

2010 OPERATING BUDGET

	<u>2006 Actual</u>	<u>2007 Actual</u>	<u>2008 Actual</u>	<u>2009 Pro-Forma</u>	<u>2010 Budget</u>	<u>%Change</u>
<u>SUPPORT AND REVENUE</u>						
<i>Direct Support</i>						
Friends of Scouting	\$355,126	\$398,826	\$404,290	\$495,000	\$512,000	3.43%
Uncollectibles	\$16,533	\$10,000	\$8,000	\$15,000	\$20,480	36.53%
Net Friends of Scouting	\$338,593	\$388,826	\$396,290	\$480,000	\$491,520	2.40%
Project Sales	\$19,372	\$24,062	\$13,202	\$9,300	\$13,000	39.78%
Net Special Events	\$246,506	\$293,496	\$244,237	\$322,000	\$362,400	12.55%
Legacies and Bequests	\$48,239	\$75,019	\$39,961	\$38,000	\$39,000	2.63%
Foundations	\$83,000	\$81,095	\$77,250	\$97,000	\$100,000	3.09%
Other Direct Support	\$18,434	\$22,068	\$9,156	\$10,750	\$15,000	39.53%
Total Direct Support	\$754,144	\$884,566	\$780,096	\$957,050	\$1,020,920	6.67%
<i>Indirect Support</i>						
United Ways	\$87,272	\$55,534	\$53,590	\$40,100	\$45,000	12.22%
Total Indirect Support	\$87,272	\$55,534	\$53,590	\$40,100	\$45,000	12.22%
<i>Revenue</i>						
Product Sales - Gross	\$457,291	\$500,243	\$539,363	\$532,579	\$552,000	3.65%
Less Cost of Goods Sold	\$242,051	\$256,691	\$283,829	\$277,479	\$276,000	-0.53%
Net Product Sales	\$215,241	\$243,552	\$255,535	\$255,000	\$276,000	8.24%
Investment Income	\$80,130	\$90,129	\$90,111	\$90,100	\$90,000	-0.11%
Gain or Loss on Investments	\$204	(\$167)	(\$123)	\$0	\$0	0.00%
Camping Revenue	\$301,066	\$331,600	\$354,700	\$365,000	\$138,500	-62.05%
Activity Revenue	\$213,454	\$127,318	\$178,043	\$183,800	\$550,475	199.50%
Other Revenue	\$86,915	\$136,844	\$136,326	\$105,548	\$111,740	5.87%
Total Revenue	\$897,010	\$929,276	\$1,014,592	\$999,448	\$1,166,715	16.74%
Total Support and Revenue	\$1,738,426	\$1,869,376	\$1,848,278	\$1,996,598	\$2,232,635	11.82%
<u>EXPENSES</u>						
<i>Employee Compensation</i>						
Salaries	\$893,561	\$907,456	\$982,021	\$1,012,597	963,753	-4.82%
Employee Benefits	\$160,225	\$159,869	\$167,515	\$176,969	183,252	3.55%
Payroll Taxes	\$81,198	\$91,173	\$95,141	\$104,150	90,121	-13.47%
Employee Related Expenses	\$0	\$5,334	\$118	\$0	0	
Total Employee Compensation	\$1,134,984	\$1,163,832	\$1,244,795	\$1,293,716	1,237,126	-4.37%
<i>Other Expenses</i>						
Professional Fees	\$10,259	\$10,671	\$18,903	\$11,450	11,600	1.31%
Supplies	\$223,903	\$207,282	\$245,587	\$231,000	423,493	83.33%
Telephone	\$13,527	\$15,247	\$16,378	\$16,623	14,650	-11.87%
Postage and Shipping	\$13,988	\$15,094	\$15,608	\$17,300	15,585	-9.91%
Occupancy	\$136,753	\$148,734	\$141,403	\$182,800	168,762	-7.68%
Rental and Maintenance of Equipment	\$27,160	\$30,498	\$29,231	\$32,500	29,150	-10.31%
Printing and Publications	\$15,015	\$15,285	\$18,595	\$15,500	13,485	-13.00%
Travel	\$103,114	\$83,104	\$84,989	\$66,532	122,602	84.28%
Conferences and Meetings	\$20,040	\$16,845	\$22,397	\$13,960	13,500	-3.30%
Specific Assistance to Individuals	\$47,569	\$55,172	\$45,623	\$24,975	44,755	79.20%
Recognition Awards	\$30,162	\$29,197	\$29,625	\$32,400	27,679	-14.57%
Interest Expense	\$31,854	\$17,611	\$13,954	\$11,200	12,500	11.61%
Insurance	\$57,619	\$46,650	\$49,825	\$41,999	43,504	3.58%
Other Expenses	\$8,904	\$10,449	\$35,398	\$11,217	8,900	-20.66%
Charter and National Service Fees	\$25,741	\$27,919	\$28,551	\$28,879	31,067	7.58%
Total Other Expenses	\$765,608	\$729,758	\$796,067	\$738,335	981,232	32.90%
Total Expenses	\$1,900,592	\$1,893,590	\$2,040,862	\$2,032,051	2,218,358	9.17%

2010 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 (\$353,000), the Council Board/Corporate Campaign (\$156,000) 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, we feel that a 3.4% increase is an achievable goal.

PROJECT SALES

This campaign allows for budgeted items to be "project sold" to the community. The three biggest pieces of this budget for 2010 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	\$30,000
Construction Industry	\$110,000
Fall Golf Classic	\$85,600
Spirit of America	\$109,000
Clay Shoot	\$20,300
Enjoy the City	\$7,500
Total	\$362,400

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 2010 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, \$70,000 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

The Central New Jersey Council presently receives no allocated funds from any of the United Way organizations. Donor designated funding comes from the United Way of Mercer County, Hunterdon 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 \$276,000 in the 2010 sale based on the projected re-formatting of the product line and a focused marketing campaign on military popcorn sales.

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 2010 the investment committee will allocate \$90,000 towards the operating budget.

CAMPING REVENUE

Camp	2008		2009		2010	Projected Attendance
	Actual	Attendance	Actual	Attendance	Budgeted	
<u>Resident Camping Fees</u>						
Kittatinny Mountain Scout Reservation	\$228,516.00	1054	\$209,345.00	919	\$0.00	0
<u>Day Camp Fees</u>						
Mercer Day Camps	\$31,284.00	296	\$38,446.00	335	\$39,000.00	340
Round Valley Youth Center	\$11,365.00	105	\$12,509.00	90	\$13,750.00	105
Yards Creek Scout Reservation	\$10,062.00	93	\$10,242.00	95	\$11,250.00	100
Middlesex Day Camps	\$16,193.00	156	\$21,244.00	160	\$21,500.00	165
Central NJ Council Office	\$165.00	0	\$0.00	0	\$0.00	0
Totals	\$69,069.00	650	\$82,441.00	680	\$85,500.00	710

Camping income is based on projected attendance at the camping programs. As per the December 17, 2009 vote of the Council Executive Board, summer camp operations at KMSR will not occur in 2010. The Day Camp held at the CNJC office was cancelled in 2008 and will not occur in 2010.

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.). As some of these revenue sources are tied to summer camp, they are not budgeted for 2010. Some year-round camping at KMSR is budgeted and will continue until any sale of the property is completed.

Category	2008 Actual	2009 Projected	2010 Budget
KMSR Year-round Camp	\$18,913	\$18,000	\$9,000.00
Yards Creek Scout Reservation	\$7,320	\$8,000	\$9,000.00
Trading Post Sales	\$22,347	\$25,000	\$5,900.00
Trading Post (Cost of Sale)	(\$12,009)	(\$15,000)	(\$3,100.00)
Government Subsidies	\$987	\$861	\$0.00
Junior Leader Training	\$9,010	\$22,960	\$23,000.00
Northeast Region YSDC	\$6,693	\$8,747	\$8,000.00
Other Camp Income	\$3,854	\$5,100	\$1,200.00
Totals	\$57,115	\$73,668	\$53,000.00

These additional camping revenue items are based on history of camp usage and estimated sales in the Trading Posts.

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. In 2010 the National Jamboree causes a significant increase in this line item.

Category	2008 Actual	2009 Projected	2010 Budget
Council Events	\$13,360	\$40,500	\$22,800
District Events	\$97,983	\$111,296	\$92,675
High Adventure Contingents	\$66,700	\$15,496	\$0
Jamboree	\$0	\$0	\$435,000
Total	\$178,043	\$167,292	\$550,475

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. CNJC will not be sending a contingent to Philmont in 2010. In 2009 the Council Events line included 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 \$40,820 in 2010. The Council receives 8% of each retail sale and 6% of each online sale as rental income.

TOTAL SUPPORT AND REVENUE

In 2010 Total Support and Revenue is budgeted to be \$2,232,635

SALARIES

Salary expenses make up the largest portion of the Council's expenses. Staff members (9 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 (more than 4,500 adult mentors active and registered in our Council at the end of 2009) help drive and deliver the Scouting program to the thousands of youth members involved (over 18,000 youth members registered at the end of 2009). The Council employs one full-time person (both professional and support) for every 300 Scouting volunteers and every 1,200 young people registered in the Scouting program. Assumptions contained in the salary budget include:

1. This budget accounts for one less staff member than in 2009 due to the reallocation of the Program Director position.
2. A full staff . . . No vacancies throughout the year.
3. No KMSR Summer Camp staff will be hired. We will continue to hire Cub Scout Day Camp Staff

Salary budgets for 2010 are:

Category	2010 Budget	# of Employees
Professional Staff, Support Staff & Rangers	\$942,553	16 full-time
Paid Outreach Leaders - Trenton	\$12,500	2 part-time
Learning for Life	\$2,500	2 part-time
Summer Day Camp Staff	\$6,200	12 seasonal
Total	\$963,753	32 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	2010 Budget
Group Accident Insurance	\$125
Group Life Insurance	\$6,670
Retirement Plan	\$59,256
Long-Term Disability Insurance	\$4,070
403B Match	\$19,000
Medical	\$88,551
Dental	\$5,580
Total	\$183,252

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 2010.

TOTAL EMPLOYEE COMPENSATION

Total employee compensation is a 4.4% decrease over the 2009 year-end budget. This is due to the elimination of one professional position as well as the KMSR summer camp staff.

PROFESSIONAL FEES

Professional fees include audit fees, legal and design 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. There is a significant increase in this line due to the addition of the Jamboree in 2010.

Category	2010 Budget
Membership	\$8,100
Council	\$8,050
Jamboree	\$317,900
Camp Programs	\$20,950
Council Events	\$29,550
District Events	\$38,943
Total	\$423,493

TELEPHONE

The Council maintains phone service for the Scouting Office, KMSR, Yards Creek, and cell phones for members of the management staff. The phone service at KMSR will remain in place until the end of camping operations on the property. The anticipated cost savings in this line is due to a consolidated cell phone plan being implemented.

Category	2010 Budget
Scouting Office/Cell Phones Management	\$14,000
Phone Service KMSR/Yards Creek	\$650
Total	\$14,650

POSTAGE AND SHIPPING

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

Category	2010 Budget
General Postage	\$15,585
Total	\$15,585

OCCUPANCY

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

Category	2010 Budget
District Activities	\$11,266
Council Office/Council Activities	\$119,610
KMSR/Yards Creek/Day Camps	\$37,886
Total	\$168,762

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	2010 Budget
Camps	\$4,500
Council	\$60,802
Jamboree	\$61,800
Total	\$127,102

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. The significant increase in this line is due to the Jamboree.

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 trainings. The hiring of new staff members in the SEMEOS and Joyce Kilmer Districts has required us to increase this line to accommodate for the increased staff training.

SPECIFIC ASSISTANCE TO INDIVIDUALS

The largest component of this category is our *Learning for Life* program, which is currently serving more than 8,000 youth in nearly 50 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. Some savings in this line are anticipated due to the closing of KMSR, however we still need to maintain minimal coverage until the sale of the property is complete. Details on our projected insurance costs are:

Category	2010 Budget
Property Insurance	\$12,761
Automobile Insurance	\$7,343
Accident & Sickness	\$10,000
Comprehensive Liability Insurance to National	\$11,700
Directors and Officers Insurance	\$1,700
Total	\$43,504

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 2008 based on 3.5%. This fee goes to our National Office and helps support the services we receive yearly. This expense is 1.4% of our total expenses.

TOTAL EXPENSES

In 2010 Total expense is budgeted to be \$2,218,358.