



NEW JERSEY SCHOOL BOARDS ASSOCIATION 2016-2017 BUDGET





New Jersey School Boards Association

413 West State Street • Trenton, NJ 08618 • Telephone: 609.695.7600 • Toll-Free: 888.88NJSBA • Fax: 609.695.0413

March 8, 2016

Board of Directors
New Jersey School Boards Association
413 West State Street
Trenton, New Jersey 08618

Dear Fellow Board Members:

Enclosed is the New Jersey School Boards Association's (NJSBA) proposed Annual Budget for Fiscal Year 2016-2017. It will be presented for discussion and adoption at the next NJSBA Board of Directors meeting on March 18, 2016.

On February 17, the Finance Committee met with the Executive Director and the Director of Finance to review and finalize the proposed 2016-2017 budget.

All financial activities in the budget are organized according to membership service and revenue areas. Supporting data, for various components of the proposed budget, have also been included.

In order to meet NJSBA's financial goals of maintaining current services while providing a stable, long-term financial base, the proposed budget provides for continued delivery of existing Association services, suggestions for alternative revenue sources, and identifies areas for controlling costs.

On behalf of the New Jersey School Boards Association Finance Committee,
I recommend that the Board of Directors adopt the proposed Annual Budget for Fiscal Year 2016-2017.

Sincerely,

Michael R. McClure
Vice President for Finance



New Jersey School Boards Association

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FINANCE COMMITTEE

2016-2017
(TWO YEAR TERM)

- 2017 Donald Webster Jr. President, NJSBA
Manchester Township Board of Education, Ocean County
- 2017 Michael R. McClure, Vice President of Finance
Maple Shade Board of Education, Burlington County
- 2018 Naomi Davidson,
Runnemede Board of Education, Camden County
- 2018 Jeff Fischer,
Manchester Regional Board of Education, Passaic County
- 2017 Tafari Anderson,
Clifton Board of Education, Passaic County
- 2017 Shane Berger,
Bloomfield Board of Education, Essex County

STAFF

Dr. Lawrence S. Feinsod, Executive Director, NJSBA

Francis J. Pullo, Director, Finance, NJSBA

Kathy Shambe, Manager, General Accounting, NJSBA

E-mail: lfeinsod@njsba.org

E-mail: fpullo@njsba.org

E-mail: kshambe@njsba.org

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INTRODUCTION TO THE 2016-2017 BUDGET

The Bylaws of the NJSBA dictate that the Association's Finance Committee shall have the duty of preparing the annual budget, which shall be submitted to the Board of Directors prior to the May/June delegates meeting. In addition, the Finance Committee shall, from time to time, advise the Board of Directors on all matters affecting the finances of the Association.

This budget recommendation projects revenues and expenditures at \$10,489,259.

This budget is a balanced budget. Revenues are equal to expenditures.

The proposed 2016-2017 budget is based on several assumptions:

- Increased level of service to our membership in response to the changing needs, as identified in the goals of the 2015-2017 Strategic Plan;
- Continued development of an effective system of electronic communications and technology, and,
- Improving the high-quality, mandatory training programs for board of education members at no cost, including new board member orientation training, in-person one-day conferences, and online programs through the use of our Learning Management System (LMS).



2016-2017 PROPOSED BUDGET

EXECUTIVE SUMMARY

The 2016-2017 proposed budget continues to focus on two key areas: increasing member participation in Association programs, and the professional development of local board of education members. Both are critical within the context of federal and state education reforms and the financial climate in which school districts operate.

All training required by the New Jersey School Ethics Act and the New Jersey School District Accountability Act will continue to be provided as a dues-based service. These programs include Governance I, which members may complete through one of three formats: an in-person one-day conference; an online program; and a weekend New Board Member Orientation. Based on the observations of long-term board members and school administrators, NJSBA reestablished the weekend New Board Member Orientation program in March 2013. The program provides in-depth rigorous training. The proposed 2016-2017 budget provides for two weekend New Board Member Orientation programs at no cost to participants. The costs for the two weekend orientation programs will be accomplished through the efforts of Education Leadership Foundation of New Jersey (ELFNJ). The proposed budget also provides dues-based funding for Governance II, III, and IV in-person and on-line training.

For 2016-2017, NJSBA membership dues will remain frozen at the 2010-2011 level.

While reviewing the supporting financial documents, bear in mind that the proposed budget is formulated using both actual revenue and expense projections based on prior experience. This budget represents the minimum funding that NJSBA needs to continue delivering services to its members. Each Association department has fine-tuned the accounts for which it is responsible.

Fiscal year 2016-2017 revenue is projected to decrease \$92,412 or .8%, under that of the current budget year.

To balance the 2016-2017 budget, we are proposing the use of \$225,000 of free balance. In previous years, we have used free balance funds to balance the Association's budget. Despite using the free balance reserve to balance the NJSBA budgets in the past, this reserve has remained relatively constant, from \$3,479,385 on June 30, 2012 to a projected reserve balance of \$3,543,090 on June 30, 2016.

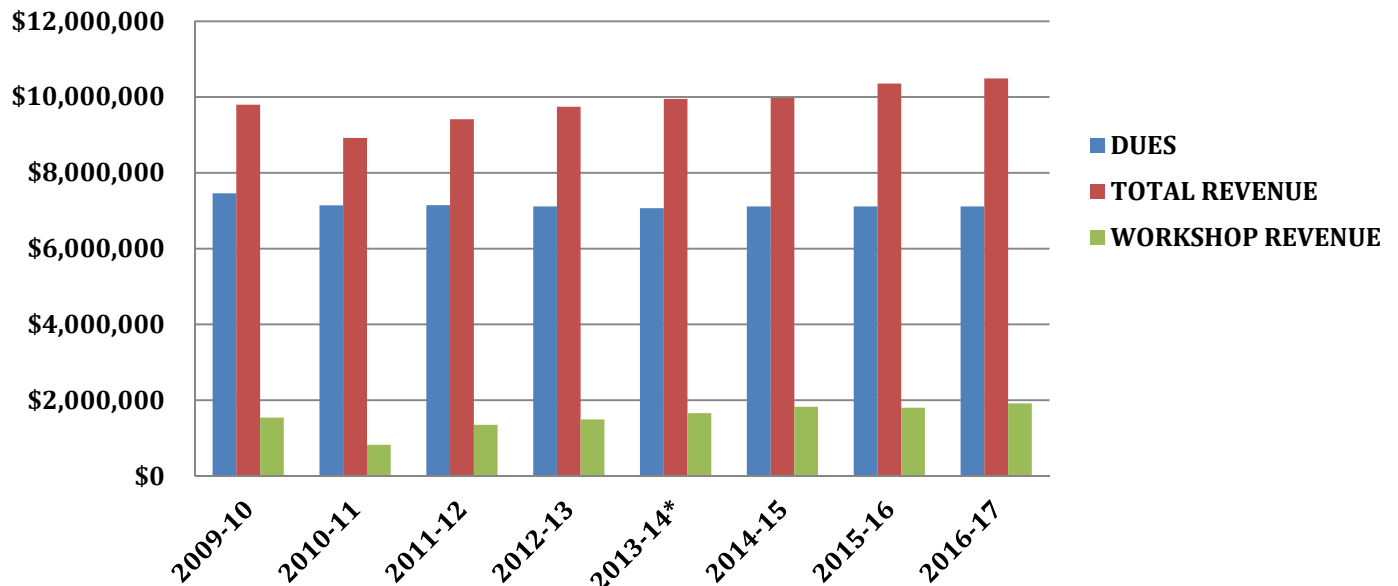
The chart below illustrates the Association's efforts to maintain needed services and create new ones by increasing income from sources other than dues. The proposed budget will reduce reliance on dues from over 80% of total revenue in fiscal year 2010-2011 to 67.8% in the proposed 2016-2017 budget. (*See chart and graph on next page.*)

PERCENTAGE OF DUES VERSUS TOTAL ASSOCIATION REVENUE

YEAR	DUES	TOTAL REVENUE	DUES AS PERCENT OF TOTAL REVENUE	WORKSHOP REVENUE	WORKSHOP AS PERCENT OF TOTAL REVENUE
2009-10	\$ 7,459,299	\$ 9,796,565	76.1%	\$ 1,540,803	15.7%
2010-11	\$ 7,142,871	\$ 8,921,057	80.0%	\$ 822,322	9.2%
2011-12	\$ 7,146,930	\$ 9,415,482	75.9%	\$ 1,350,851	14.3%
2012-13	\$ 7,114,446	\$ 9,742,299	73.0%	\$ 1,495,694	15.4%
2013-14*	\$ 7,066,907	\$ 9,950,593	71.0%	\$ 1,658,933	16.7%
2014-15	\$ 7,114,314	\$ 9,973,932	70.2%	\$ 1,825,592	17.6%
BUDGET 2015-16	\$ 7,114,310	\$ 10,356,671	68.7%	\$ 1,802,984	17.4%
BUDGET 2016-17	\$ 7,114,310	\$ 10,489,259	67.8%	\$ 1,917,634	18.3%

*2013-2014 DUES REDUCED BY GRANT FOR SUPERSTORM SANDY DISTRICTS

DUES VERSUS TOTAL ASSOCIATION REVENUE



The above chart illustrates the relationship among dues revenue, total revenue and workshop revenue.

The 2016-2017 budget also provides for three non-dues revenue sources: USBAflex, the NJSBA Corporate Partner Program and the continuation of a program called TEC (Technology for Education and Career).

The NJSBA Corporate Partner Program is a year-round effort to engage commercial and non-profit vendors, sponsors and advertisers in NJSBA's mission to advance student achievement through effective school district governance.

Participants in the Corporate Partner Program pay a membership fee that offers year-long opportunities to interact with school board members, superintendents, and school business administrators.

Technology for Education and Career is a program that enables schools to purchase technological tools and services at reduced costs. NJSBA's TEC program is endorsed by the New Jersey Department of Education. The program assists schools by securing cost-saving alternatives for creating, establishing and continuing the most current digital learning opportunities available for students.

BUDGET DETAIL

Total Dues

Total Dues encompasses four revenue sources: General Membership Dues for local boards of education; Affiliate Membership Dues, which includes educational services commissions and jointure commissions; Associate Membership Dues, which includes charter schools; and Professional Membership Groups, including statewide networks of school board attorneys and personnel administrators.

General Membership Dues for 2016-2017 are projected at \$7,114,310, the same amount that was budgeted and paid for in 2015-2016. The average dues amount per local board is \$12,245.

Affiliate Membership Any public education agency, organization or commission established under *N.J.S.A. 18A* that has as its purpose the provision of services, programs or assistance to district boards of education in the delivery of public education to the students of New Jersey, and which is governed by a body consisting of at least one representative of a district board of education, can join the Association as an Affiliate Member. Educational Services Commissions and Jointure Commissions are eligible to join NJSBA under this category.

Associate Membership Dues Charter schools, interested persons or common-interest groups may become associate members of NJSBA, a designation that does not provide representation or voting privileges within the Delegate Assembly or the Board of Directors. The proposed 2016-2017 budget anticipates 75 charter school members paying full-year membership dues. Full-year dues for an associate member is set at \$2,500.

PROFESSIONAL MEMBERSHIP GROUPS

NJSBA sponsors three professional membership groups: the Personnel Administrators Association, the Educational Negotiators Association, and the Associate Membership Program for School Attorneys.

PAA/ENA Under the proposed budget, combined membership in two labor relations-oriented professional membership groups—the Personnel Administrators Association (PAA) and the Educational Negotiators Association (ENA)—is projected at 120. Annual dues will be \$325 per person, for total revenue of \$39,000.

- PAA provides school district personnel administrators with resources, information and opportunities to network with colleagues throughout the state.
- ENA is open to professional negotiators and offers a variety of labor relations data and information developed by NJSBA.

Associate Membership Program for School Attorneys (AMPSA) NJSBA and the New Jersey Association of School Attorneys inaugurated the AMPSA program to provide school attorneys with an extensive range of learning and development opportunities in school law. Membership is open to individual school board attorneys and offers a three-tiered system of payment. All school attorneys enrolled in AMPSA are automatically enrolled in the New Jersey Association of School Attorneys. Projected dues revenue for this program, \$56,270, represents an increase of \$1,990, or 3.7%. This slightly higher revenue is based on the addition of attorneys in their first 3 years of practice in school law at a reduced membership.

2016 WORKSHOP PROJECTIONS

Net income (receipts over expenditures) from Workshop 2016 will exceed that for the 2015 conference due to anticipated increases in attendee registration and sponsorships.

Revenue from exhibitors and sponsors For Workshop 2016, we anticipate \$1,917,634 in revenue, including exhibit space sales, sponsorships and registration. This amount is \$114,650, or 6.4%, higher than budgeted receipts for Workshop 2015.

Expenses for Workshop 2016 are budgeted at \$842,650, an 11.2% increase in expenditures over that budgeted for Workshop 2015. Workshop 2016 anticipates net revenue (revenue minus expenditures) at \$29,950 above the net revenue budgeted for Workshop 2015.

CONFERENCES

Revenue from non-mandatory training programs is projected at \$243,627, an increase of \$10,970, or 4.7%, from the current-year budgeted amount. For 2016-2017, this category includes revenue projections for the Spring School Law Forum, four labor relations programs, three Leadership offerings and the Technology Conference. We are anticipating increased attendance at all of our non-mandatory training programs.

Expenses related to the programs include facility rental, audio-visual equipment, food and beverage service, printed materials, and mileage reimbursement for staff and speakers. The proposed budget projects these expenses at \$97,933, an 8 % increase over the current-year budgeted amount.

CONTRACTED SERVICES

NJSBA offers a variety of services on a contracted, or fee, basis. These critical labor-intensive services are used by individual school boards requiring those services in a given year. Consequently, the Association charges boards a fee to offset the cost of providing the services, although these programs are underwritten in part by dues.

Revenue in this category is anticipated at \$451,949. Expenses in this category are budgeted at \$68,773.

OVERHEAD

Overhead costs include staff salaries and benefits, headquarters facility costs, insurance and office expenses. This category is anticipated to decrease by \$84,228 or 1.0%.

MERIT INCREASES

For 2016-2017, the increase recommended by Compensation Resources, an independent salary consultant, is 0 to 2.25%. All increases are based on the employee's annual performance evaluation. To be eligible for the maximum increase, a staff member would need to score 100% on their performance evaluation.

PUBLICATIONS

For print volumes, books are produced and shipped to NJSBA on demand through a vendor, Absolute Book Printing. This arrangement results in a small expenditure for the production of the publications volumes. For 2016-2017, anticipated revenue from books will be \$24,320, a slight decrease from the amount budgeted for 2015-2016. It is anticipated the Association will develop a plan to update core publications designed to meet member needs in key areas of school board responsibility.

INVESTMENT AND MISCELLANEOUS INCOME

Investment income is anticipated to increase slightly when compared to the budgeted amount for 2015-2016. Interest earned on surplus and unexpended funds remains at historically low rates.

For 2016-2017, we anticipate that the Association will receive \$5,500 in interest income. The Association is projecting an annualized balance of \$2,400,000 and an average interest rate of 0.23%.

Miscellaneous income is projected at \$120,400 for 2016-2017. The Association anticipates revenue under this category to come from the Affiliate Partnership Program, SHI/Microsoft program, the TEC Program, and the Corporate Partnership Program.



**NEW JERSEY SCHOOL BOARDS ASSOCIATION
STATEMENT of RECEIPTS and EXPENDITURES
as BUDGETED ON 2/17/16**

	BUDGET 2014-2015	BUDGET 2015-2016	ACTUAL DEC. 2015	BUDGET 2016-2017
MEMBERSHIP DUES	7,114,314.00	7,114,310.00	7,114,311.58	7,114,310.00
MEMBERSHIP PROGRAMS	285,280.00	285,380.00	297,397.50	296,870.00
TOTAL MEMBERSHIPS RECEIPTS	7,399,594.00	7,399,690.00	7,411,709.08	7,411,180.00
 MEMBERSHIP EXPENDITURES:				
COMMITTEES	77,912.00	76,924.00	24,637.74	73,031.00
CONFERENCES - DUES BASED, NET	41,923.00	49,788.00	10,925.48	51,290.00
MEMBERSHIP SERVICES & PROGRAMS	204,691.00	203,282.00	216,396.74	198,122.00
PUBLICATIONS INCLUDED WITH MEMBERSHIPS, NET	137,685.00	103,672.00	6,104.01	82,735.00
TRAVEL & LIAISON	160,870.00	163,453.00	75,799.01	161,140.00
TOTAL MEMBERSHIPS EXPENDITURES	623,081.00	597,119.00	333,862.98	566,318.00
 OVERHEAD:				
SALARIES	5,418,349.00	5,761,760.00	2,631,695.18	5,761,367.00
PERSONNEL ADMINISTRATION & TRAINING	2,197,191.00	2,316,892.00	876,720.87	2,239,220.00
HEADQUARTERS HOUSING	430,972.00	406,165.00	186,409.74	382,100.00
INSURANCE	81,264.00	81,417.00	81,183.44	85,515.00
OFFICE EXPENSE	406,106.00	336,430.00	141,582.09	350,234.00
TOTAL OVERHEAD EXPENDITURES	8,533,882.00	8,902,664.00	3,917,591.32	8,818,436.00
 NET MEMBERSHIPS	 (1,757,369.00)	 (2,100,093.00)	 3,160,254.78	 (1,973,574.00)
 WORKSHOP RECEIPTS	 1,660,550.00	 1,802,984.00	 1,883,471.10	 1,917,634.00
WORKSHOP EXPENDITURES	699,525.00	757,950.00	841,430.31	842,650.00
NET WORKSHOP	961,025.00	1,045,034.00	1,042,040.79	1,074,984.00
 FEE BASED SERVICE RECEIPTS	 537,837.00	 573,987.00	 281,118.47	 451,949.00
FEE BASED SERVICE EXPENDITURES	190,375.00	136,164.00	74,792.01	68,773.00
NET FEE BASED SERVICES	347,462.00	437,823.00	206,326.46	383,176.00
 CONFERENCE RECEIPTS	 131,426.00	 232,657.00	 43,378.00	 243,627.00
CONFERENCE EXPENDITURES	81,839.00	90,645.00	15,649.11	97,933.00
NET CONFERENCES	49,587.00	142,012.00	27,728.89	145,694.00
 NET PUBLICATIONS	 24,495.00	 24,429.00	 26,967.00	 24,320.00
 MISC. RECEIPTS INCLUDING INVESTMENT INCOME	 124,800.00	 225,795.00	 94,678.15	 120,400.00
 FREE BALANCE REVENUE	 250,000.00	 225,000.00		 225,000.00
 NET RECEIPTS OVER EXPENDITURES	 0.00	 0.00	 4,557,996.07	 0.00

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015	2015-2016	2015-2016	2016-2017
		Budget	Budget	12/31/15 YTD	Executive Director Budget Recommendation
Membership Dues					
01-01-20-40010-0000	General Membership Dues	7,114,314.00	7,114,310.00	7,114,311.58	7,114,310.00
	Total Membership Dues	7,114,314.00	7,114,310.00	7,114,311.58	7,114,310.00
Membership Programs					
01-02-20-40110-0000	Affiliate Membership	6,300.00	12,000.00	10,800.00	12,000.00
01-02-20-40115-0000	Individual Associate Membership	100.00	100.00	0.00	100.00
01-02-20-40120-0000	Charter School Assoc. Membership	200,000.00	180,000.00	197,500.00	189,500.00
01-02-70-40125-0000	PAA-ENA	39,000.00	39,000.00	40,373.50	39,000.00
01-02-80-40130-0000	AMPSPA	39,880.00	54,280.00	48,724.00	56,270.00
	Total Membership Programs	285,280.00	285,380.00	297,397.50	296,870.00
	Total Memberships	7,399,594.00	7,399,690.00	7,411,709.08	7,411,180.00
Membership Expenditures:					
Committees					
01-17-10-60705-0000	Board of Directors	31,563.00	31,585.00	9,185.15	25,717.00
01-17-10-60710-0000	Executive Committee	4,781.00	4,781.00	654.42	3,184.00
01-17-10-60715-0000	Nominating Committee	5,547.00	1,689.00	0.00	3,597.00
01-17-10-60720-0000	Unassigned Committees	3,000.00	3,000.00	3,651.24	3,300.00
01-17-20-60735-0000	Finance Committee	150.00	150.00	0.00	150.00
01-17-20-60740-0000	Audit Committee	400.00	400.00	0.00	400.00
01-17-50-60760-0000	Legislative/Resolutions	6,300.00	6,800.00	2,883.20	7,382.00
01-17-50-60765-0000	Federal Relations Network	6,082.00	6,252.00	3,124.63	6,252.00
01-17-50-60770-0000	School Finance Committee	1,549.00	2,146.00	219.29	1,500.00
01-17-80-60780-0000	Delegate Assembly	9,796.00	10,746.00	4,530.86	11,446.00
01-17-80-60785-0000	Resolution Subcommittee	2,274.00	3,221.00	0.00	4,103.00
01-17-80-60790-0000	Special Education Committee	1,470.00	1,154.00	56.34	1,000.00
01-17-95-60800-0000	Urban Boards Committee	5,000.00	5,000.00	332.61	5,000.00
	Total Committees	77,912.00	76,924.00	24,637.74	73,031.00

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015		2015-2016		2015-2016		2016-2017	
		Budget	Budget	Budget	Budget	12/31/15 YTD	Executive Director Budget	Recommendation	
Conferences - Dues Based, Net									
01-04-60-40341-0000	County Programs	0.00	0.00	0.00	(1,520.00)		0.00	0.00	
01-04-60-40344-0000	Charter School Governance	0.00	0.00	0.00	0.00		0.00	0.00	
01-04-60-40385-0000	Mandatory Training	(104,000.00)	(1,575.00)	(1,575.00)	(1,000.00)		(1,496.00)	(1,496.00)	
01-04-60-40390-0000	County Meeting Sponsorships	(184,800.00)	0.00	0.00	0.00		0.00	0.00	
01-18-60-60945-0000	Weekend Orientation Conference	104,188.00	3,268.00	3,268.00	206.27		5,191.00	5,191.00	
01-18-60-60947-0000	Mandatory Training	1,300.00	4,099.00	4,099.00	2,460.50		3,599.00	3,599.00	
01-18-60-60949-0000	Regional Training	3,800.00	3,990.00	3,990.00	0.00		3,990.00	3,990.00	
01-18-60-60950-0000	One Day Orientation	14,585.00	14,506.00	14,506.00	621.84		14,506.00	14,506.00	
01-18-60-60959-0000	County Programs	206,850.00	25,500.00	25,500.00	10,156.87		25,500.00	25,500.00	
	Total Conferences - Dues Based, Net	41,923.00	49,788.00	49,788.00	10,925.48		51,290.00	51,290.00	
Membership Services & Programs									
01-24-05-62210-0000	NJSBA Web Site	15,000.00	17,000.00	17,000.00	204.74		12,000.00	12,000.00	
01-24-10-62215-0000	Advocacy	50,000.00	46,000.00	46,000.00	8,903.60		46,000.00	46,000.00	
01-24-10-62220-0000	Consultants' Services	20,000.00	20,000.00	20,000.00	0.00		20,000.00	20,000.00	
01-24-10-62230-0000	NSBA Dues	89,729.00	89,729.00	89,729.00	87,681.00		89,729.00	89,729.00	
01-24-10-62235-0000	Reception at NSBA Convention	3,500.00	3,500.00	3,500.00	0.00		3,500.00	3,500.00	
01-24-10-62247-0000	Board Member Recognition Program	310.00	310.00	310.00	0.00		0.00	0.00	
01-24-10-62248-0000	Student Achievement Task Force	1,853.00	1,853.00	1,853.00	317.22		1,853.00	1,853.00	
01-24-10-62249-0000	Training Task Force	2,729.00	2,729.00	2,729.00	0.00		2,729.00	2,729.00	
01-24-15-62250-0000	Special Education Week	2,500.00	2,500.00	2,500.00	0.00		2,500.00	2,500.00	
01-24-40-62260-0000	County Assoc. Leadership	5,000.00	5,000.00	5,000.00	195.50		5,000.00	5,000.00	
01-24-50-62265-0000	Association Advocacy	7,000.00	7,500.00	7,500.00	99.24		8,000.00	8,000.00	
01-24-60-62266-0000	Parent Connections	2,100.00	2,000.00	2,000.00	695.34		2,000.00	2,000.00	
01-24-70-62270-0000	PAAVENA	4,020.00	4,200.00	4,200.00	1,451.30		4,200.00	4,200.00	
01-24-80-62285-0000	AMPFA On-Line	950.00	961.00	961.00	339.30		611.00	611.00	
01-24-10-62289-0000	IT Fund Expense	0.00	0.00	0.00	0.00		0.00	0.00	
01-24-10-62290-0000	Strategic Plan Expense*	0.00	0.00	0.00	116,509.50		0.00	0.00	
	Total Membership Services & Programs	204,691.00	203,282.00	203,282.00	216,396.74		198,122.00	198,122.00	

*No budget for this account, will release reserve at year end

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015			2015-2016			2016-2017		
		Budget	2015-2016 Budget	2015-2016 12/31/15 YTD	Executive Director Budget	Executive Director Recommendation				
Pubs. included with Memberships & Marketing, Net										
01-05-30-40420-0000	Board Member Reminder Adv Sales	(3,230.00)	(2,560.00)	(2,980.00)	0.00	0.00				
01-05-30-40425-0000	New Jersey School Leader Adv Sales	(74,000.00)	(91,549.00)	(46,524.85)	(91,549.00)					
01-05-30-40428-0000	eSchool Board Notes And Sales	(15,000.00)	0.00	0.00	0.00					
01-05-35-40429-0000	Online Charter School Newsletter Adv Sales	(3,000.00)	(3,000.00)	(4,800.00)	(3,600.00)					
01-21-10-61505-0000	Executive Office Printed Material	525.00	525.00	127.17	525.00					
01-21-15-61510-0000	Campaign Activities	2,050.00	2,050.00	0.00	1,950.00					
01-21-15-61520-0000	Media Relations	630.00	300.00	0.00	300.00					
01-21-30-61530-0000	Board Member Reminder	9,913.00	2,000.00	2,063.34	0.00					
01-21-30-61535-0000	Misc. Graphics & Publications	3,527.00	4,374.00	1,749.51	4,374.00					
01-21-30-61540-0000	New Jersey School Leader	47,346.00	48,338.00	22,979.71	51,289.00					
01-21-30-61550-0000	School Board Notes	60,114.00	61,320.00	18,224.10	45,486.00					
01-21-40-61555-0000	Field Service Printed Material	6,000.00	6,000.00	2,279.20	5,000.00					
01-21-40-61565-0000	Field Service Marketing/Advertising	2,500.00	2,500.00	978.21	2,000.00					
01-21-50-61575-0000	Legislative Directory	0.00	750.00	0.00	700.00					
01-21-65-61595-0000	Membership & Program Promotion	44,500.00	36,000.00	7,556.60	32,000.00					
01-21-35-61595-0000	Membership & Program Promotion - Charters	4,000.00	4,000.00	68.13	4,000.00					
01-21-65-61605-0000	Marketing - New Project Development	46,500.00	30,000.00	3,898.93	28,000.00					
01-21-70-61615-0000	The Negotiations Advisor	610.00	610.00	0.00	610.00					
01-21-80-61630-0000	DA Printed Materials	4,700.00	2,034.00	483.96	1,650.00					
	Total Publications, net	137,685.00	103,672.00	6,104.01	82,735.00					
Travel & Liaison										
01-22-00-61805-0000	Officer Travel-Out of State	40,532.00	44,308.00	35,058.75	46,770.00					
01-22-00-61810-0000	Officer Travel-In State	7,500.00	7,500.00	717.96	7,500.00					
01-22-05-61815-0000	Information Technology	4,000.00	1,500.00	202.95	1,500.00					
01-22-10-61820-0000	Executive Director Travel	27,173.00	29,437.00	18,931.47	22,670.00					
01-22-10-61825-0000	Officer/Exec Liaison-Other Groups	500.00	500.00	645.03	550.00					
01-22-10-61835-0000	Exec Office Staff Travel excl. Exec. Dir.	4,000.00	4,000.00	235.97	4,000.00					
01-22-15-61840-0000	Public Information Office/Travel & Liaison	1,000.00	1,000.00	586.00	1,120.00					
01-22-20-61845-0000	Finance	4,000.00	2,500.00	797.87	1,500.00					
01-22-40-61860-0000	Field Services	35,000.00	35,000.00	10,839.03	35,000.00					

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015 Budget	2015-2016 Budget	2015-2016 12/31/15 YTD	2016-2017	
					Executive Director Budget	Recommendation
Travel & Liason Continued:						
01-22-50-61865-0000	Governmental Relations/Staff Travel	7,080.00	8,020.00	2,587.75	7,500.00	
01-22-50-61870-0000	Gov Relations Business - Lobbying	4,150.00	4,530.00	1,589.95	4,890.00	
01-22-60-61879-0000	TEC Travel	0.00	0.00	0.00	5,000.00	
01-22-60-61880-0000	Business Development Travel	2,500.00	2,000.00	610.90	2,000.00	
01-22-35-61881-0000	Charter School Travel	5,970.00	5,970.00	657.68	6,586.00	
01-22-60-61883-0000	Training Travel	0.00	3,000.00	0.00	3,000.00	
01-22-70-61885-0000	Labor Relations	9,900.00	9,900.00	1,608.83	9,900.00	
01-22-80-61890-0000	Legal/Policy Travel Expenses	7,565.00	4,288.00	728.87	1,654.00	
	Total Travel & Liason	160,870.00	163,453.00	75,799.01	161,140.00	
Total Membership Expenditures						
		623,081.00	597,119.00	333,862.98	566,318.00	
Overhead:						
Salaries						
01-10-13-60015-0000	Performance Increase	137,557.00	148,122.00	82,344.00	138,087.00	
01-10-14-60020-0000	Promotions/Adjustments	15,000.00	15,000.00	14,508.00	15,000.00	
01-10-17-60030-0000	Part Time	101,065.00	45,500.00	22,991.05	56,316.00	
01-10-20-60035-0000	Base Salaries	5,143,627.00	5,532,038.00	2,507,302.71	5,541,964.00	
01-10-75-60060-0000	Overtime	21,100.00	21,100.00	4,549.42	10,000.00	
	Total Salaries	5,418,349.00	5,761,760.00	2,631,695.18	5,761,367.00	
Personnel Administration & Training						
01-12-20-60110-0000	PERS	583,064.00	606,110.00	0.00	616,256.00	
01-12-20-60115-0000	Social Security	393,251.00	412,121.00	179,544.28	406,563.00	
01-12-20-60120-0000	Health Benefits Program - active	888,500.00	979,016.00	422,525.58	887,194.00	
01-12-20-60121-0000	Health Benefits Program - retiree	144,550.00	143,145.00	57,063.24	134,985.00	
01-12-20-60122-0000	Section 125/Flexible Spending Acct	1,000.00	1,000.00	397.50	1,000.00	
01-12-20-60125-0000	Dental Program	45,100.00	38,000.00	18,172.40	36,750.00	
01-12-20-60130-0000	Worker's Compensation Insurance	21,726.00	22,500.00	21,089.00	21,472.00	
01-12-20-60135-0000	Unemployment Claims	10,000.00	10,000.00	0.00	10,000.00	
01-12-25-60140-0000	Temporary Disability	5,000.00	5,000.00	1,938.02	2,500.00	
01-12-25-60145-0000	Tuition Reimbursement	5,000.00	5,000.00	4,236.00	5,000.00	
01-12-25-60150-0000	Employment Recruitment	5,000.00	5,000.00	0.00	2,500.00	
01-12-25-60155-0000	Temporary Help	5,000.00	5,000.00	14,010.90	5,000.00	
01-12-25-60160-0000	Temporary Professional Help	50,000.00	50,000.00	148,904.20	75,000.00	
01-22-10-61830-0000	Staff Development	40,000.00	35,000.00	8,839.75	35,000.00	
	Total Personnel Administration	2,197,191.00	2,316,892.00	876,720.87	2,239,220.00	

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015	2015-2016	2015-2016	2016-2017
		Budget	Budget	12/31/15 YTD	Executive Director Budget Recommendation
Headquarters Housing					
01-13-05-60205-0000	Computer Network Lines	51,112.00	46,180.00	15,909.18	38,100.00
01-13-05-60210-0000	Computer Development	24,360.00	15,000.00	1,259.97	15,000.00
01-13-20-60215-0000	Telephone Costs	15,000.00	13,000.00	3,647.34	8,000.00
01-13-20-60220-0000	Utilities	133,000.00	125,000.00	58,809.72	130,000.00
01-13-20-60222-0000	LEED Certification Costs	0.00	0.00	2,913.00	0.00
01-13-20-60225-0000	Equipment Service Agreement	92,000.00	112,985.00	50,312.38	102,000.00
01-13-20-60227-0000	Telecommunication	45,000.00	28,000.00	13,962.40	28,000.00
01-13-20-60230-0000	Maintenance	30,000.00	25,000.00	21,198.25	20,000.00
01-13-20-60235-0000	Furniture & Equipment	2,500.00	2,500.00	0.00	2,500.00
01-13-20-60240-0000	Security system	36,500.00	37,000.00	18,397.50	37,000.00
01-13-20-60245-0000	Unrecovered Accounts Receivable	1,500.00	1,500.00	0.00	1,500.00
	Total Headquarters Housing	430,972.00	406,165.00	186,409.74	382,100.00
Insurance					
01-15-20-60350-0000	Property and Casualty Liability	49,317.00	48,095.00	49,074.72	50,405.00
01-15-20-60355-0000	Automobile	2,517.00	2,580.00	2,512.41	4,950.00
01-15-20-60360-0000	A D & D Insurance	1,500.00	1,500.00	1,425.00	1,425.00
01-15-20-60365-0000	Directors & Officers Liability	27,930.00	29,242.00	28,171.31	28,735.00
	Total Insurance	81,264.00	81,417.00	81,183.44	85,515.00
Office Expense					
01-16-00-60405-0000	Outside Legal Counsel/Legal Issues	25,000.00	25,000.00	0.00	25,000.00
01-16-05-60410-0000	Computer Supplies & Typesetting	2,500.00	2,500.00	1,481.97	2,800.00
01-16-05-60415-0000	Computer Contracts & Maintenance	157,517.00	128,601.00	71,249.55	144,355.00
01-16-05-60420-0000	Computer Hardware & Software Purchases	20,000.00	20,000.00	9,293.94	20,000.00
01-16-05-60425-0000	Information Systems - Library	1,500.00	1,500.00	0.00	1,500.00
01-16-10-60430-0000	Executive - Library	3,065.00	2,430.00	399.75	2,430.00
01-16-15-60435-0000	Public Information - Subscriptions	1,614.00	1,525.00	260.00	1,670.00
01-16-15-60440-0000	Public Information - Paper/Postage	1,500.00	1,500.00	0.00	1,500.00
01-16-20-60445-0000	Office Expense & Supplies	30,000.00	25,000.00	10,898.64	34,000.00
01-16-20-60450-0000	Payroll Processing Services	16,900.00	17,700.00	9,130.39	4,008.00
01-16-20-60460-0000	Public Advertisements-Purchasing	2,500.00	4,500.00	1,597.33	3,500.00

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015			2015-2016		2016-2017	
		Budget	2015-2016 Budget	2015-2016 12/31/15 YTD	Executive Director Budget	Executive Director Recommendation		
01-16-20-60465-0000	Mailing & Printing Supplies	30,000.00	10,000.00	6,329.04	10,000.00			
01-16-20-60470-0000	Postage	30,000.00	15,000.00	6,344.89	13,000.00			
01-16-20-60475-0000	Audit - Office Expense	16,950.00	16,950.00	0.00	17,450.00			
01-16-20-60480-0000	Copier Rentals	40,000.00	35,000.00	8,328.52	40,000.00			
01-16-20-60485-0000	Finance - Library	1,500.00	1,000.00	0.00	500.00			
01-16-25-60490-0000	Human Resources - Library	400.00	400.00	287.00	400.00			
01-16-40-60505-0000	Professional Assoc. & Manuals	3,300.00	3,630.00	2,645.00	4,537.00			
01-16-50-60510-0000	Governmental Relations - Library/Membership/Sub.	4,750.00	4,950.00	1,983.89	5,000.00			
01-16-35-60516-0000	Charter Schools Library	700.00	700.00	0.00	300.00			
01-16-60-60517-0000	Training - Library	0.00	975.00	0.00	975.00			
01-16-70-60525-0000	Labor Relations - Library/Memberships	1,740.00	1,744.00	1,577.00	1,744.00			
01-16-80-60530-0000	Legal - Library	8,585.00	9,740.00	6,738.46	9,480.00			
01-16-90-60540-0000	Policy & Library Resources - Paper/Postage	1,335.00	1,335.00	661.72	1,335.00			
01-16-90-60545-0000	Policy & Library Resources - CPRM on the WEB	4,750.00	4,750.00	2,375.00	4,750.00			
	Total Office Expense	406,106.00	336,430.00	141,582.09	350,234.00			
	Total Overhead Expenditures	8,533,882.00	8,902,664.00	3,917,591.32	8,618,436.00			
	MEMBERSHIPS, NET	(1,757,369.00)	(2,100,093.00)	3,160,254.78	(1,973,574.00)			

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2016-2017		
		2014-2015 Budget	2015-2016 Budget	2015-2016 12/31/15 YTD
	Workshop Receipts			
01-03-20-40215-0000	W/S Transportation	35,000.00	35,000.00	39,866.10
01-03-60-40230-0000	Registration	448,000.00	531,000.00	592,450.00
01-03-60-40235-0000	Commercial Exhibits	775,320.00	760,000.00	760,250.00
01-03-60-40240-0000	Non-commercial Exhibits	11,000.00	14,400.00	14,400.00
01-03-60-40245-0000	Commercial-Extra Exhibitors	0.00	0.00	7,100.00
01-03-60-40250-0000	Program Advertising	99,350.00	110,250.00	126,150.00
01-03-60-40260-0000	School Law Forum	36,880.00	47,334.00	47,715.00
01-03-60-40280-0000	Workshop Sponsorships	250,000.00	300,000.00	295,540.00
01-03-60-40281-0000	Workshop TV	5,000.00	5,000.00	0.00
	Total Workshop Receipts	1,660,550.00	1,802,984.00	1,883,471.10
	Workshop Expenditures			
01-19-20-61210-0000	Workshop Transportation	33,000.00	32,000.00	25,650.00
01-19-60-61215-0000	Workshop Overtime	1,000.00	1,000.00	0.00
01-19-60-61220-0000	Event Production & Operations	350,000.00	390,000.00	472,121.49
01-19-60-61225-0000	Registration	10,300.00	10,300.00	16,462.13
01-19-60-61230-0000	Press Room	550.00	550.00	914.29
01-19-60-61235-0000	Event Cancellation Insurance	5,125.00	5,200.00	5,400.78
01-19-60-61245-0000	School Law Forum	14,500.00	15,050.00	12,754.52
01-19-60-61250-0000	CAL County Corner Booth	27,500.00	31,000.00	30,602.75
01-19-60-61255-0000	Officer Expense	2,000.00	2,000.00	1,753.32
01-19-60-61260-0000	Officers' Reception	12,500.00	13,500.00	29,494.92
01-19-60-61265-0000	Promotion	13,000.00	15,000.00	12,497.46
01-19-60-61270-0000	Sponsorships	79,500.00	90,000.00	126,976.48
01-19-60-61280-0000	Labor Relations Workshop	1,700.00	1,700.00	1,316.33
01-19-60-61285-0000	Group Sessions	5,600.00	5,600.00	4,219.23
01-19-60-61290-0000	General Sessions	30,000.00	30,000.00	13,056.00
01-19-60-61295-0000	Breakfast Program	3,000.00	3,500.00	3,997.50
01-19-60-61305-0000	Joint Workshop Registration	87,000.00	87,000.00	59,917.50
01-19-60-61310-0000	School P.R. Program	550.00	550.00	550.00
01-19-60-61315-0000	Action Labs	2,200.00	3,000.00	1,594.08
01-19-60-61325-0000	Legislative Update/State Board	500.00	500.00	0.00
01-19-60-61340-0000	Staff Expense	17,000.00	17,000.00	18,534.03
01-19-60-61345-0000	Workshop Convention Staff Expense	3,000.00	3,500.00	3,617.50
01-19-60-61350-0000	Sustainable Jersey Program	0.00	0.00	0.00
	Total Workshop Expenditures	699,525.00	757,950.00	841,430.31
	WORKSHOP, NET	961,025.00	1,045,034.00	1,042,040.79
	Executive Director Budget Recommendation			
				37,500.00
				585,250.00
				780,000.00
				14,400.00
				2,500.00
				115,250.00
				47,334.00
				335,400.00
				0.00
				1,917,634.00

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015		2015-2016		2015-2016		2016-2017	
		Budget	Budget	Budget	12/31/15 YTD	Executive Director Budget	Recommendation		
Contracted Service Receipts									
01-51-70-40650-0000	Salary Guide: Development & Construction Svcs	33,000.00		36,000.00	14,376.80			40,000.00	
01-52-90-40840-0000	District Manual on the Web-Microscribe	101,200.00		96,200.00	61,033.34			31,417.00	
01-52-90-40845-0000	Critical Policy Reference Manual	1,939.00		1,939.00	100.00			1,424.00	
01-52-90-40847-0000	Manual Writing Services	121,000.00		121,000.00	15,500.00			59,500.00	
01-52-90-40855-0000	Job Description manual	1,848.00		1,848.00	900.00			612.00	
01-52-90-40860-0000	Paperless Meetings (Schoolboardnet)	67,350.00		40,000.00	29,983.33			11,996.00	
01-52-90-40865-0000	Policy Maintenance Services	0.00		37,000.00	0.00			50,000.00	
01-79-40-40910-0000	Superintendent Searches	137,500.00		157,000.00	123,975.00			165,000.00	
01-79-40-40915-0000	Fee Based Service-Facility Planning	0.00		0.00	0.00			0.00	
01-79-40-40920-0000	Fee Based Service-Strategic Planning	65,000.00		74,000.00	31,750.00			76,000.00	
01-79-35-40922-0000	Fee Based Service-Charter Schools	5,000.00		5,000.00	2,000.00			6,000.00	
01-79-40-40930-0000	Fee Based Service-Community Planning	2,000.00		0.00	0.00			0.00	
01-79-40-40935-0000	Fee Based Service-Strategic Plan Renewal	0.00		0.00	0.00			6,000.00	
01-79-40-40940-0000	Focus Group/Process Facilitation	2,000.00		4,000.00	1,500.00			4,000.00	
	Total Fee based Service Receipts	537,837.00		573,987.00	281,118.47			451,949.00	
Contracted Service Expenditures									
01-24-90-62550-0000	Policy - Online Services	96,100.00		71,000.00	42,700.00			23,542.00	
01-24-90-62560-0000	Paperless Board Meetings	57,000.00		32,000.00	23,333.34			10,167.00	
01-24-90-62565-0000	Policy Maintenance Services Costs	0.00		15,000.00	0.00			15,000.00	
01-80-40-65110-0000	NJSBA Superintendent Searches	15,000.00		9,500.00	5,085.97			10,000.00	
01-80-35-65115-0000	Charter School Fee-Based Service	1,000.00		1,000.00	106.73			1,000.00	
01-80-40-65125-0000	Strategic Planning Fee-Based Service	18,000.00		5,000.00	3,146.05			6,000.00	
01-80-40-65127-0000	Community Planning Fee- Based Service	100.00		0.00	21.28			200.00	
01-80-40-65130-0000	Focus Group/Process	100.00		0.00	27.60			200.00	
01-80-70-65500-0000	L/R Negotiation Services	825.00		825.00	371.04			825.00	
01-80-90-65135-0000	Policy Manual Writing Services	2,250.00		1,839.00	0.00			1,839.00	
	Total Fee based Service Expenditures	190,375.00		136,164.00	74,792.01			66,773.00	
	FEE BASED SERVICES, NET	347,462.00		437,823.00	206,326.46			383,176.00	

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015		2015-2016		2015-2016		2016-2017	
		Budget	Budget	Budget	12/31/15 YTD	Budget	Executive Director Budget Recommendation		
Conference Receipts									
01-04-30-40310-0000	Public Relations Forum	3,000.00		3,000.00	0.00			3,000.00	
01-04-35-40311-0000	Charter Schools Training Sponsors	4,000.00		4,000.00	6,000.00			7,200.00	
01-04-60-40305-0000	Leadership Training	25,000.00		67,500.00	12,800.00			69,750.00	
01-04-60-40309-0000	Highlights of Workshop	0.00		0.00	0.00			0.00	
01-04-60-40312-0000	Technology Conference	0.00		28,000.00	0.00			28,000.00	
01-04-60-40313-0000	Technology Conference Sponsors	0.00		45,500.00	0.00			45,500.00	
01-04-70-40340-0000	Advanced Bargaining	18,000.00		0.00	0.00			0.00	
01-04-70-40350-0000	Bargaining at the table	11,175.00		15,920.00	15,920.00			19,920.00	
01-04-70-40355-0000	Preparing for Bargaining	11,175.00		14,925.00	7,761.00			16,445.00	
01-04-70-40360-0000	Analyzing/Constructing Salary Guides	13,695.00		16,445.00	897.00			16,445.00	
01-04-80-40370-0000	Intermediate School Law Conference	13,695.00		0.00	0.00			0.00	
01-04-80-40375-0000	Spring School Law Forum	26,910.00		32,591.00	0.00			32,591.00	
01-04-80-40376-0000	School Board Attorney Training Program	4,776.00		4,776.00	0.00			4,776.00	
01-04-80-40380-0000	Conference-Rowan University	0.00		0.00	0.00			0.00	
Total Conference Receipts		131,426.00		232,657.00	43,378.00			243,627.00	

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015		2015-2016		2015-2016		2016-2017	
		Budget	Budget	Budget	12/31/15 YTD	Executive Director Budget	Recommendation		
Conference Expenditures									
01-18-60-60940-0000	Leadership Training	25,000.00		39,375.00	8,784.72			39,375.00	
01-18-60-60942-0000	Technology Conference Costs	0.00		14,700.00	0.00			21,995.00	
01-18-70-60955-0000	Advanced Bargaining Program	15,230.00		0.00	0.00			0.00	
01-18-70-60965-0000	Bargaining at the table	9,811.00		9,811.00	349.43			9,811.00	
01-18-70-60970-0000	Preparing for Bargaining	7,385.00		7,385.00	6,514.96			7,385.00	
01-18-70-60975-0000	Analyzing/Construct Salary Guides Prog.	7,662.00		7,662.00	0.00			7,662.00	
01-18-70-60976-0000	School Board Attorney Training Program	1,387.00		1,390.00	0.00			1,383.00	
01-18-80-60985-0000	Intermediate School Law Conference	5,647.00		0.00	0.00			0.00	
01-18-80-60990-0000	Spring School Law Forum	7,675.00		8,529.00	0.00			8,520.00	
01-24-30-62255-0000	Public Relations Forum	2,042.00		1,793.00	0.00			1,802.00	
	Total Conference Expenditures	81,839.00		90,645.00	15,649.11			97,933.00	
CONFERENCES, NET									
		49,587.00		142,012.00	27,728.89			145,694.00	
Publications									
01-52-30-40727-0000	Non-Periodical Publications	3,000.00		3,000.00	4,190.00			3,000.00	
01-52-70-40785-0000	The Negotiations Advisor On-Line	7,500.00		7,500.00	8,230.00			7,500.00	
01-52-70-40805-0000	On-Line Index and Analysis of PERC Decision	8,250.00		8,250.00	9,897.00			8,250.00	
01-52-80-40825-0000	School Law Index	7,500.00		7,500.00	4,650.00			7,000.00	
01-21-30-61542-0000	Publication Reproduction	(1,755.00)		(1,821.00)	0.00			(1,430.00)	
	PUBLICATIONS, NET	24,495.00		24,429.00	26,967.00			24,320.00	
Misc. Receipts									
01-51-20-40625-0000	NJSL/SBN Subscription	0.00		0.00	190.00			0.00	
01-51-20-40630-0000	Non-Profit Mailing Labels Sales	0.00		0.00	0.00			0.00	
01-51-20-40631-0000	Electronic Mailing Label Sales	0.00		0.00	900.00			0.00	
01-51-20-40635-0000	Plaque Sales	2,500.00		2,000.00	1,247.00			2,000.00	
01-21-20-61525-0000	Plaque Sales, costs	(2,000.00)		(2,000.00)	(907.56)			(1,500.00)	
01-06-20-40525-0000	Investment Income	5,000.00		5,000.00	4,284.66			5,500.00	
01-06-20-40530-0000	Miscellaneous Income	12,500.00		13,896.00	6,059.94			12,000.00	
01-06-20-40545-0000	Cancellations	0.00		0.00	675.00			0.00	
01-06-20-40560-0000	NJEDge.net	60,000.00		75,000.00	7,144.57			0.00	

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2014-2015 TO 2016-2017**

Account Number	Descriptions	2014-2015 Budget	2015-2016 Budget	2015-2016 12/31/15 YTD	2016-2017	
					Executive Director Budget	Recommendation
01-06-20-40565-0000	Affiliate Partnership Program	1,000.00	36,026.00	22,690.10	30,000.00	30,000.00
01-21-20-61575-0000	Affiliate Partner Program Costs	0.00	(9,450.00)	(1,016.33)	0.00	0.00
01-06-20-40567-0000	SHI/Microsoft	7,000.00	18,000.00	3,944.10	11,500.00	11,500.00
01-06-20-40568-0000	LiveStream Sponsorship Sales	12,000.00	0.00	0.00	0.00	0.00
01-06-20-40569-0000	TEC Program	0.00	25,000.00	0.00	30,000.00	30,000.00
01-06-20-40570-0000	Corporate Partnership Program	36,000.00	36,000.00	34,350.00	35,000.00	35,000.00
01-21-20-61570-0000	Corporate Partnership Program Costs	(2,000.00)	(2,000.00)	(185.79)	(2,000.00)	(2,000.00)
01-06-20-40585-0000	NJ Green Program of Study	0.00	35,523.00	9,800.00	0.00	0.00
01-21-20-61580-0000	STEM & Sustainability Initiative	(7,200.00)	(7,200.00)	5,502.46	(2,100.00)	(2,100.00)
	MISC., NET	124,800.00	225,795.00	94,678.15		120,400.00
	Free Balance Revenue	250,000.00	225,000.00			225,000.00
	RECEIPTS OVER EXPENDITURES, NET	0.00	0.00	4,557,996.07		0.00

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
BUDGET RECAP
2015-2016 AND 2016-2017**

REVENUES	2015-2016 BUDGET	2016-2017 BUDGET	INCREASE (DECREASE)	EXPENSES	2015-2016 BUDGET	2016-2017 BUDGET	INCREASE (DECREASE)
General Membership Dues	\$ 7,114,310	\$ 7,114,310	\$ -	- Salary Accounts	\$ 5,761,760	\$ 5,761,367	\$ (393)
Affiliate Membership	12,000	12,000	\$ -	- Personnel Administration	2,316,892	2,239,220	(77,672)
Individual Associate Membership	100	100	\$ -	- Housing: Trenton Headquarters	406,165	382,100	(24,065)
Charter School Assoc. Membership	180,000	189,500	\$ 9,500	Insurance	81,417	85,515	4,098
PAA - ENA Dues	39,000	39,000	\$ -	- Office Expense	336,430	350,234	13,804
AMPSA Dues	54,280	56,270	\$ 1,990	Committees	76,924	73,031	(3,893)
Workshop	1,802,984	1,917,634	\$ 114,650	Workshop	757,950	842,650	84,700
Conferences	232,657	243,627	\$ 10,970	Conferences	140,433	149,223	8,790
Advertising	97,129	95,149	\$ (1,980)	Advertising, Promotions & Pub.	200,801	177,884	(22,917)
Publications	24,429	24,320	\$ (109)	Membership Services & Programs	203,282	198,122	(5,160)
Contracted Services	573,987	451,949	\$ (122,038)	Contracted Services	136,164	68,773	(67,391)
Investment Income	5,000	5,500	\$ 500	Travel/Liaison/Training	163,453	161,140	(2,313)
Miscellaneous	220,795	114,900	\$ (105,895)				
Free Balance	225,000	225,000	\$ -				
TOTAL REVENUES	\$ 10,581,671	\$ 10,489,259	(92,412)	TOTAL EXPENSES	\$ 10,581,671	\$ 10,489,259	(92,412)
TOTAL BUDGET	\$ 10,581,671	\$ 10,489,259	(92,412)	TOTAL BUDGET	\$ 10,581,671	\$ 10,489,259	(92,412)



FREE BALANCE ACCOUNTS 2016-2017 BUDGET

On June 30, 2016, the Association's Free Balance for both designated and undesignated accounts is projected to be \$3,673,090 and \$3,318,090 at June 30, 2017.

PROJECTED DESIGNATED FREE BALANCE

The Board of Directors set aside \$300,000 in the Strategic Plan Fund with the adoption of the 2015-2017 Strategic Plan in May 2015. These needs are not funded in the annual budget.

It is anticipated the Strategic Plan Fund will have \$85,000 remaining at June 30, 2016 and \$0 at June 30, 2017.

The Capital Fund Building is currently being used to achieve LEED certification for our headquarters building.

The Capital Fund Building account is anticipated to have \$45,000 remaining as of June 30, 2016 and \$0 at June 30, 2017.

ANTICIPATED UNDESIGNATED FREE BALANCE 2016-2017 BUDGET

Non Designated Free Balance at June 30, 2015: \$3,718,090

MINUS:

Surplus designated for use in 2015-2016 Budget \$(225,000)

PLUS:

Revenue Over Expenses at June 30, 2016 \$50,000

Projected Undesignated Free Balance at June 30, 2016: \$ 3,543,090

MINUS:

Surplus designated for use in 2016-2017 Budget \$(225,000)

Projected Undesignated Free Balance at June 30, 2017: \$ 3,318,090

DESIGNATED FREE BALANCE ACCOUNTS ACCOUNT BREAKDOWN 2016-2017 BUDGET

Strategic Plan Fund:

Balance June 30, 2015	\$ 301,743
Expended by June 30, 2016	<u>\$ 216,743</u>
Balance June 30, 2016	\$ 85,000
Expended by June 30, 2017	<u>\$ 85,000</u>
Balance June 30, 2017	\$ 0

Capital Fund Building:

Balance June 30, 2015	\$ 51,676
Expended by June 30, 2016	<u>\$ 6,676</u>
Balance June 30, 2016	\$ 45,000
Expended by June 30, 2017	<u>\$ 45,000</u>
Balance June 30, 2017	\$ 0

Total Designated Free Balance June 30, 2016 \$ 130,000

Total Designated Free Balance June 30, 2017 \$ 0