(7,790)	(7,911)	(8,036)	(8,164)	(8,297)	(8,433)	(8,574)	(8,719)	(8,868)
F. Income					3%	3%	3%	3%	3%	3%	3%	3%	3%
Other	5.57	339.30	46.20	200	200	200	200	200	200	200	200	200	200
Unrestricted investment	467.61	2,439.67	382.64	400	412	424	437	450	464	478	492	507	522
Income	473.18	2,778.97	428.84	600	612	624	637	650	664	678	692	707	722
Total	(8,321.24)	(5,986.44)	(7,315.92)	(7,572)	(7,178)	(7,287)	(7,399)	(7,514)	(7,633)	(7,756)	(7,882)	(8,012)	(8,146)



5. Administration

Overview

The Administration function has responsibility for the overall management of the organization. Day-to-day administrative functions are based out of an office in the Museum. A paid part-time employee executes the office management tasks. These tasks include mail, bookkeeping, payroll, and receipt and disbursement of funds. Financial reporting, compliance reporting, and asset management are performed by the Treasurer/volunteer.

Also in this function are the overhead operations for our Development function. This includes shipping for sales, collection and remittance of sales tax, as well as the costs associated with internet commerce. Museum employees and the office manager perform the sales shipping operation.

Administration income predominantly comes from the management of cash and investments. Investment income is functionalized to the Administration function since it is attributable to the management of assets.

2009-2018 Forecast

The Administration function is composed of two main sections, expenses and income. Expenses are budgeted to consume \$8,172 in 2009. This amount is projected to increase slightly to \$8,868 over the ten year forecast period. The only increase in costs is an annual 3% wage increase for the office manager over that period. Investment income is budgeted to increase to \$400 from in 2009 to \$522 in 2010. The comparable rate for unrestricted investment earnings is 3%.