

Anatomy of a Budget

Understanding and Using your Budget

Purpose of this Workshop

NASCO's budgets are larger and more abstract than many coop budgets, and have more parts. But the budget is filled with tools to help you understand NASCO's financial health and effectiveness. Some of those tools can:

- Help explain the impact of NASCO's programming
- Help you give feedback to staff in making the budget
- Help clarify decisions on NASCO's priorities

Keep in mind...

This budget will be different from what you'd need in your home coop. Some items will be much simpler, and not need a whole page to explain. Some are specific paying staff, or running multiple programs.

Staff or board members are here to help you in case you have any questions.

Purpose of a Budget

Budgets serve as a way of planning your year using financial information. Think of a budget as a specific way of telling a story about what the organization wants to do, and what is expected to happen in the near future. Budgets are usually created by staff, and approved by the board after making changes. What does a budget do?

- Tells staff how they can spend money
- Calculate what income is needed to stay healthy
- Give context to the financial history of the organization
- “Feed” the priorities set by the board through funding
- Give members and donors an idea of what we do and how

What can the budget do?

Most pages of the budget are tools to help show slices of NASCO's financial information. You can use the budget to:

- See how the organization uses dues and other income
- See how this year's budget compares to last year's
- See how last year's reality compares to the budget
- See how NASCO's programs impact each other
- See how much money is set aside for new projects

Budget Guts

Overview Page

The overview page acts as a “bottom line” for the entire budget, and describes every major category of revenue and expenses.

Nearly all of the other pages are either giving greater detail on or a different perspective on the information contained in the overview page, and will borrow the format of this page.

Budget Overview

FISCAL YEAR 05/01/12 – 04/30/13

	May to April 2012-13 BUDGETED	May to April 2011-12 PROJECTED	May to April 2010-11 ACTUAL	July to April 2009-10 ACTUAL
REVENUE				
CONTRIBUTED				
Contributions from Individual Members	\$4,000	\$3,000	\$1,163	\$1,163
Corporate contributions	\$0	\$1,831	\$5,087	\$1,610
Corporate/business grants	\$0	\$0	\$146	\$711
Foundations/trusts grants	\$0	\$0	\$0	\$7,186
Nonprofit Organizations grants	\$0	\$0	\$0	\$0
Affiliated Organizations contributions	\$0	\$146	\$0	\$4,000
SUBTOTAL	\$4,000	\$4,977	\$6,396	\$14,670
EARNED				
Program service fees	\$151,894	\$144,447	\$177,376	\$170,764
Dues & Assessments - Active & Associate Members	\$100,000	\$82,068	\$115,026	\$115,026
Dividends & interest	\$15	\$165	\$165	\$15
Gross sales - inventory	\$950	\$285	\$347	\$347
Advertising revenue	\$0	\$0	\$0	\$0
Misc revenue	\$0	\$250	\$2,807	\$266
Special Events	\$0	\$0	\$55	\$55
SUBTOTAL	\$252,859	\$227,215	\$295,777	\$286,473
TOTAL	\$256,859	\$232,192	\$302,172	\$301,144
EXPENSES				
PERSONNEL RELATED				
Salaries & wages	\$139,000	\$122,742	\$174,228	\$190,991
Employee benefits - not pension	\$20,476	\$24,569	\$11,467	\$12,326
Payroll taxes	\$13,300	\$10,587	\$14,961	\$17,187
Accounting fees	\$0	\$4,000	\$1,277	\$1,342
Legal fees	\$0	\$300	\$0	\$0
Professional fees	\$0	\$300	\$0	\$0
Temporary help - contract	\$5,400	\$19,393	\$8,284	\$2,348
SUBTOTAL	\$178,176	\$181,892	\$210,217	\$224,193
NON-PERSONNEL				
Supplies	\$1,283	\$3,109	\$3,747	\$4,009
Telephone & telecommunications	\$7,000	\$7,300	\$9,789	\$7,022
Postage & shipping	\$112	\$398	\$601	\$601
Printing & copying	\$600	\$2,910	\$1,975	\$1,975
Books, subscriptions, references	\$0	\$0	\$136	\$0
Office occupancy	\$10,800	\$13,269	\$12,820	\$14,540
Equipment rental and maintenance	\$0	\$160	\$800	\$0
Depreciation	\$1,000	\$1,000	\$0	\$7,876
Travel	\$23,011	\$22,838	\$21,937	\$21,372
Conferences, conventions, meetings	\$27,541	\$36,438	\$36,060	\$33,944
Membership dues - organization	\$1,800	\$1,600	\$855	\$805
Staff development	\$1,150	\$450	\$307	\$245
Outside computer services	\$800	\$760	\$610	\$1,383
Advertising expenses	\$0	\$0	\$0	\$0
Bad debt expense	\$0	\$0	\$4,967	\$80,000
Contingency provisions	\$3,500	\$3,252	\$85	\$266
SUBTOTAL	\$78,597	\$93,484	\$94,689	\$174,037
TOTAL	\$256,773	\$275,376	\$304,906	\$398,230
Net income/loss	\$85	-\$43,184	-\$2,733	-\$97,087
Transfer to operating reserves (1%)	-\$2,569	-\$2,322	-\$3,022	-\$3,011
Transfer to development fund (\$2500 cap)	\$0	\$0	\$0	\$0
Net operating income after transfers	\$2,654	-\$40,862	\$288	-\$94,075
Margin (income/revenue)	0.03%	-18.60%	-0.90%	-32.24%

Page Structure

Every page shares a structure.

Reading down, you see all types of income, then all expenses. Each section has a sub-total. The bottom shows a total after costs & income.

Reading across, you see each program as a cluster of columns. Each column shows the new budget, the last budget and estimates, and the year-before-last's budget and final amounts.

“Projected” means a good guess - the year isn’t over yet!

“Reviewed” is a final number after an accountant has looked at it.

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Income

NASCO has several
different sources of Income

-Member Dues

-Development

-NASCO Properties

-Institute Fees

REVENUE			
<u>CONTRIBUTED</u>			
Contributions from Individual Members	\$1,500	\$4,000	\$4,000
Corporate contributions	\$1,500	\$0	\$0
Corporate/business grants	\$0	\$0	\$0
Foundations/trusts grants	\$0	\$0	\$0
Nonprofit Organizations grants	\$0	\$0	\$0
Affiliated Organizations contributions	\$0	\$0	\$0
SUBTOTAL	\$3,000	\$4,000	\$4,000
<u>EARNED</u>			
Program service fees	\$167,165	\$151,894	\$113,713
Dues & Assessments - Active & Associate Members	\$116,500	\$110,000	\$110,000
Dividends & interest	\$20	\$15	\$15
Gross sales - inventory	\$750	\$950	\$950
Advertising revenue	\$0	\$0	\$0
Misc revenue	\$0	\$0	\$0
Special Events	\$0	\$0	\$0
SUBTOTAL	\$284,435	\$262,859	\$224,678
TOTAL	\$287,435	\$266,859	\$228,678

Education

Education Programs

FISCAL YEAR 05/01/13 – 04/30/14

	Member Services (incl. Intern Net)					Institute					Anti-Oppression Programming					Staff & Manager's					Totals				
	2013-14	2012-13	2012-13	\$ Change	% Change	2013-14	2012-13	2012-13	\$ Change	% Change	2013-14	2012-13	2012-13	\$ Change	% Change	2013-14	2012-13	2012-13	\$ Change	% Change	2013-14	2012-13	2012-13	\$ Change	% Change
	BUDGETED	BUDGETED	PROJECTED			BUDGETED	BUDGETED	PROJECTED			BUDGETED	BUDGETED	PROJECTED			BUDGETED	BUDGETED	PROJECTED			BUDGETED	BUDGETED	PROJECTED		
REVENUE																									
CONTRIBUTED																									
Contributions from Individual Members	\$1,000	\$4,000	\$100	-\$3,000	-75%	\$500		\$550	\$500	100%				\$0					\$0		\$1,500	\$4,000	\$650	-\$2,500	-63%
Corporate contributions				\$0		\$1,500		\$2,259	\$1,500	100%				\$0					\$0		\$1,500	\$0	\$2,259	\$1,500	100%
Corporate/business grants			\$1,060	\$0					\$0					\$0					\$0		\$0	\$0	\$1,060	\$0	
Foundations/trusts grants				\$0		\$8,000		\$7,750	\$8,000	100%				\$0					\$0		\$8,000	\$0	\$7,750	\$8,000	100%
Nonprofit Organizations grants				\$0					\$0					\$0					\$0		\$0	\$0	\$0	\$0	
Affiliated Organizations contributions				\$0					\$0					\$0					\$0		\$0	\$0	\$0	\$0	
SUBTOTAL	\$1,000	\$4,000	\$1,160	-\$3,000		\$10,000	\$0	\$10,559	\$10,000	100%	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0		\$11,000	\$4,000	\$11,719	\$7,000	175%
EARNED				\$0					\$0					\$0					\$0						\$0
Program service fees	\$500	\$500		\$0		\$30,000	\$41,000	\$26,000	-\$11,000	-27%	\$1,000	\$2,000		-\$1,000	-50.00%		\$2,000	\$2,200	-\$2,000		\$31,500	\$45,500	\$28,200	-\$14,000	-31%
Associate Member Dues	\$1,500	\$10,000	\$800	-\$8,500	-85%				\$0					\$0					\$0		\$1,500	\$10000	\$800	-\$8500	-85%
Active Member Dues	\$115,000	\$100,000	\$100,814	\$15,000	15%				\$0					\$0					\$0		\$115,000	\$100,000	\$100,814	\$15,000	15%
Dividends & interest	\$20	\$15		\$5	33%				\$0					\$0					\$0		\$20	\$15	\$0	\$5	33%
Gross sales - inventory	\$600	\$800	\$913	-\$200	-25%	\$150	\$150	\$92	\$0	0%				\$0					\$0		\$750	\$950	\$1,005	-\$200	-21%
Advertising revenue									\$0					\$0					\$0		\$0	\$0	\$0	\$0	
Misc revenue									\$0					\$0					\$0		\$0	\$0	\$0	\$0	
Special Events									\$0					\$0					\$0		\$0	\$0	\$0	\$0	
SUBTOTAL	\$1117,620	\$1111,315	\$102,527	\$6,305	6%	\$30,150	\$41,150	\$26,092	-\$11,000	-27%	\$1,000	\$2,000	\$0	-\$1,000	-50.00%	\$0	\$2,000	\$2,200	-\$2,000		\$148,770	\$156,465	\$130,819	-\$7,695	-5%
TOTAL	\$118,620	\$115,315	\$103,687	\$3,305	3%	\$40,150	\$41,150	\$36,651	-\$1,000		\$1,000	\$2,000	\$0	-\$1,000	-50.00%	\$0	\$2,000	\$2,200	-\$2,000		\$159,770	\$160,465	\$142,538	-\$695	0%
EXPENSE																									
PERSONNEL																									
Professional fees				\$0					\$0					\$0					\$0		\$0	\$0	\$0	\$0	
Temporary help - contract				\$0		\$500	\$2,000	\$885	-\$1,500	-75%	\$1,000	\$5,000		-\$4,000	-80.00%		\$400		-\$400		\$1,500	\$7,400	\$885	-\$5,900	
SUBTOTAL	\$0	\$0	\$0	\$0		\$500	\$2,000	\$885	-\$1,500		\$1,000	\$5,000	\$0	-\$4,000	-80.00%	\$0	\$400	\$0	-\$400		\$1,500	\$7,400	\$885	-\$5,900	-80%
NON-PERSONNEL																									
Supplies	\$100	\$100	\$90	\$0	0%		\$1,400		-\$1,400					\$0					\$0		\$100	\$1,800	\$257	-\$1,700	-94%
Merchandise for sale	\$500	\$500		\$0	0%				\$0					\$0					\$0		\$500	\$500	\$0	\$0	0%
Telephone & telecommunications	\$4,800			\$4,800	100%				\$0					\$0					\$0		\$4,800	\$0	\$0	\$4,800	100%
Postage & shipping	\$1,000	\$100		\$900	900%	\$600	\$400		\$200					\$0					\$0		\$1,600	\$500	\$0	\$1,100	220%
Printing & copying	\$1,000	\$400		\$600	150%	\$2,000	\$2,000	\$2,355	\$0					\$0					\$0		\$3,000	\$2,400	\$2,355	\$600	25%
Travel	\$2,000	\$7,500		-\$5,500	-73%	\$2,400	\$2,000		\$400		\$800	\$150		\$650	433.33%				\$0		\$5,200	\$10,150	\$0	-\$4,950	-49%
Conferences, conventions, meetings		\$300		-\$300	-100%	\$24,000	\$25,000	\$19,000	-\$1,000					\$0			\$500		-\$500		\$24,000	\$25,800	\$19,000	-\$1,800	-7%
Faculty Stipends				\$0		\$6,500		\$5,944	\$6,500					\$0					\$0		\$6,500	\$0	\$5,944	\$6,500	100%
Faculty Honoraria				\$0		\$1,800			\$1,800					\$0					\$0		\$1,800	\$0	\$0	\$1,800	100%
Insurance - non-employee related				\$0				\$650	\$700	100%				\$0					\$0		\$700	\$0	\$650	\$700	100%
Membership dues - organization	\$1,000			\$1,000	100%	\$700			\$0					\$0					\$0		\$1,000	\$0	\$0	\$1,000	100%
Books, subscriptions, references				\$0					\$0					\$0					\$0		\$0	\$0	\$0	\$0	
Staff development - SMAC/Neighborworks				\$0					\$0					\$0					\$0		\$0	\$150	\$0	-\$150	-100%
Outside computer services				\$0					\$0					\$0					\$0		\$0	\$0	\$0	\$0	
Advertising expenses				\$0					\$0					\$0					\$0		\$0	\$0	\$0	\$0	
Contingency provisions				\$0					\$0					\$0					\$0		\$0	\$0	\$0	\$0	
SUBTOTAL	\$10,400	\$8,900	\$90	\$1,500	17%	\$38,000	\$30,800	\$27,949	\$7,200			\$300	\$0	-\$300		\$0	\$1,300	\$168	-\$1,300		\$48,400	\$41,300	\$28,206	\$7,100	17%
TOTAL	\$10,400	\$8,900	\$90	\$1,500	17%	\$38,500	\$32,800	\$28,834	\$5,700		\$1,000	\$5,300	\$0	-\$4,300		\$0	\$1,700	\$168	-\$1,700		\$49,900	\$48,700	\$29,091	\$1,200	2%
				\$0					\$0					\$0					\$0					\$0	
Net income/loss	\$108,220	\$106,415	\$103,598	\$1,805	2%	\$1,650	\$8,350	\$7,817	-\$6,700	-80%	\$0	-\$3,300	\$0	\$3,300		\$0	\$300	\$2,032	-\$300		\$109,870	\$111,765	\$113,447	-\$1,895	-2%

This page shows income and expenses directly related to Educational programs - Member Services, Institute, Staff and Managers’, and Anti-oppression programs.

Asset Management

Asset Management															
Asset Management															
FISCAL YEAR 05/01/13 – 04/30/14															
	NASCO Properties					Lots In Common					Total				
	2013-14	2012-13	2012-13	\$ Change	% Change	2013-14	2012-13	2012-13	\$ Change	% Change	2013-14	2012-13	2012-13	\$ Change	% Change
	<i>BUDGETED</i>	<i>BUDGETED</i>	<i>PROJECTED</i>			<i>BUDGETED</i>	<i>BUDGETED</i>	<i>PROJECTED</i>			<i>BUDGETED</i>	<i>BUDGETED</i>	<i>PROJECTED</i>		
REVENUE															
CONTRIBUTED															
Affiliated Organizations contributions	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%
SUBTOTAL	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%
EARNED															
Program service fees	\$67,665	\$61,079	\$62,356	\$6,586	11%	\$0	\$1,800	\$5,857	-\$1,800	-100%	\$67,665	\$62,879	\$68,213	\$4,786	8%
SUBTOTAL	\$67,665	\$61,079	\$62,356	\$6,586	11%	\$0	\$1,800	\$5,857	-\$1,800	-100%	\$67,665	\$62,879	\$68,213	\$4,786	8%
TOTAL	\$67,665	\$61,079	\$62,356	\$6,586	11%	\$0	\$1,800	\$5,857	-\$1,800	-100%	\$67,665	\$62,879	\$68,213	\$4,786	8%
EXPENSE															
NON-PERSONNEL															
Supplies	\$50	\$0	\$50	\$50	100%	\$0	\$0	\$0	\$0	0%	\$50	\$0	\$50	\$50	100%
Postage & shipping	\$100	\$0	\$120	\$100	100%	\$0	\$0	\$0	\$0	0%	\$100	\$0	\$120	\$100	100%
Printing & copying	\$50	\$0	\$50	\$50	100%	\$0	\$0	\$0	\$0	0%	\$50	\$0	\$0	\$50	100%
Travel	\$3,000	\$2,000	\$2,400	\$1,000	50%	\$0	\$0	\$0	\$0	0%	\$3,000	\$2,000	\$2,400	\$1,000	50%
Outside computer services	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%
Bad debt expense	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%
Contingency provisions	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%	\$0	\$0	\$0	\$0	0%
TOTAL	\$3,200	\$2,000	\$2,570	\$1,200	60%	\$0	\$0	\$0	\$0	0%	\$3,200	\$2,000	\$2,570	\$1,200	60%
Net income/loss	\$64,465	\$59,079	\$59,786	\$5,386	9%	\$0	\$1,800	\$5,857	-\$1,800	-100%	\$64,465	\$60,879	\$65,643	\$3,586	6%

This phrase describes the work of NASCO Properties and Lots In Common.

Both are parts of the NASCO Family that own properties and lease them to coops in order to preserve long-term affordability.

This page shows the income from this program, and identifiable non-staff expenses related to it.

Management and Governance

Management and Governance															
FISCAL YEAR 05/01/13 – 04/30/14															
	Management & Administrative					Governance					Totals				
	2013-14 <i>BUDGETED</i>	2012-13 <i>BUDGETED</i>	2012-13 <i>PROJECTED</i>	\$ Change	% Change	2013-14 <i>BUDGETED</i>	2012-13 <i>BUDGETED</i>	2012-13 <i>PROJECTED</i>	\$ Change	% Change	2013-14 <i>BUDGETED</i>	2012-13 <i>BUDGETED</i>	2012-13 <i>PROJECTED</i>	\$ Change	% Change
REVENUE															
Fiscal agent income - US Federation of Worker Coops	\$1,500		\$1,600	\$1,500	100%						\$1,500	\$0	\$1,600	\$1,500	100%
Fiscal agent income - Co-Cycle	\$500		\$100	\$500	100%						\$500	\$0	\$100	\$500	100%
Miscellaneous															
TOTAL	\$2,000		\$1,700	\$2,000	100%						\$2,000	\$0	\$1,700	\$2,000	100%
EXPENSE															
PERSONNEL															
Accounting fees	\$4,000			\$4000	100%						\$4,000	\$0		\$4,000	
Legal fees	\$2,000			\$2000	100%						\$2,000	\$0		\$2,000	
Professional fees											\$0	\$0		\$0	
Temporary help - contract											\$0	\$0		\$0	
SUBTOTAL	\$6,000	\$0		\$6,000	100%						\$6,000	\$0		\$6,000	
NON-PERSONNEL															
Supplies	\$3,000	\$900		\$2,100	233%	\$500			\$500	100%	\$3,500	\$900		\$2,600	
Telephone & telecommunications	\$5,000	\$8,000		-\$3,000	-38%				\$0		\$5,000	\$8,000		-\$3,000	
Postage & shipping	\$1,500	\$1,500		\$0	0%				0		\$1,500	\$1,500		\$0	
Printing & copying	\$3,000	\$3000		\$0	0%				0		\$3,000	\$3,000		\$0	
Books, subscriptions, references									\$0		\$0	\$0		\$0	
Office occupancy	\$6,000	\$10,800		-\$4,800	-44%				0		\$6,000	\$10,800		-\$4,800	
Equipment rental and maintenance				0											
Depreciation	\$1,000	\$1,000		\$0	0%				0		\$1,000	\$1,000		\$0	
Travel	\$1,500	\$1,000		\$500	50%	\$9,000	\$8,500	\$6,942	\$500		\$10,500	\$9,500	\$6,942	\$1,000	
Conferences, conventions, meetings	\$1,000	\$1,000		\$0	0%						\$1,000	\$1,000		\$0	
Insurance - non-employee related															
Membership dues - organization															
Staff development											\$0	\$0		\$0	
Outside computer services	\$600	\$500		\$100	20%						\$600	\$500		\$100	
Advertising expenses				\$0							\$0	\$0		\$0	
Contingency provisions				\$0		\$5,000	\$3500		\$1500		\$5,000	\$3,500		\$1,500	
Grants/Scholarship to Individuals				\$0							\$0	\$0		\$0	
Bad Debt Expense				\$0							\$0	\$0	\$0	\$0	
Miscellaneous	\$2,000	\$2,000		\$0							\$2,000	\$2,000		\$0	
SUBTOTAL	\$24,600	\$29,700		-\$5,100		\$14,500	\$12,000	\$6,942	\$2,500		\$39,100	\$41,700	\$6,942	-\$2,600	
TOTAL	\$30,600	\$29,700		\$900		\$14,500	\$12,000	\$6,942	\$2,500		\$45,100	\$41,700	\$6,942	\$3,400	
Net income/loss	-\$28,600	-\$29,700		\$1,100		-\$14,500	-\$12,000	-\$6,942	-\$2,500		-\$43,100	-\$41,700	-\$5,242	-\$1,400	

This page describes “management” expenses - office rent, copiers, phones, and other office costs. It also describes governance expenses - board member travel, teleconferencing costs, and other meeting costs.

Networking Page

These expenses are related to NASCO's outward-facing relationships.

We put the website and resource library here as a project seen by the most non-members, and also by other organizations.

Advocacy and representation might include recent outreach efforts to policy makers on coop issues, or attending conferences from coop organizations like the NCBA.

Networking												
FISCAL YEAR 05/01/12 - 04/30/13												
	Website/Resource Library				Advocacy & Representation				Totals			
	2012-13	2011-12	2010-11	2009-10	2012-13	2011-12	2010-11	2009-10	2012-13	2011-12	2010-11	2009-10
	BUDGET	PROJECTED	REVIEWED	REVIEWED	BUDGET	PROJECTED	REVIEWED	REVIEWED	BUDGET	PROJECTED	REVIEWED	REVIEWED
REVENUE												
CONTRIBUTED												
Contributions from Individual Members												
Corporate contributions					500					\$-	\$-	
Corporate/business grants								500		\$-	\$-	
Foundations/trusts grants												
Nonprofit Organizations grants												
Affiliated Organizations contributions												
SUBTOTAL	\$-	\$-	\$-	0	\$500	\$-	\$-	500	\$-	\$-	\$-	0
TOTAL	\$-	\$-	\$-	0	\$500	\$-	\$-	500	\$-	\$-	\$-	0
EXPENSE												
PERSONNEL												
Temporary help - contract												
SUBTOTAL	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
NON-PERSONNEL												
Supplies								9.25				
Telephone & telecommunications												
Postage & shipping												
Printing & copying												
Books, subscriptions, references												
In-house publications												
Equipment rental and maintenance												
Depreciation												
Travel						1500	559	1888		\$1,500	\$559	
Conferences, conventions, meetings						350	385	406		\$350	\$385	
Insurance - non-employee related												
Membership dues - organization						600	855	805		\$600	\$855	
Staff Development						200	115			200	115	
Outside computer services		230		379.64						\$230	\$-	
Advertising expenses												
Contingency provisions												
Grants/Scholarship to Individuals												
SUBTOTAL	\$-	\$230	\$-	\$380		\$2,650	\$1,914	\$3,108		\$2,880	\$1,914	
TOTAL	\$-	\$230	\$-	\$380		\$2,650	\$1,914	\$3,108		\$2,880	\$1,914	
Net Income/loss	\$-	\$(230)	\$-	\$(380)		\$(2,650)	\$(1,914)	\$(2,608)		\$(2,880)	\$(1,914)	

Devo/Recruitment

Development															
FISCAL YEAR 05/01/13 – 04/30/14															
	Development Services					Contract Management					Totals				
	2013-14	2012-13	2012-13	\$ Change	% Change	2013-14	2012-13	2012-13	\$ Change	% Change	2013-14	2012-13	2012-13	\$ Change	% Change
	BUDGETED	BUDGETED	PROJECTED			BUDGETED	BUDGETED	PROJECTED			BUDGETED	BUDGETED	PROJECTED		
REVENUE EARNED															
Program service fees	\$65,000	\$37,000		\$28,000	76%	\$3,000	\$4,500		-\$1,500	-33%	\$68,000	\$41,500		\$26,500	64%
TOTAL	\$65,000	\$37,000		\$28,000	76%	\$3,000	\$4,500		-\$1,500	-33%	\$68,000	\$41,500		\$26,500	64%
EXPENSE PERSONNEL															
Temporary help - contract				\$0		\$2,000	\$0		\$2,000		\$2,000	\$0		\$2,000	
SUBTOTAL		\$0		\$0		\$2,000	\$0		\$2,000		\$2,000	\$0		\$2,000	
NON-PERSONNEL															
Supplies	\$100	\$60		\$40	67%						\$100	\$60		\$40	67%
Telephone & telecommunications															
Postage & shipping	\$50			\$50	100%						\$50	\$0		\$50	
Printing & copying	\$200	\$200		\$0	0%						\$200	\$200		\$0	0%
Books, subscriptions, references															
Depreciation															
Travel	\$1,000	\$400		\$600	150%	\$200	\$200		\$0	0%	\$1,200	\$600		\$600	100%
Conferences, conventions, meetings															
Insurance - non-employee related															
Membership dues - organization	\$1,000	\$1,000		\$0	0%						\$1,000	\$1,000		\$0	0%
Staff development															
Outside computer services															
Advertising expenses															
Contingency provisions															
Grants/Scholarship to Individuals															
SUBTOTAL	\$2,350	\$1,660		\$690	42%	\$200	\$200		\$0	0%	\$2,550	\$1,860		\$690	37%
TOTAL	\$2,350	\$1,660		\$690	42%	\$2,200	\$200		\$2,000	1000%	\$4,550	\$1,860		\$2,690	145%
Net income/loss	\$62,650	\$35,340		\$27,310	77%	\$2,800	\$4,300		-\$1,500	-35%	\$65,450	\$39,640		\$25,810	65%

This page describes the work of NDS, and also our recruitment and outreach.

For NDS, 90% of the dues paid by NDS members are passed on to NASCO for staffing costs. 75% of NDS success fee income is passed on to NASCO. Any costs related to NDS, such as travel, are recorded here.

For recruitment and fundraising, we show any expenses going *only* to recruitment here.

Personnel

This page shows expenses for staff. Our full-time staff salaries are up top, followed by bonuses and other cash benefits.

Non-salaried staff are next - e.g. trainers hired for specific events or projects.

We list any benefits provided to staff - health insurance and other smaller benefits.

Lastly, we list all tax-related expenses for full-time staff.

Personnel					
FISCAL YEAR 05/01/13 – 04/30/14					
	2013-14	2012-13	2012-13	\$ Change	% Change
	BUDGETED	BUDGETED	PROJECTED		
SALARIED STAFF					
Director of Properties (NP GM)	\$40,000	\$34,000	\$39,746	\$6,000	18%
Director of Development and Admin	\$40,000	\$31,000	\$16,866	\$9,000	29%
Director of Education and Training	\$30,000	\$28,000	\$22,375	\$2,000	7%
Director of Membership and Communications	\$30,000		\$25,000	\$30,000	100%
Executive Director	\$0	\$34,000	\$21,132	-\$34,000	-100%
SUBTOTAL	\$140,000	\$127,000	\$125,119	\$13,000	10%
457 deferred comp	\$0	\$2,000		-\$2,000	-100%
SUBTOTAL	\$0	\$2,000		-\$2,000	-100%
TOTAL	\$140,000	\$129,000	\$125,119	\$11,000	9%
NON-SALARIED STAFF					
Member visit contractor	\$0	\$0	\$0	\$0	0%
Administrative/IT Support	\$2,000	\$10,000	\$0	-\$8,000	-80%
Institute Intern	\$2,000	\$0	\$1,000	\$2,000	100%
Bookkeeping Support	\$500	\$0	\$462	\$500	100%
SUBTOTAL	\$4,500	\$10,000	\$1,462	-\$5,500	-55%
EMPLOYEE BENEFITS					
health insurance	\$20,000	\$19,776	\$14,523	\$224	1%
health supplement	\$200	\$200	\$0	\$0	0%
public transit	\$500	\$500	\$13	\$0	0%
child care and other	\$500	\$0	\$0	\$500	0%
SUBTOTAL	\$21,200	\$20,476	\$14,536	\$724	4%
PAYROLL TAXES					
Social Security Income Tax (SSI)	\$10,514	\$10,000	\$10,450	\$514	5%
State Unemployment	\$1,200	\$2,000	\$800	-\$800	-40%
Workers' Compensation Insurance	\$1,200	\$1,300	\$1,182	-\$100	-8%
SUBTOTAL	\$12,914	\$13,300	\$12,432	-\$386	-3%
TOTAL	\$38,614	\$43,776	\$28,430	-\$5,162	-12%
TOTAL	\$178,614	\$172,776	\$153,549	\$5,838	3%

More on Personnel

A quick note on full-time staff: All staff work for all of the NASCO Family, although they may spend most of their time on one branch of the family.

The Property and Development pages in this budget show income, and show non-staff expenses. But Property and Development each use time for one staff person with property using most of that persons time.

How do I use this thing?

Tools for Analysis and Planning

Budgeted Change

Scan through a section of the budget, and look for a large change from what happened last year, and what is budgeted for next year.

Is the reason for the change obvious?

Is the change based on a minor adjustment of our expectations?

Does the change indicate a change in policy?

		Management & Administrative			
		2012-13	2011-12	2010-11	2009-10
		BUDGET	PROJECTED	ACTUAL	ACTUAL
REVENUE					
	Miscellaneous			\$1,307	\$266
	TOTAL	\$0	\$0	\$1,307	\$266
EXPENSE					
PERSONNEL					
	Accounting fees		\$4,000	\$1,277	\$1,342
	Legal fees		\$300		
	Professional fees		\$300		
	Temporary help - contract				
	SUBTOTAL	\$0	\$4,600	\$1,277	\$1,342
NON-PERSONNEL					
	Supplies	\$900	\$900	\$877	\$1,353
	Telephone & telecommunications	\$7,000	\$6,000	\$6,794	\$5,634
	Postage & shipping	\$1,500	\$1,500	\$1,602	\$2,035
	Printing & copying	\$3,000	\$3,000	\$3,290	\$2,210
	Books, subscriptions, references			\$133	
	Office occupancy	\$10,800	\$13,269	\$12,820	\$14,540
	Equipment rental and maintenance	\$1,000	\$160		
	Depreciation	\$1,000	\$1,000		\$7,876
	Travel	\$1,000	\$900	\$1,080	\$1,125
	Conferences, conventions, meetings	\$1,000	\$900	-\$1,450	\$85
	Insurance - non-employee related				
	Membership dues - organization				
	Staff development		\$200	\$192	\$245
	Outside computer services	\$500	\$500	\$338	\$480
	Advertising expenses				
	Contingency provisions			\$85	\$266
	Grants/Scholarship to Individuals				
	Bad Debt Expense			\$4,967	
	Miscellaneous	\$2,000		\$1,392	\$499
	SUBTOTAL	\$28,700	\$28,329	\$25,761	\$36,349
	TOTAL	\$28,700	\$32,929	\$27,038	\$37,691
Net income/loss		-\$28,700	-\$32,929	-\$25,731	-\$37,424

Using the Program Pages

- If you have personal experience with a program, does it agree with the budget?
- Do you remember an issue we had with the program that might not be reflected in the budget?
- Does a number seem high or low?
- Did a budget line change, and you don't know why?
- Is there some expense you think might be missing - or some category you don't understand? Ask about it.

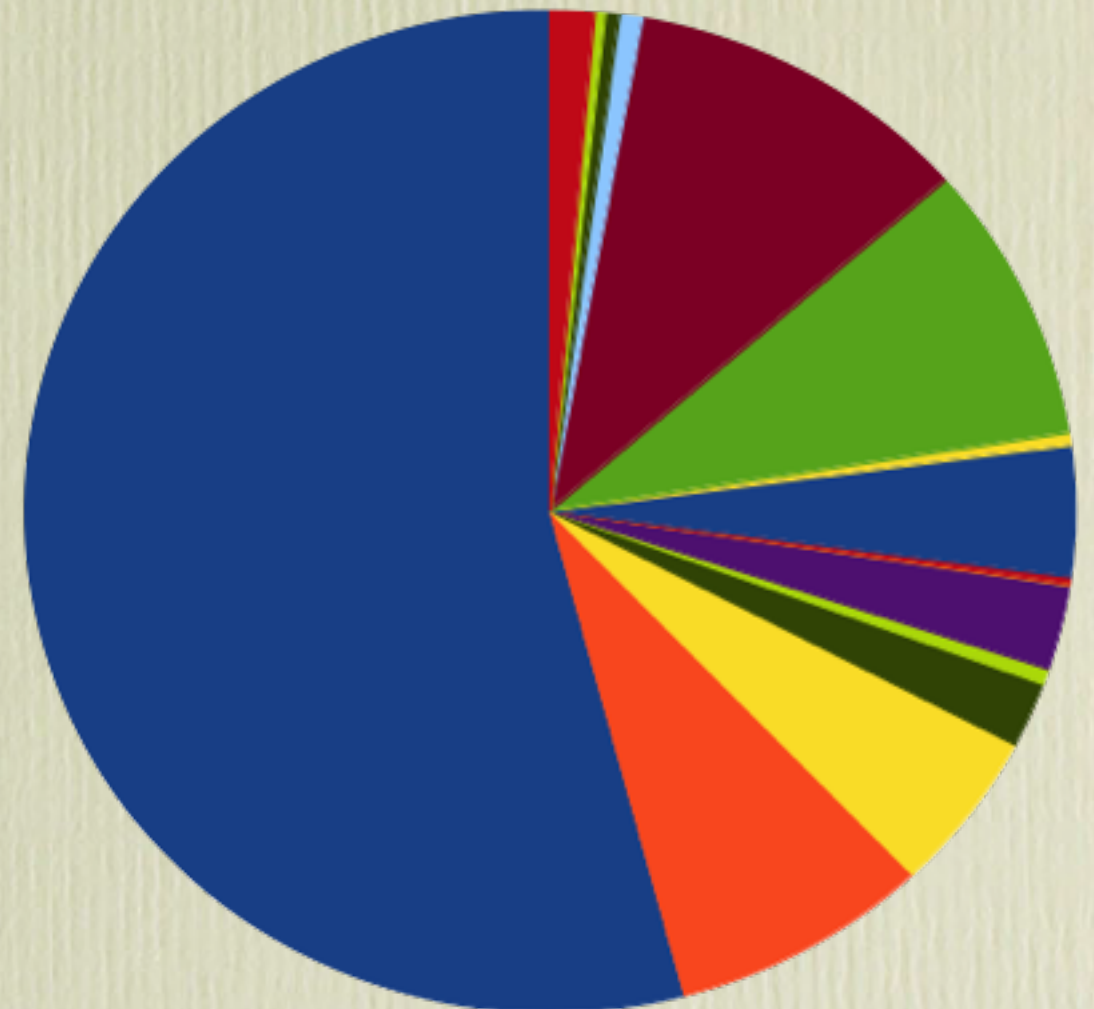
	Institute			
	2012-13 BUDGETED	2011-12 PROJECTED	2010-11 REVIEWED	2009-10 REVIEWED
REVENUE				
CONTRIBUTED				
Contributions from Individual Members		200		
Corporate contributions		5,000	4,587	3,894
Corporate/business grants				
Foundations/trusts grants		2,000		2,000
Nonprofit Organizations grants				
Affiliated Organizations contributions				4,000
SUBTOTAL		\$7,200	\$4,587	\$9,894
EARNED				
Program service fees		44,000	41,383	41,508
Associate Member Dues				
Active Member Dues				
Dividends & interest				
Gross sales - inventory		70		
Advertising revenue		225		
Misc revenue				
Special Events				
SUBTOTAL		\$44,295	\$41,383	\$41,508
TOTAL		\$51,495	\$45,969	\$51,401
EXPENSE				
PERSONNEL				
Professional fees				
Temporary help - contract		9,157	900	2,800
SUBTOTAL		\$9,157	\$900	\$2,800
NON-PERSONNEL				
Supplies		1,400	1,259	1,401
Merchandise for sale				
Telephone & telecommunications				
Postage & shipping		450	446	515
Printing & copying		1,800	1,867	2,261
In-house publications				
Office occupancy				
Equipment rental and maintenance				
Travel		500	5,140	1,510
Conferences, conventions, meetings		26,600	24,664	31,515
Membership dues - organization				
Books, subscriptions, references				
Staff development - SMAC/Neighbor works				
Outside computer services		30		
Advertising expenses				
Contingency provisions		1,300		
SUBTOTAL		\$32,080	\$31,376	\$37,202
TOTAL		\$41,237	\$32,276	\$40,002
Net income/loss		\$10,258	\$13,693	\$11,399

Overall Priorities

Use the Overview page to get a better idea of the big picture. Some items are hard to change (taxes, travel costs, telecommunications) and some are easier (staff development budgets, office rent). Ask yourself: Do you see any low-hanging fruit for saving on expenses or getting new revenue, where is NASCO getting income from, are we dependent on a 'fragile' source of revenue, and do our expenses reflect the priorities of the NASCO membership?

		Management & Administrative			
		2012-13	2011-12	2010-11	2009-10
		BUDGET	PROJECTED	ACTUAL	ACTUAL
REVENUE	Miscellaneous			\$1,307	\$266
	TOTAL	\$0	\$0	\$1,307	\$266
EXPENSE					
PERSONNEL					
	Accounting fees		\$4,000	\$1,277	\$1,342
	Legal fees		\$300		
	Professional fees		\$300		
	Temporary help - contract				
	SUBTOTAL	\$0	\$4,600	\$1,277	\$1,342
NON-PERSONNEL					
	Supplies	\$900	\$900	\$877	\$1,353
	Telephone & telecommunications	\$7,000	\$6,000	\$6,794	\$5,634
	Postage & shipping	\$1,500	\$1,500	\$1,602	\$2,035
	Printing & copying	\$3,000	\$3,000	\$3,290	\$2,210
	Books, subscriptions, references			\$133	
	Office occupancy	\$10,800	\$13,269	\$12,820	\$14,540
	Equipment rental and maintenance		\$160		
	Depreciation	\$1,000	\$1,000		\$7,876
	Travel	\$1,000	\$900	\$1,080	\$1,125
	Conferences, conventions, meetings	\$1,000	\$900	-\$1,450	\$85
	Insurance - non-employee related				
	Membership dues - organization				
	Staff development		\$200	\$192	\$245
	Outside computer services	\$500	\$500	\$338	\$480
	Advertising expenses				
	Contingency provisions			\$85	\$266
	Grants/Scholarship to Individuals				
	Bad Debt Expense			\$4,967	
	Miscellaneous	\$2,000		\$1,392	\$499
	SUBTOTAL	\$28,700	\$28,329	\$25,761	\$36,349
	TOTAL	\$28,700	\$32,929	\$27,038	\$37,691
Net income/loss		-\$28,700	-\$32,929	-\$25,731	-\$37,424

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What can we change?

Fixed vs Variable Expenses

Nothing here is really “fixed” or “variable” - but these categories can be thought of as “things we can change today” and “things that take some planning”.

Examples of Fixed:

- Salaries
- Taxes
- Accounting services
- Telecommunications
- Travel

Examples of Variable:

- Travel - short term
- Office rent
- Temporary staff
- Staff development

Stuff Happens

Dealing with Contingencies
and the
Perils of Precedent

Fundraising and Recruitment

When looking at improving NASCO's finances, we look for ways to make sure to keep current members engaged. We also look for new revenue. Usually this means either recruiting new members or fundraising from other sources.

When these ideas come up, consider:

- How do we explain the benefits of membership? What does a dollar from a member coop help us accomplish?
- How much money can be raised from fundraising? What are the requirements attached to the funding?
- How do we explain what we would do with the new funding? Does it “build capacity”, or pay for “operations”?