

2009 OPERATING BUDGET

	<u>2005 Actual</u>	<u>2006 Actual</u>	<u>2007 Actual</u>	<u>2008 Pro-Forma</u>	<u>2009 Budget</u>	<u>%Change</u>
<u>SUPPORT AND REVENUE</u>						
<i>Direct Support</i>						
Friends of Scouting	\$300,829	\$355,126	\$398,826	\$435,000	\$500,000	14.94%
Uncollectibles		\$16,533	\$10,000	\$10,000	\$20,000	100.00%
Net Friends of Scouting	\$300,829	\$338,593	\$388,826	\$425,000	\$480,000	12.94%
Project Sales	\$18,942	\$19,372	\$24,062	\$12,676	\$17,000	34.11%
Special Events - Gross	\$327,534	\$366,081	\$492,515	\$458,233	\$478,600	4.44%
Less Costs of Direct Benefit	\$102,113	\$119,575	\$199,019	\$208,949	\$138,600	-33.67%
Net Special Events	\$225,421	\$246,506	\$293,496	\$249,284	\$340,000	36.39%
Legacies and Bequests	\$57,504	\$48,239	\$75,019	\$57,000	\$39,000	-31.58%
Foundations	\$47,610	\$83,000	\$81,095	\$97,000	\$100,000	3.09%
Other Direct Support	\$16,138	\$18,434	\$22,068	\$13,400	\$16,500	23.13%
Total Direct Support	\$666,444	\$754,144	\$884,566	\$854,360	\$992,500	16.17%
<i>Indirect Support</i>						
United Ways	\$147,219	\$87,272	\$55,534	\$55,010	\$55,010	0.00%
Total Indirect Support	\$147,219	\$87,272	\$55,534	\$55,010	\$55,010	0.00%
<i>Revenue</i>						
Product Sales - Gross	\$433,283	\$457,291	\$500,243	\$535,402	\$568,000	6.09%
Less Cost of Goods Sold	\$218,058	\$242,051	\$256,691	\$262,347	\$278,260	6.07%
Net Product Sales	\$215,225	\$215,241	\$243,552	\$273,055	\$289,740	6.11%
Investment Income	\$77,137	\$80,130	\$90,129	\$90,150	\$90,000	-0.17%
Gain or Loss on Investments	(\$46)	\$204	(\$167)	(\$50)	\$100	-300.00%
Camping Revenue	\$278,090	\$301,066	\$331,600	\$344,426	\$398,200	15.61%
Activity Revenue	\$500,256	\$213,454	\$127,318	\$180,257	\$194,064	7.66%
Other Revenue	\$87,499	\$86,915	\$136,844	\$134,500	\$121,150	-9.93%
Total Revenue	\$1,158,161	\$897,010	\$929,276	\$1,022,338	\$1,093,254	6.94%
Total Support and Revenue	\$1,971,824	\$1,738,426	\$1,869,376	\$1,931,708	\$2,140,764	10.82%
<u>EXPENSES</u>						
<i>Employee Compensation</i>						
Salaries	\$885,483	\$893,561	\$907,456	986,902	1,028,269	4.19%
Employee Benefits	\$174,291	\$160,225	\$159,869	165,697	181,819	9.73%
Payroll Taxes	\$72,122	\$81,198	\$91,173	94,565	92,477	-2.21%
Employee Related Expenses	\$8,327	\$0	\$5,334	118	0	
Total Employee Compensation	\$1,140,223	\$1,134,984	\$1,163,832	\$1,247,282	1,302,565	4.43%
<i>Other Expenses</i>						
Professional Fees	\$14,540	\$10,259	\$10,671	18,624	11,450	-38.52%
Supplies	\$467,200	\$223,903	\$207,282	243,494	265,607	9.08%
Telephone	\$13,116	\$13,527	\$15,247	15,956	15,658	-1.87%
Postage and Shipping	\$12,499	\$13,988	\$15,094	14,450	15,130	4.71%
Occupancy	\$121,418	\$136,753	\$148,734	142,976	203,197	42.12%
Rental and Maintenance of Equipment	\$26,012	\$27,160	\$30,498	29,206	33,006	13.01%
Printing and Publications	\$16,193	\$15,015	\$15,285	17,479	19,310	10.48%
Travel	\$121,972	\$103,114	\$83,104	83,947	82,532	-1.69%
Conferences and Meetings	\$12,333	\$20,040	\$16,845	22,750	16,485	-27.54%
Specific Assistance to Individuals	\$44,447	\$47,569	\$55,172	41,957	43,723	4.21%
Recognition Awards	\$28,446	\$30,162	\$29,197	25,838	31,164	20.61%
Interest Expense	\$12,444	\$31,854	\$17,611	13,500	13,500	0.00%
Insurance	\$48,620	\$57,619	\$46,650	49,825	46,835	-6.00%
Other Expenses	\$7,689	\$8,904	\$10,449	34,196	11,217	-67.20%
Charter and National Service Fees	\$27,307	\$25,741	\$27,919	28,551	28,879	1.15%
Total Other Expenses	\$974,236	\$765,608	\$729,758	\$782,749	837,693	7.02%
Total Expenses	\$2,114,459	\$1,900,592	\$1,893,590	\$2,030,031	2,140,258	5.43%

2009 OPERATING BUDGET DETAILS

FRIENDS OF SCOUTING

Three campaigns run simultaneously from January through June to raise the Friends of Scouting dollars needed to support Council programs and operations. The campaigns include the District Campaign (\$343,000), the Council Board/Corporate Campaign (\$154,000) and vendor campaign (\$3,000). The family portion of the District Campaign will focus on the \$160 average cost to serve one youth in the Scouting program for a year. Given the economy, a 14.9% increase is an aggressive goal, but through new events planned in the Districts Community Campaigns, increased unit and individual parent participation and more corporate cultivation of our Board of Directors, this goal is achievable.

PROJECT SALES

This campaign allows for budgeted items to be "project sold" to the community. The three biggest pieces of this budget for 2009 will be the underwriting of printing for the program kick-off, underwriting of membership supplies, camperships and the sponsorship of smaller individual budget line items.

SPECIAL EVENTS

The Council will conduct five special events throughout the year. In addition the council is starting a new fundraising effort through the sale of "Enjoy the City" coupon books.

<u>Event</u>	<u>Budgeted Net (Income less Expenses)</u>
Hunterdon DCAD	\$35,000
Construction Industry	\$110,000
Fall Golf Classic	\$80,000
Spirit of America	\$90,000
Blast & Cast (New Event for 2009)	\$10,000
Enjoy the City	\$15,000
Total	\$340,000

LEGACIES AND BEQUESTS

This is driven primarily by two trusts that have designated the Central New Jersey Council in their allocations. The Kaufman (\$6,000) and Edgar Trusts (\$24,000) generate over \$30,000 annually for CNJC. The Council also receives smaller one-time bequests throughout the year from individuals who have left CNJC in their wills.

FOUNDATIONS

The Council has received continued support from various foundations in the past for support of our *Scoutreach* and *Learning for Life* programs. The \$100,000 of projected funding in 2009 will be tied to the specific expenses of *Learning for Life* and *Scoutreach* in our at-risk communities. Of the \$100,000, well over half, \$77,000 is multi-year or renewable dollars.

OTHER DIRECT SUPPORT

This category includes car donations, memorials, and payments from *Learning for Life* schools who pay their own registration fees.

UNITED WAYS

Allocated funding comes from Hunterdon United Way. Donor designated funding comes from the previously mentioned, plus United Way of Mercer County, Warren County, Central Jersey United Way, Tri-State United Way, and various regional United Ways.

PRODUCT SALES

Each year Scouts are given an opportunity to participate in the Council's fundraiser, popcorn, that benefits the Council and local units. Through continued marketing, focus on the on-line popcorn system and more awareness of the "fill the sheet concept," we believe that CNJC can attain a net goal of \$289,740 in the 2009 sale based on the success of the 2008 campaign and the new on-line sales that showed outstanding growth in 2008.

INVESTMENT INCOME

Investment income comes from our primary source, the Council's endowment fund. The formula for calculating the benefit from the Council's endowment fund is 6% of the average account balance over the past 12 quarters. In 2009 the investment committee will allocate \$90,100 towards the operating budget.

CAMPING REVENUE

Camp	2007		2008		2009	Projected Attendance
	Actual	Attendance	Actual	Attendance	Budgeted	
<u>Resident Camping Fees</u>						
Kittatinny Mountain Scout Reservation	\$186,010.00	995	\$224,077.00	1054	\$239,000.00	1090
<u>Day Camp Fees</u>						
Mercer Day Camps	\$23,297.00	230	\$31,119.00	296	\$34,500.00	300
Round Valley Youth Center	\$10,315.00	82	\$11,365.00	105	\$13,200.00	120
Yards Creek Scout Reservation	\$6,534.00	48	\$9,987.00	93	\$10,350.00	95
Middlesex Day Camps	\$16,194.00	135	\$16,088.00	156	\$18,450.00	168
Central NJ Council Office	\$3,175.00	22	\$165.00	0	\$0.00	0
Totals	\$59,515.00	517	\$68,724.00	650	\$76,500.00	683

Camping income is based on projected attendance at the camping programs. The 2008 Day Camp at the Central NJ Council Office was cancelled. Note that fee structure for Day Camps and resident camps are increased in 2009.

In addition to camp fees, total camping revenue also includes winter rentals, guest meals, trading post revenue, and miscellaneous income (milk rebates, deer hunt, etc.).

Category	2007 Actual	2008 Projected	2009 Budget
KMSR Year-round Camp	\$18,057	\$18,600	\$18,500.00
Yards Creek Scout Reservation	\$8,058	\$7,320	\$8,000.00
Trading Post Sales	\$22,926	\$21,641	\$27,200.00
Trading Post (Cost of Sale)	(\$11,407)	(\$11,846)	(\$13,700.00)
Government Subsidies	\$1,044	\$1,000	\$1,500.00
Junior Leader Training	\$15,582	\$9,010	\$25,000.00
Other Camp Income	\$27,447	\$3,500	\$16,200.00
Totals	\$81,707	\$49,225	\$82,700.00

These additional camping revenue items are based on history of camp usage and estimated sales in the Trading Posts, guest meals, program fees, and off-site activities. In 2009 the council will be adding another session of Junior Leader Training.

ACTIVITY REVENUE

Activity revenue comes from a variety of sources including council events (Wood Badge, Camporees, Trainings, etc.), District Events, Council High Adventure Trips, and the Council Camporee.

Category	2007 Actual	2008 Projected	2009 Budget
Council Events	\$25,552	\$19,960	\$45,660
District Events	\$75,466	\$99,347	\$105,204
High Adventure Contingents	\$26,300	\$66,700	\$43,200
Jamboree	\$0	\$0	\$0
Total	\$127,318	\$186,007	\$194,064

These line items include all District activity events (camporees, klondike, MB weekends, etc.) as well as Council events and our contingent each summer to Philmont Scout reservation. In 2009 the Council Events line includes Wood Badge, Cub Scout Pow Wow and other events that do not occur annually.

OTHER REVENUE

The largest category in Other Revenue is rental income from the National Council Scout Shop located in our Council Office. Rental income from the National Council Scout Shop is budgeted to be \$42,980 in 2009. The Council receives 8% of each retail sale and 6% of each online sale as rental income. The decrease in this budgeted figure is due to the loss of two tenants when the office was relocated.

TOTAL SUPPORT AND REVENUE

In 2009 Total Support and Revenue is budgeted to be \$2,140,764

SALARIES

Salary expenses make up the largest portion of the Council's expenses. Staff members (10 full-time professionals along with 6 full-time support staff, one full-time Ranger and 4 part time program specialists in our Scoutreach and LFL Divisions) supporting and empowering volunteers (approximately 4,200 adult mentors active and registered in our Council at the end of 2008) help drive and deliver the Scouting program to the thousands of youth members involved (17,500 youth members registered at the end of 2008). The Council employs one full-time person (both professional and support) for every 247 Scouting volunteers and every 1,029 young people registered in the Scouting program. Assumptions contained in the salary budget include:

1. This budget includes for a full staff, which we did not have in 2008 as well as increases in payroll taxes due to increased Worker Compensation insurance.
2. A full staff . . . No vacancies throughout the year.

Salary budgets for 2009 are:

Category	2009 Budget	# of Employees
Professional Staff, Support Staff & Rangers	\$952,269	17 full-time
Paid Outreach Leaders - Trenton	\$12,500	2 part-time
Learning for Life	\$2,500	2 part-time
Summer Camp Staff & Day Camp	\$61,000	44 seasonal
Total	\$1,028,269	65 Employees

EMPLOYEE BENEFITS

The costs of the BSA medical insurance, dental insurance and retirement plans are rising due to a rate increase as well as having a full staff for the entire year. Employee benefit budgets breakdown as follow:

Benefit	2009 Budget
Group Accident Insurance	\$137
Group Life Insurance	\$6,525
Retirement Plan	\$54,000
Long-Term Disability Insurance	\$4,164
403B Match	\$24,000
Medical	\$88,077
Dental	\$5,916
Total	\$181,819

EMPLOYEE RELATED EXPENSES

This provides funds for the cost of moving experienced professionals to our Council for new assignments. We do not anticipate any staff vacancies in 2009.

TOTAL EMPLOYEE COMPENSATION

Total employee compensation is 4.4% over the 2008 year-end budget.

PROFESSIONAL FEES

Professional fees include audit fees, legal and design fees. The 2008 line was high due to unanticipated legal fees.

SUPPLIES

Program supplies are driven by many sources: day camp, district events, Philmont, training events, camp, and recognition dinners. This line shows an increase due to Wood Badge, Cub Scout Pow Wow and other events that do not occur annually.

Category	2009 Budget
Membership	\$8,000
Council	\$8,100
Philmont	\$28,000
Camp Programs	\$131,575
Council Events	\$43,163
District Events	\$46,769
Total	\$265,607

TELEPHONE

The Council maintains phone service for the Scouting Office, KMSR, Yards Creek, and cell phones for members of the management staff.

Category	2009 Budget
Scouting Office/Cell Phones Management	\$14,500
Phone Service KMSR/Yards Creek	\$1,158
Total	\$15,658

POSTAGE AND SHIPPING

The Council generates mailings to support volunteers, provide communication, and for fundraising efforts.

Category	2009 Budget
General Postage	\$15,130
Total	\$15,130

OCCUPANCY

There are three main categories to occupancy expenses: District Activities, Council Office, and camps. The significant increase in this line is due to the annual rent that we now pay on the new office.

Category	2009 Budget
District Activities	\$12,618
Council Office/Council Activities	\$117,468
KMSR/Yards Creek/Day Camps	\$73,111
Total	\$203,197

RENTAL AND MAINTENANCE OF EQUIPMENT

Rental and maintenance of equipment includes the expense of the copiers and various equipment rentals for our camping operation and District Activities.

PRINTING AND PUBLICATIONS

This is the cost of the Council's quarterly newsletter and in-house printing for events.

TRAVEL

The main categories of travel expenses are:

Category	2009 Budget
Camps	\$9,500
Council	\$62,032
Philmont	\$11,000
Total	\$82,532

Much of a professional Scouter's time is spent dealing with units and Scouting leaders where they are located. This service creates the expenses of reimbursing mileage related and other incidental costs to conduct Scouting business. This line item also includes gasoline and repairs to the camp vehicles, registration of Council owned vehicles and reimbursement of our outreach personnel for LFL and Scoutreach.

CONFERENCES AND MEETINGS

These funds provide for new Scouting professionals to attend the professional development series required during their first three years of employment. Funds in this category also underwrite the costs of training experiences for professional staff members, conferences that the Scout Executive is required to attend, and a modest amount for local staff training. This category also includes fees paid to send volunteers and seasonal summer camp employees to day camp, resident camp, and C.O.P.E. trainings. The decrease in this line is due to a professional staff conference that occurred in 2008 that will not occur in 2009.

SPECIFIC ASSISTANCE TO INDIVIDUALS

The largest component of this category is our *Learning for Life* program, which is currently serving more than 7690 youth in over 40 programs (units) throughout the Council area. The second largest component of this line item is support of our *Scoutreach* programs that provide Scouting to young people in at-risk areas. Registration fees, uniforms, transportation, food and supplies are all expenses of this program. The large increase in expense is based on continuing growth in Trenton, Perth Amboy and New Brunswick for our outreach programs.

RECOGNITION AWARDS

These costs are related to fundraising (FOS) and to individual District and Council events where recognition of adults and youth are appropriate.

INTEREST EXPENSE

This line item is the cost of our line-of-credit for the operating fund. The line-of-credit is used during low cash flow times that are very common in a Boy Scout Council throughout the year.

INSURANCE

Insurance costs include the policies related to our property insurance, automobile insurance, accident and sickness, and comprehensive liability payment to the National Office. The new Scout Office is significantly smaller than the previous office, therefore we are seeing a decrease in the cost of property insurance in 2009. Details on our projected insurance costs are:

Category	2009 Budget
Property Insurance	\$17,789
Automobile Insurance	\$8,646
Accident & Sickness	\$9,300
Comprehensive Liability Insurance to National	\$9,400
Directors and Officers Insurance	\$1,700
Total	\$46,835

OTHER EXPENSES

Other expenses include bank service fees (user fees per credit card use), license and permits and the cost of Internet rechartering.

CHARTER AND NATIONAL SERVICE FEE

This fee is based on a formula using percentages of salary line items from 2007 based on 3.5%. This fee goes to our National Office and helps support the services we receive yearly. This expense is less than 1.3% of our total expenses.

TOTAL EXPENSES

In 2009 Total expense is budgeted to be \$2,140,258.