



New Jersey School Boards Association

Celebrating 100 Years of Service

2014-2015 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

February 26, 2014

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 2014-2015. It will be presented for discussion and adoption at the next NJSBA Board of Directors meeting on March 22, 2014.

On February 18, the Finance Committee met with the Executive Director and the Director of Finance to review and finalize the proposed 2014-2015 budget.

All financial activities in the budget are organized according to membership service and revenue areas. Supporting data, to explain 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 the Board of Directors adopt the proposed Annual Budget for Fiscal Year 2014-2015.

Sincerely,

Donald Webster, Jr.
Vice President for Finance



New Jersey School Boards Association

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FINANCE COMMITTEE

2014-2015

(TWO YEAR TERM)

- *2014 **Donald Webster Jr.**, Vice President of Finance,
Manchester Township Board of Education, Ocean County

- *2014 **John Bulina**, President, NJSBA
Tabernacle Board of Education, Burlington County

- *2015 **Michael R. McClure**
Maple Shade Board of Education, Burlington County

- *2015 **Dr. Tom Connors**
Piscataway Township Board of Education, Middlesex County

- *2015 **William Herman Sr.**
Millville Board of Education, Cumberland County

STAFF

Dr. Lawrence S. Feinsod, Executive Director, NJSBA

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Francis J. Pullo, Director, Finance, NJSBA

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Kathy Shambe, Manager, General Accounting, NJSBA

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Phone: 609-695-7600 Fax: 609-695-0413

*Term Expiration Date – Revised 2-12-14



INTRODUCTION TO THE 2014-2015 BUDGET

The Bylaws of the New Jersey School Boards Association 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 \$10,223.932.

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

The proposed 2014-2015 budget is based on several assumptions:

- Increases in the level of service to our membership in response to changing needs, as identified in the 2012-2015 Strategic Plan;
- Continued development of an effective system of electronic communications and technology; and,
- Delivery of 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.



2014 – 2015 PROPOSED BUDGET

EXECUTIVE SUMMARY

The 2014-2015 proposed budget focuses 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 pending federal and state education reforms and the current 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, which provides in-depth, rigorous training. 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 proposed 2014-2015 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 underwritten by grant funding. The proposed budget also provides funding for the Governance II, III and IV in-person and online trainings on a dues basis.

For 2014-2015, NJSBA membership dues will remain frozen at the 2010-2011 level, which reflects a 5% reduction from the previous fiscal year.

While reviewing the supporting financial documents, bear in mind that the proposed budget is formulated with 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 2014-2015 revenue is projected to increase \$415,404, or 4.2%, over that for the current budget year.

In order to balance the 2014-2015 budget, we are proposing the use of \$250,000 of free balance. \$150,000 of this free balance was generated during the 2012-2013 fiscal year. The remaining \$100,000 is projected to be generated as a result of the 2013-2014 fiscal year.

Of the \$415,404 in the proposed increase in expenses, \$282,539 is attributable to the salary accounts. The majority of this increase, \$166,717, is the result of an accounting change and not an increase of salary expenses. We are projecting a decrease in the Personnel Administration lines as staff contribute more to their health care costs.

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 71.3% in the proposed 2014-2015. *(See chart and graph on next page)*

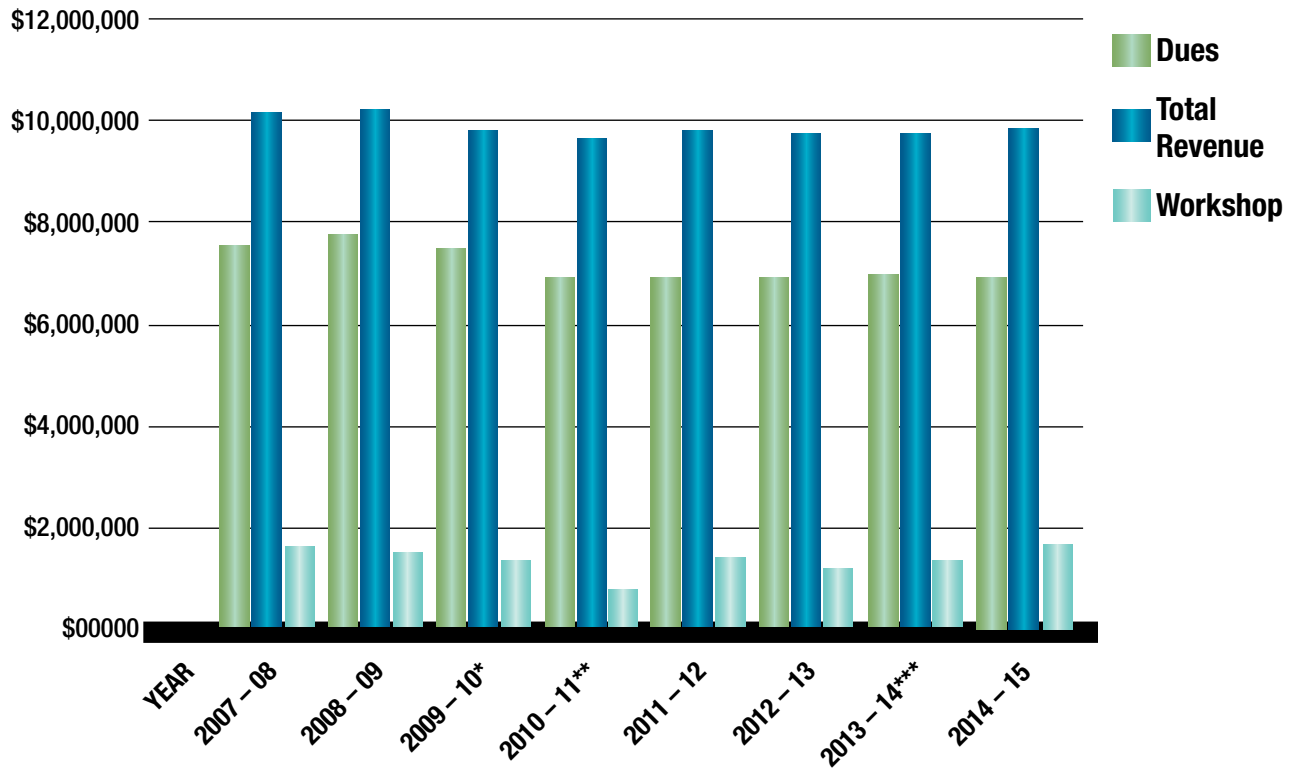
PERCENTAGE OF DUES VERSUS TOTAL ASSOCIATION REVENUE					
YEAR	DUES	TOTAL REVENUE	DUES AS PERCENT OF TOTAL REVENUE	WORKSHOP*** REVENUE	WORKSHOP AS PERCENT OF TOTAL REVENUE
2007-08	\$ 7,318,319	\$ 10,244,947	71.4%	\$ 1,715,318	16.7%
2008-09	\$ 7,582,113	\$ 10,283,109	73.7%	\$ 1,740,187	16.9%
2009-10*	\$ 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%
BUDGET 2012-13	\$ 7,114,446	\$ 9,742,299	73.0	\$ 1,495,694	15.4%
BUDGET 2013-14	\$ 7,114,466	\$ 9,808,528	72.5%	\$ 1,480,090	14.6%
Budget 2014-2015	\$7,114,314	\$ 9,973,932	71.3%	\$ 1,660,550	16.7%

* 2009-10: \$2,000 PER DISTRICT SERVICE CREDIT

** 2010-11: \$800 PER DISTRICT SERVICE CREDIT

*** WORKSHOP 2014-2015

DUES VERSUS TOTAL ASSOCIATION REVENUE



* \$2,000 PER DISTRICT SERVICE CREDIT

** \$800 PER DISTRICT SERVICE CREDIT

***WORKSHOP 2014-15 A BUDGETED AMOUNT

The above chart and graph illustrates the relationship among dues revenue, total revenue and workshop revenue. In 2010 - 2011, dues revenue was 80.2% of the total revenue, the largest percentage. As budgeted, 2014-2015 dues revenue represents 71.3% of total income.

The 2014-2015 budget also provides for the continuation of three non-dues revenue sources: USBAflex; NJEDge, and the NJSBA Corporate Partner Program.

NJEDge provides software that enables districts to reduce their Information Technology expenses by virtualizing servers and desktops. In addition to cost savings, this technology gives IT administrator's greater control over each device on their network while enabling them to manage it remotely. We anticipate an increase in revenue from the NJEDge program in fiscal year **2014-2015**.

USBAflex is a flexible benefits program that the Association sponsors for New Jersey school districts. Administrative costs for USBAflex are 40% to 50% less than those of other flexible spending plan providers. In 2012-2013, 13 school districts were participating in this program.

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 entitles them to work with NJSBA in marketing their product(s) or service(s). The NJSBA marketing package offered to corporate partners includes Workshop participation, county program sponsorships, presentation opportunities and advertising in NJSBA publications.

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. Combined dues income for the four categories is projected to increase by \$72,728.

General Membership Dues for 2014-2015 are projected at \$7,114,314 a decrease of \$152. This decrease is the result of a district closing. The base for dues for the 2014-2015 fiscal year is the same amount paid by school districts in the 2013-2014 fiscal year. The average dues amount per local board is \$12,141.

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. We are projecting nine Affiliate Memberships in 2014-2015 for a total of \$6,300 in dues.

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 2014-2015 budget anticipates 80 charter school members. Full-year dues for associate members are set at \$2,500. The majority of the increase in the dues category, \$61,000, is attributable to Associate Dues.

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 training 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, \$39,880 represents an increase of \$5,880 or 17%. This higher revenue is based on an anticipated increase in membership in 2014-2015.

2014 WORKSHOP PROJECTIONS

Net income (receipts over expenditures) from Workshop 2014 will exceed that for the 2013 conference due to increased exhibit sales and sponsorships.

Revenue from exhibitors and sponsors For Workshop 2014, we anticipate \$1,660,550 in revenue, including exhibit space sales, sponsorships and registration. This amount is \$180,460, or 12.2%, higher than budgeted receipts for Workshop 2013. We are anticipating additional sponsorship opportunities for Workshop 2014.

Expenses for Workshop 2014 are budgeted at \$699,525, a 12.3% increase in expenditures over that budgeted for Workshop 2013.

CONFERENCES

Revenue from non-mandatory training programs is projected at \$131,426, an increase of \$43,907, or 50%, from the current-year budgeted amount. For 2014-2015, this category includes revenue projections for the Spring School Law Forum, four labor relations programs, Advanced Bargaining, and Leadership. The increase is mainly attributable to the leadership program. However, 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, mileage reimbursement for staff and speakers, and overtime for non-exempt staff. The proposed budget projects these expenses at \$121,720, a 92 % increase. Conference expenses include net expenses after sponsorship revenue and grants which reduce expenses for county meetings and weekend orientation.

CONTRACTED SERVICES

NJSBA offers a variety of services on a contracted, or fee, basis. These critical labor-intensive services are used by a minority of the state's school boards in a given year. Consequently, the Association charges user boards a fee to offset the cost of providing the services, although a large share of developing these programs is underwritten by dues.

Revenue in this category is anticipated at \$537,837, a 6.7% increase from last year's budgeted amount.

OVERHEAD

Overhead costs include staff salaries and benefits, headquarters facility costs, insurance and office expenses. This category is anticipated to increase by \$410,979, or 5.3%.

Merit increases For 2013-2014, the recommended merit increase percentage was 0 to 2%. For 2014-2015, the increase recommended by Compensation Resources, an independent salary consultant, is 0 to 2.7%. 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, MarketSource. This arrangement results in no expenditures for the production of the publications volumes. For 2014-2015, anticipated revenue from books will decrease by \$750, or 3.2%. 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 remain at the same level as 2014-2015. Interest earned on surplus and unexpended funds remains at historically low rates.

For 2014-2015, we anticipate that the Association will receive \$5,000 in interest income. The Association is projecting an annualized balance of \$2,400,000 and an average interest rate of 0.3%.

Miscellaneous income is projected at \$119,800 for 2014-2015. This represents an increase over the amount received in the 2013-2014 fiscal year. The Association anticipates revenue under this category to come from NJEDge, USBAflex and the Corporate Partnership Program.



**NEW JERSEY SCHOOL BOARDS ASSOCIATION
STATEMENT OF RECEIPTS AND EXPENDITURES
AS BUDGETED ON 2/18/14**

	BUDGET 2012-2013	BUDGET 2013-2014	ACTUAL DEC. 2013	BUDGET 2014-2015
MEMBERSHIP DUES	7,115,738.00	7,114,466.00	7,066,907.36	7,114,314.00
MEMBERSHIP PROGRAMS	208,900.00	212,400.00	237,706.00	285,280.00
TOTAL MEMBERSHIPS RECEIPTS	7,324,638.00	7,326,866.00	7,304,613.36	7,399,594.00
MEMBERSHIP EXPENDITURES:				
COMMITTEES	99,957.00	80,653.00	31,348.11	77,912.00
CONFERENCES - DUES BASED, NET	19,303.00	11,579.00	2,565.30	41,923.00
MEMBERSHIP SERVICES & PROGRAMS	196,082.00	191,246.00	121,721.30	206,733.00
PUBLICATIONS INCLUDED WITH MEMBERSHIPS, NET	88,457.00	104,577.00	39,770.38	137,685.00
TRAVEL & LIAISON	133,995.00	154,369.00	62,042.19	160,870.00
TOTAL MEMBERSHIPS EXPENDITURES	537,794.00	542,424.00	257,447.28	625,123.00
OVERHEAD:				
SALARIES	4,869,616.00	5,135,810.00	2,411,467.34	5,418,349.00
PERSONNEL ADMINISTRATION & TRAINING	2,171,537.00	2,286,566.00	763,792.03	2,197,191.00
HEADQUARTERS HOUSING	355,222.00	395,062.00	179,420.42	430,972.00
INSURANCE	75,973.00	79,318.00	79,678.59	81,264.00
OFFICE EXPENSE	339,246.00	325,817.00	130,238.17	406,106.00
TOTAL OVERHEAD EXPENDITURES	7,811,594.00	8,222,573.00	3,564,596.55	8,533,882.00
NET MEMBERSHIPS	(1,024,750.00)	(1,438,131.00)	3,482,569.53	(1,759,411.00)
WORKSHOP RECEIPTS	1,358,080.00	1,480,090.00	1,665,258.10	1,660,550.00
WORKSHOP EXPENDITURES	629,350.00	623,075.00	661,213.39	699,525.00
NET WORKSHOP	728,730.00	857,015.00	1,004,044.71	961,025.00
FEE BASED SERVICE RECEIPTS	438,283.00	504,207.00	215,474.80	537,837.00
FEE BASED SERVICE EXPENDITURES*	227,322.00	294,429.00	119,170.03	190,375.00
NET FEE BASED SERVICES	210,961.00	209,778.00	96,304.77	347,462.00
CONFERENCE RECEIPTS	73,475.00	87,519.00	23,148.00	131,426.00
CONFERENCE EXPENDITURES	43,461.00	51,797.00	4,196.11	79,797.00
NET CONFERENCES	30,014.00	35,722.00	18,951.89	51,629.00
NET PUBLICATIONS	25,145.00	23,745.00	22,708.75	24,495.00
MISC. RECEIPTS INCLUDING INVESTMENT INCOME	29,900.00	111,871.00	77,480.10	124,800.00
Free Balance Revenue		200,000.00		250,000.00
NET RECEIPTS OVER EXPENDITURES	0.00	0.00	4,702,059.75	0.00

*Expenditures include an allocation of salary based on time actually spent on these services.



NEW JERSEY SCHOOL BOARDS ASSOCIATION

THREE YEAR BUDGET COMPARISON

2012 – 2013 TO 2014 – 2015

Account Number	Descriptions	2012-2013 Budget	2013-2014 Budget	2013-2014 12/31/13 YTD Including Billed not Rec'd	2014-2015 Executive Director Budget Recommendation
Membership Dues					
01-01-20-40010-000	(General Membership Dues	7,146,922.00	7,114,466.00	7,114,308.55	7,114,314.00
01-01-20-40011-000	(Dues discount, Sandy grant	(31,184.00)	0.00	(47,401.19)	0.00
Total Membership Dues		7,115,738.00	7,114,466.00	7,066,907.36	7,114,314.00
Membership Programs					
01-02-20-40110-000	(Affiliate Membership	4,000.00	6,300.00	6,300.00	6,300.00
01-02-20-40115-000	(Individual Associate Membership	100.00	100.00	0.00	100.00
01-02-20-40120-000	(Charter School Assoc. Membership	146,000.00	139,000.00	159,000.00	200,000.00
01-02-70-40125-000	(PAA-ENA	28,800.00	33,000.00	35,824.00	39,000.00
01-02-80-40130-000	(AMPSPA	30,000.00	34,000.00	36,582.00	39,880.00
Total Membership Programs		208,900.00	212,400.00	237,706.00	285,280.00
Total Memberships		7,324,638.00	7,326,866.00	7,304,613.36	7,399,594.00
Membership Expenditures:					
Committees					
01-17-10-60705-000	(Board of Directors	31,698.00	34,158.00	12,070.59	31,563.00
01-17-10-60710-000	(Executive Committee	4,822.00	3,831.00	653.71	4,781.00
01-17-10-60715-000	(Nominating Committee	0.00	5,547.00	1,315.37	5,547.00
01-17-10-60720-000	(Unassigned Committees	20,000.00	3,000.00	4,441.92	3,000.00
01-17-20-60735-000	(Finance Committee	150.00	150.00	0.00	150.00
01-17-20-60740-000	(Audit Committee	400.00	400.00	0.00	400.00
01-17-50-60760-000	(Legislative/Resolutions	7,500.00	5,800.00	2,921.03	6,300.00
01-17-50-60765-000	(Federal Relations Network	7,867.00	6,066.00	3,505.96	6,082.00
01-17-50-60770-000	(School Finance Committee	1,300.00	1,500.00	126.47	1,549.00
01-17-80-60780-000	(Delegate Assembly	17,540.00	11,235.00	4,056.04	9,796.00
01-17-80-60785-000	(Resolution Subcommittee	2,480.00	2,516.00	0.00	2,274.00
01-17-80-60790-000	(Special Education Committee	1,200.00	1,450.00	2,257.02	1,470.00
01-17-95-60800-000	(Urban Boards Committee	5,000.00	5,000.00	0.00	5,000.00
Total Committees		99,957.00	80,653.00	31,348.11	77,912.00
Conferences - Dues Based, Net					
01-04-60-40341-000	(County Programs	0.00	0.00	(760.00)	0.00
01-04-60-40344-000	(Charter School Governance	0.00	0.00	(200.00)	0.00
01-04-60-40385-000	(Mandatory Training	(25,000.00)	(104,000.00)	(150.00)	(104,000.00)
01-04-60-40390-000	(County Meeting Sponsorships	(25,500.00)	(184,800.00)	(55,500.00)	(184,800.00)
01-18-60-60945-000	(Weekend Orientation Conference	0.00	103,188.00	3,290.18	104,188.00
01-18-60-60947-000	(Mandatory Training	2,685.00	5,315.00	1,526.48	1,300.00
01-18-60-60949-000	(Regional Training	4,330.00	3,800.00	0.00	3,800.00
01-18-60-60950-000	(One Day Orientation	36,000.00	23,226.00	1,718.72	14,585.00
01-18-60-60959-000	(County Programs	26,788.00	164,850.00	52,639.92	206,850.00
Total Conferences - Dues Based, Net		19,303.00	11,579.00	2,565.30	41,923.00
Membership Services & Programs					
01-24-05-62210-000	(NJSBA Web Site	23,000.00	15,000.00	12,688.93	15,000.00
01-24-10-62215-000	(Advocacy	50,000.00	50,000.00	6,319.81	50,000.00
01-24-10-62220-000	(Consultants' Services	20,000.00	20,000.00	0.00	20,000.00
01-24-10-62230-000	(NSBA Dues	83,509.00	85,061.00	85,248.00	89,729.00
01-24-10-62235-000	(Reception at NSBA Convention	0.00	0.00	0.00	3,500.00
01-24-10-62247-000	(Board Member Recognition Program	250.00	310.00	0.00	310.00
01-24-10-62248-000	(Student Achievement Task Force	0.00	0.00	0.00	1,853.00
01-24-10-62249-000	(Training Task Force	0.00	0.00	0.00	2,729.00
01-24-15-62250-000	(Special Education Week	2,500.00	2,500.00	0.00	2,500.00
01-24-30-62255-000	(Public Relations Forum	2,317.00	2,504.00	0.00	2,042.00
01-24-40-62260-000	(County Assoc. Leadership	5,000.00	5,000.00	2,162.30	5,000.00
01-24-50-62265-000	(Association Advocacy	5,000.00	6,000.00	555.39	7,000.00
01-24-60-62266-000	(Parent Connections	0.00	0.00	0.00	2,100.00
01-24-70-62270-000	(PAA/ENA	3,477.00	3,815.00	500.00	4,020.00
01-24-80-62285-000	(AMPSPA On-Line	1,029.00	1,056.00	56.58	950.00
01-24-10-62289-000	(IT Fund Expense	0.00	0.00	0.00	0.00
01-24-10-62290-000	(Strategic Plan Expense*	0.00	0.00	14,190.29	0.00
Total Membership Services & Programs		196,082.00	191,246.00	121,721.30	206,733.00

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



NEW JERSEY SCHOOL BOARDS ASSOCIATION THREE YEAR BUDGET COMPARISON 2012 – 2013 TO 2014 – 2015

Account Number	Descriptions	2012-2013 Budget	2013-2014 Budget	2013-2014 12/31/13 YTD Including Billed not Rec'd	2014-2015 Executive Director Budget Recommendation
Pubs. included with Memberships & Marketing, Net					
01-05-30-40420-000	Board Member Reminder Adv Sales	(3,880.00)	(3,230.00)	(4,970.00)	(3,230.00)
01-05-30-40425-000	New Jersey School Leader Adv Sales	(71,000.00)	(71,000.00)	(30,760.95)	(74,000.00)
01-05-30-40428-000	eSchool Board Notes And Sales	0.00	0.00	0.00	(15,000.00)
01-05-35-40429-000	Online Charter School Newsletter Adv Sales	0.00	0.00	0.00	(3,000.00)
01-21-10-61505-000	Executive Office Printed Material	525.00	525.00	381.48	525.00
01-21-15-61510-000	Campaign Activities	1,250.00	2,050.00	0.00	2,050.00
01-21-15-61520-000	Media Relations	630.00	630.00	0.00	630.00
01-21-30-61530-000	Board Member Reminder	9,483.00	9,783.00	14,769.55	9,913.00
01-21-30-61535-000	Misc. Graphics & Publications	4,479.00	3,779.00	1,749.51	3,527.00
01-21-30-61540-000	New Jersey School Leader	41,634.00	43,800.00	19,337.15	47,346.00
01-21-30-61550-000	School Board Notes	62,616.00	63,460.00	27,476.19	60,114.00
01-21-40-61555-000	Field Service Printed Material	2,400.00	3,000.00	2,137.91	6,000.00
01-21-40-61565-000	Field Service Marketing/Advertising	500.00	2,000.00	1,224.15	2,500.00
01-21-50-61575-000	Legislative Directory	550.00	550.00	0.00	0.00
01-21-65-61595-000	Membership & Program Promotion	27,000.00	27,500.00	5,128.98	44,500.00
01-21-35-61596-000	Membership & Program Promotion - Charters	0.00	0.00	0.00	4,000.00
01-21-65-61605-000	Marketing - New Project Development	7,000.00	15,500.00	1,040.53	46,500.00
01-21-70-61615-000	The Negotiations Advisor	510.00	510.00	0.00	610.00
01-21-80-61630-000	DA Printed Materials	4,760.00	5,720.00	2,255.88	4,700.00
	Total Publications, net	88,457.00	104,577.00	39,770.38	137,685.00
Travel & Liaison					
01-22-00-61805-000	Officer Travel-Out of State	39,835.00	39,118.00	14,586.59	40,532.00
01-22-00-61810-000	Officer Travel-In State	5,250.00	7,500.00	2,867.81	7,500.00
01-22-05-61815-000	Information Technology	1,050.00	3,989.00	139.98	4,000.00
01-22-10-61820-000	Executive Director Travel	15,435.00	27,128.00	16,372.90	27,173.00
01-22-10-61825-000	Officer/Exec Liaison-Other Groups	1,000.00	1,000.00	283.88	500.00
01-22-10-61835-000	Exec Office Staff Travel excl. Exec. Dir.	4,000.00	4,000.00	1,386.82	4,000.00
01-22-15-61840-000	Public Information Office/Travel & Liaison	1,220.00	1,000.00	109.85	1,000.00
01-22-20-61845-000	Finance	6,500.00	5,000.00	780.13	4,000.00
01-22-40-61860-000	Field Services	35,000.00	38,000.00	16,787.29	35,000.00
Travel & Liaison Continued:					
01-22-50-61865-000	Governmental Relations/Staff Travel	5,400.00	6,435.00	3,709.55	7,080.00
01-22-50-61870-000	Gov Relations Business - Lobbying	1,500.00	3,200.00	2,419.28	4,150.00
01-22-60-61880-000	ABD Travel	0.00	0.00	0.00	2,500.00
01-22-35-61881-000	Charter School Travel	0.00	0.00	0.00	5,970.00
01-22-70-61885-000	Labor Relations	9,000.00	9,000.00	1,750.36	9,900.00
01-22-80-61890-000	Legal /Policy Travel Expenses	8,805.00	8,999.00	847.75	7,565.00
	Total Travel & Liaison	133,995.00	154,369.00	62,042.19	160,870.00
	Total Membership Expenditures	537,794.00	542,424.00	257,447.28	625,123.00
Overhead:					
Salaries					
01-10-13-60015-000	Performance Increase	202,259.00	101,487.00	43,514.00	137,557.00
01-10-14-60020-000	Promotions/Adjustments	5,000.00	16,000.00	30,494.00	15,000.00
01-10-17-60030-000	Part Time	79,240.00	101,860.00	61,592.78	101,065.00
01-10-20-60035-000	Base Salaries	4,578,117.00	4,913,963.00	2,264,261.68	5,143,627.00
01-10-75-60060-000	Overtime	5,000.00	2,500.00	11,604.88	21,100.00
	Total Salaries	4,869,616.00	5,135,810.00	2,411,467.34	5,418,349.00



NEW JERSEY SCHOOL BOARDS ASSOCIATION THREE YEAR BUDGET COMPARISON 2012 – 2013 TO 2014 – 2015

Account Number	Descriptions	2012-2013 Budget	2013-2014 Budget	2013-2014	2014-2015
				12/31/13 YTD Including Billed not Rec'd	Executive Director Budget Recommendation
Personnel Administration & Training					
01-12-20-60110-000	PERS	518,010.00	532,131.00	0.00	583,064.00
01-12-20-60115-000	Social Security	356,923.00	376,213.00	170,506.35	393,251.00
01-12-20-60120-000	Health Benefits Program - active	951,457.00	1,031,872.00	394,747.15	888,500.00
01-12-20-60121-000	Health Benefits Program - retiree	151,699.00	167,600.00	67,832.52	144,550.00
01-12-20-60122-000	Section 125/Flexible Spending Acct	1,000.00	1,000.00	815.00	1,000.00
01-12-20-60125-000	Dental Program	42,000.00	44,500.00	18,311.46	45,100.00
01-12-20-60130-000	Worker's Compensation Insurance	17,948.00	18,250.00	21,688.00	21,726.00
01-12-20-60135-000	Unemployment Claims	20,000.00	10,000.00	0.00	10,000.00
01-12-25-60140-000	Temporary Disability	5,000.00	5,000.00	1,815.79	5,000.00
01-12-25-60145-000	Tuition Reimbursement	5,000.00	5,000.00	1,996.50	5,000.00
01-12-25-60150-000	Employment Recruitment	2,500.00	5,000.00	4,833.64	5,000.00
01-12-25-60155-000	Temporary Help	5,000.00	5,000.00	4,260.00	5,000.00
01-12-25-60160-000	Temporary Professional Help	60,000.00	50,000.00	62,064.55	50,000.00
01-22-10-61830-000	Staff Development	35,000.00	35,000.00	14,921.07	40,000.00
Total Personnel Administration		2,171,537.00	2,286,566.00	763,792.03	2,197,191.00
Headquarters Housing					
01-13-05-60205-000	Computer Network Lines	31,742.00	34,342.00	24,654.24	51,112.00
01-13-05-60210-000	Computer Development	18,480.00	23,220.00	11,610.00	24,360.00
01-13-20-60215-000	Telephone Costs	24,000.00	15,000.00	4,729.54	15,000.00
01-13-20-60220-000	Utilities	85,000.00	130,000.00	60,574.66	133,000.00
01-13-20-60225-000	Equipment Service Agreement	90,000.00	92,000.00	40,536.08	92,000.00
01-13-20-60227-000	Telecommunication	36,000.00	39,000.00	16,704.76	45,000.00
01-13-20-60230-000	Maintenance	35,000.00	30,000.00	8,415.71	30,000.00
01-13-20-60235-000	Furniture & Equipment	7,500.00	2,500.00	432.00	2,500.00
01-13-20-60240-000	Security System	26,000.00	28,000.00	11,517.74	36,500.00
01-13-20-60245-000	Unrecovered Accounts Receivable	1,500.00	1,000.00	245.69	1,500.00
Total Headquarters Housing		355,222.00	395,062.00	179,420.42	430,972.00
Insurance					
01-15-20-60350-000	Property and Casualty Liability	44,844.00	47,993.00	47,983.58	49,317.00
01-15-20-60355-000	Automobile	2,500.00	2,350.00	2,468.01	2,517.00
01-15-20-60360-000	A D & D Insurance	1,425.00	1,425.00	1,425.00	1,500.00
01-15-20-60365-000	Directors & Officers Liability	27,204.00	27,550.00	27,802.00	27,930.00
Total Insurance		75,973.00	79,318.00	79,678.59	81,264.00
Office Expense					
01-16-00-60405-000	Outside Legal Counsel/Legal Issues	25,000.00	25,000.00	0.00	25,000.00
01-16-05-60410-000	Computer Supplies & Typesetting	2,500.00	2,500.00	383.66	2,500.00
01-16-05-60415-000	Computer Contracts & Maintenance	90,244.00	96,542.00	65,403.94	157,517.00
01-16-05-60420-000	Computer Hardware & Software Purchases	25,000.00	10,000.00	5,265.86	20,000.00
01-16-05-60425-000	Information Systems - Library	1,500.00	1,500.00	852.00	1,500.00
01-16-10-60430-000	Executive - Library	2,714.00	2,865.00	1,140.00	3,065.00
01-16-15-60435-000	Public Information - Subscriptions	1,455.00	2,078.00	349.94	1,614.00
01-16-15-60440-000	Public Information - Paper/Postage	3,462.00	1,500.00	22.95	1,500.00
01-16-20-60445-000	Office Expense & Supplies	32,000.00	30,000.00	17,494.11	30,000.00
01-16-20-60450-000	Payroll Processing Services	13,900.00	15,900.00	8,069.88	16,900.00
01-16-20-60460-000	Public Advertisements-Purchasing	2,000.00	2,000.00	701.12	2,500.00
01-16-20-60465-000	Mailing & Printing Supplies	15,000.00	30,000.00	5,456.76	30,000.00
01-16-20-60470-000	Postage	30,000.00	30,000.00	547.82	30,000.00
01-16-20-60475-000	Audit - Office Expense	30,100.00	16,100.00	0.00	16,950.00
01-16-20-60480-000	Copier Rentals	40,000.00	35,000.00	12,300.60	40,000.00
01-16-20-60485-000	Finance - Library	1,975.00	1,500.00	0.00	1,500.00
01-16-25-60490-000	Human Resources - Library	400.00	400.00	240.00	400.00



NEW JERSEY SCHOOL BOARDS ASSOCIATION THREE YEAR BUDGET COMPARISON 2012 – 2013 TO 2014 – 2015

Account Number	Descriptions	2012-2013 Budget	2013-2014 Budget	2013-2014 12/31/13 YTD Including Billed not Rec'd	2014-2015 Executive Director Budget Recommendation
01-16-40-60505-000	Professional Assoc. & Manuals	900.00	900.00	2,400.00	3,300.00
01-16-50-60510-000	Governmental Relations - Library/Membership/Sub.	5,000.00	5,250.00	1,375.00	4,750.00
01-16-35-60516-000	Charter Schools Library	0.00	0.00	0.00	700.00
01-16-70-60525-000	Labor Relations - Library/Memberships	1,331.00	1,632.00	646.00	1,740.00
01-16-80-60530-000	Legal - Library	8,725.00	9,065.00	5,131.50	8,585.00
01-16-90-60540-000	Policy & Library Resources - Paper/Postage	1,290.00	1,335.00	82.00	1,335.00
01-16-90-60545-000	Policy & Library Resources - CPRM on the WEB	4,750.00	4,750.00	2,375.00	4,750.00
Total Office Expense		339,246.00	325,817.00	130,238.17	406,106.00
Total Overhead Expenditures		7,811,594.00	8,222,573.00	3,564,596.55	8,533,882.00
MEMBERSHIPS, NET		(1,024,750.00)	(1,438,131.00)	3,482,569.53	(1,759,411.00)
Workshop Receipts					
01-03-20-40215-000	W/S Transportation	38,000.00	35,000.00	37,495.10	35,000.00
01-03-60-40230-000	Registration	335,760.00	369,500.00	415,500.00	448,000.00
01-03-60-40235-000	Commercial Exhibits	775,320.00	775,320.00	766,000.00	775,320.00
01-03-60-40240-000	Non-Commercial Exhibits	12,500.00	10,000.00	11,500.00	11,000.00
01-03-60-40245-000	Commercial-Extra Exhibitors	0.00	0.00	6,030.00	0.00
01-03-60-40250-000	Program Advertising	50,500.00	88,750.00	91,550.00	99,350.00
01-03-60-40260-000	School Law Forum	29,500.00	31,880.00	41,323.00	36,880.00
01-03-60-40280-000	Workshop Sponsorships	111,500.00	164,640.00	295,860.00	250,000.00
01-03-60-40281-000	Workshop TV	5,000.00	5,000.00	0.00	5,000.00
Total Workshop Receipts		1,358,080.00	1,480,090.00	1,665,258.10	1,660,550.00
Workshop Expenditures					
01-19-20-61210-000	Workshop Transportation	38,000.00	33,000.00	32,001.00	33,000.00
01-19-60-61215-000	Workshop Overtime	2,000.00	0.00	0.00	1,000.00
01-19-60-61220-000	Event Production & Operations	289,000.00	279,800.00	344,995.27	350,000.00
01-19-60-61225-000	Registration	16,200.00	10,300.00	8,200.00	10,300.00
01-19-60-61230-000	Press Room	1,250.00	550.00	0.00	550.00
01-19-60-61235-000	Event Cancellation Insurance	0.00	5,125.00	4,363.00	5,125.00
01-19-60-61245-000	School Law Forum	9,700.00	14,500.00	11,982.27	14,500.00
01-19-60-61250-000	CAL County Corner Booth	24,500.00	27,500.00	33,762.22	27,500.00
01-19-60-61255-000	Officer Expense	2,000.00	2,000.00	364.92	2,000.00
01-19-60-61260-000	Officers' Reception	9,500.00	10,500.00	9,982.50	12,500.00
01-19-60-61265-000	Promotion	15,500.00	12,500.00	2,975.00	13,000.00
01-19-60-61270-000	Sponsorships	53,000.00	79,500.00	61,651.88	79,500.00
01-19-60-61280-000	Labor Relations Workshop	1,500.00	1,500.00	1,813.74	1,700.00
01-19-60-61285-000	Group Sessions	8,950.00	5,500.00	5,788.44	5,600.00
01-19-60-61290-000	General Sessions	35,000.00	30,000.00	25,072.80	30,000.00
01-19-60-61295-000	Breakfast Program	3,500.00	3,000.00	2,882.40	3,000.00
01-19-60-61305-000	Joint Workshop Registration	90,000.00	85,000.00	86,929.50	87,000.00
01-19-60-61310-000	School P.R. Program	250.00	800.00	0.00	550.00
01-19-60-61315-000	Action Labs	5,000.00	1,500.00	3,078.95	2,200.00
01-19-60-61325-000	Legislative Update/State Board	1,000.00	500.00	530.00	500.00
01-19-60-61340-000	Staff Expense	17,000.00	17,000.00	21,713.00	17,000.00
01-19-60-61345-000	Workshop Convention Staff Expense	6,500.00	3,000.00	3,126.50	3,000.00
Total Workshop Expenditures		629,350.00	623,075.00	661,213.39	699,525.00
WORKSHOP, NET		728,730.00	857,015.00	1,004,044.71	961,025.00



NEW JERSEY SCHOOL BOARDS ASSOCIATION THREE YEAR BUDGET COMPARISON 2012 – 2013 TO 2014 – 2015

Account Number	Descriptions	2012-2013 Budget	2013-2014 Budget	2013-2014 12/31/13 YTD Including Billed not Rec'd	2014-2015 Executive Director Budget Recommendation
Contracted Service Receipts					
01-51-70-40650-000	Salary Guide: Development & Construction Svcs	30,000.00	33,000.00	8,842.50	33,000.00
01-52-90-40840-000	District Manual on the Web-Microscribe	97,700.00	101,200.00	60,524.98	101,200.00
01-52-90-40845-000	Critical Policy Reference Manual	1,124.00	1,939.00	100.00	1,939.00
01-52-90-40847-000	Manual Writing Services	116,500.00	120,500.00	38,500.00	121,000.00
01-52-90-40855-000	Job Description Manual	1,439.00	1,848.00	594.00	1,848.00
01-52-90-40860-000	Paperless Meetings (MicroScribe)	16,520.00	34,220.00	25,263.32	67,350.00
01-79-40-40910-000	Superintendent Searches	147,000.00	161,500.00	42,900.00	137,500.00
01-79-40-40915-000	Fee Based Service-Facility Planning	2,000.00	2,000.00	0.00	0.00
01-79-40-40920-000	Fee Based Service-Strategic Planning	24,000.00	38,000.00	34,750.00	65,000.00
01-79-35-40922-000	Fee Based Service-Charter Schools	2,000.00	10,000.00	2,000.00	5,000.00
01-79-40-40930-000	Fee Based Service-Community Planning	0.00	0.00	2,000.00	2,000.00
01-79-40-40940-000	Focus Group/Process Facilitation	0.00	0.00	0.00	2,000.00
Total Fee based Service Receipts		438,283.00	504,207.00	215,474.80	537,837.00
Contracted Service Expenditures					
01-24-90-62550-000	Policy - Online Services	73,900.00	75,300.00	33,784.33	96,100.00
01-24-90-62560-000	Paperless Board Meetings	14,000.00	32,000.00	23,333.32	57,000.00
01-80-40-65110-000	NJSBA Superintendent Searches	26,765.00	64,462.00	19,945.17	15,000.00
01-80-35-65115-000	Charter School Fee-Based Service	1,000.00	1,000.00	248.37	1,000.00
01-80-40-65125-000	Strategic Planning Fee-Based Service	8,285.00	18,295.00	24,636.64	18,000.00
01-80-40-65127-000	Community Planning Fee- Based Service	0.00	0.00	25.99	100.00
01-80-40-65130-000	Focus Group/Process	518.00	518.00	671.93	100.00
01-80-70-65500-000	L/R Negotiation Services	14,300.00	14,300.00	8,016.14	825.00
01-80-90-65135-000	Policy Manual Writing Services	88,554.00	88,554.00	8,508.14	2,250.00
Total Fee based Service Expenditures		227,322.00	294,429.00	119,170.03	190,375.00
FEE BASED SERVICES, NET		210,961.00	209,778.00	96,304.77	347,462.00
Conference Receipts					
01-04-30-40310-000	Public Relations Forum	3,500.00	3,000.00	0.00	3,000.00
01-04-35-40311-000	Charter Schools Training Sponsors	0.00	0.00	0.00	4,000.00
01-04-60-40305-000	Leadership Training	0.00	0.00	0.00	25,000.00
01-04-60-40307-000	Regional Training	6,300.00	0.00	0.00	0.00
01-04-70-40340-000	Advanced Bargaining	15,800.00	15,800.00	0.00	18,000.00
01-04-70-40350-000	Bargaining at the Table	8,750.00	11,175.00	14,155.00	11,175.00
01-04-70-40355-000	Preparing for Bargaining	8,750.00	10,430.00	8,195.00	11,175.00
01-04-70-40360-000	Analyzing/Constructing Salary Guides	11,250.00	12,450.00	498.00	13,695.00
01-04-80-40370-000	Intermediate School Law Conference	7,875.00	7,875.00	0.00	13,695.00
01-04-80-40375-000	Spring School Law Forum	7,875.00	22,410.00	300.00	26,910.00
01-04-80-40376-000	School Board Attorney Training Program	3,000.00	3,980.00	0.00	4,776.00
01-04-80-40380-000	Conference-Rowan University	375.00	399.00	0.00	0.00
Total Conference Receipts		73,475.00	87,519.00	23,148.00	131,426.00



**NEW JERSEY SCHOOL BOARDS ASSOCIATION
THREE YEAR BUDGET COMPARISON
2012 – 2013 TO 2014 – 2015**

Account Number	Descriptions	2012-2013 Budget	2013-2014 Budget	2013-2014 12/31/13 YTD Including Billed not Rec'd	2014-2015 Executive Director Budget Recommendation
Conference Expenditures					
01-18-60-60940-000	Leadership Training	0.00	0.00	0.00	25,000.00
01-18-70-60955-000	Advanced Bargaining Program	15,162.00	15,230.00	0.00	15,230.00
01-18-70-60965-000	Bargaining at the Table	5,068.00	6,841.00	2,172.45	9,811.00
01-18-70-60970-000	Preparing for Bargaining	5,068.00	6,841.00	2,023.66	7,385.00
01-18-70-60975-000	Analyzing/Construct Salary Guides Prog.	4,793.00	8,173.00	0.00	7,662.00
01-18-70-60976-000	School Board Attorney Training Program	1,385.00	1,388.00	0.00	1,387.00
01-18-80-60985-000	Intermediate School Law Conference	5,912.00	5,648.00	0.00	5,647.00
01-18-80-60990-000	Spring School Law Forum	6,073.00	7,676.00	0.00	7,675.00
	Total Conference Expenditures	43,461.00	51,797.00	4,196.11	79,797.00
	CONFERENCES, NET	30,014.00	35,722.00	18,951.89	51,629.00
Publications					
01-52-30-40727-000	Non-Periodical Publications	3,000.00	3,000.00	2,462.75	3,000.00
01-52-70-40785-000	The Negotiations Advisor On-Line	8,000.00	7,500.00	5,710.00	7,500.00
01-52-70-40805-000	On-Line Index and Analysis of PERC Decision	8,400.00	7,500.00	8,536.00	8,250.00
01-52-80-40825-000	School Law Index	7,500.00	7,500.00	6,000.00	7,500.00
01-21-30-61542-000	Publication Reproduction	(1,755.00)	(1,755.00)	0.00	(1,755.00)
	PUBLICATIONS, NET	25,145.00	23,745.00	22,708.75	24,495.00
Misc. Receipts					
01-51-20-40631-000	Electronic Mailing Label Sales	0.00	0.00	1,425.00	0.00
01-51-20-40635-000	Plaque Sales	2,500.00	2,500.00	1,234.20	2,500.00
01-21-20-61525-000	Plaque Sales, costs	(3,000.00)	(2,000.00)	0.00	(2,000.00)
01-06-20-40525-000	Investment Income	7,000.00	5,000.00	2,215.90	5,000.00
01-06-20-40530-000	Miscellaneous Income	5,000.00	18,471.00	18,889.60	12,500.00
01-06-20-40545-000	Cancellations	0.00	0.00	745.69	0.00
01-06-20-40560-000	NJEDge.net	10,000.00	50,000.00	33,396.01	60,000.00
01-06-20-40565-000	USBA FSA Income	8,400.00	2,100.00	402.92	1,000.00
01-06-20-40567-000	SHI/Microsoft	0.00	0.00	2,027.47	7,000.00
01-06-20-40568-000	LiveStream Sponsorship Sales	0.00	0.00	0.00	12,000.00
01-06-20-40570-000	Business Partnership Program	0.00	40,000.00	17,866.01	36,000.00
01-21-20-61570-000	Business Partnership Program, costs	0.00	(2,000.00)	0.00	(2,000.00)
01-21-20-61580-000	STEM & Sustainability Initiative	0.00	(2,200.00)	(722.70)	(7,200.00)
	MISC., NET	29,900.00	111,871.00	77,480.10	124,800.00
	Free Balance Revenue		200,000.00		250,000.00
	RECEIPTS OVER EXPENDITURES, NET	0.00	0.00	4,702,059.75	0.00

**NEW JERSEY SCHOOL BOARDS ASSOCIATION
BUDGET RECAP
2013 – 2014 AND 2014 – 2015**



REVENUES	2013-2014 BUDGET	2014-2015 BUDGET	INCREASE (DECREASE)	EXPENSES	2013-2014 BUDGET	2014-2015 BUDGET	INCREASE (DECREASE)
General Membership Dues	\$ 7,114,466	\$ 7,114,314	\$ (152)	Salary Accounts	\$ 5,135,810	\$ 5,418,349	\$ 282,539
Affiliate Membership	6,300	6,300	0	Personnel Administration	2,286,566	2,197,191	(89,375)
Individual Associate Membership	100	100	0	Housing: Trenton headquarters	395,062	430,972	35,910
Charter School Assoc. Membership	139,000	200,000	61,000	Insurance	79,318	81,264	1,946
PAA - ENA Dues	33,000	39,000	6,000	Office Expenses	325,817	406,106	80,289
AMPSA Dues	34,000	39,880	5,880	Committees	80,653	77,912	(2,741)
Workshop	1,480,090	1,660,550	180,460	Workshop	623,075	699,525	76,450
Conferences	87,519	131,426	43,907	Conferences	63,376	121,720	58,344
Advertising	74,230	95,230	21,000	Advertising, Promotions & Pub.	178,807	232,915	54,108
Publications	23,745	24,495	750	Membership Services & Programs	191,246	206,733	15,487
Contracted Services	504,207	537,837	33,630	Contracted Services	294,429	190,375	(104,054)
Investment Income	5,000	5,000	0	Travel/Liaison/Training	154,369	160,870	6,501
Miscellaneous	106,871	119,800	12,929				
Free Balance	200,000	250,000	50,000				
TOTAL REVENUES	\$ 9,808,528	\$ 10,223,932	\$ 415,404	TOTAL EXPENSES	\$ 9,808,528	\$ 10,223,932	\$ 415,404
TOTAL BUDGET	\$ 9,808,528	\$ 10,223,932	\$ 415,404	TOTAL BUDGET	\$ 9,808,528	\$ 10,223,932	\$ 415,404

Certain reclassifications were made to the prior year budget to conform to the current year presentation .



FREE BALANCE ACCOUNTS 2014-2015 BUDGET

On June 30, 2014, the Association's Free Balance is projected to be \$3,786,147. This amount includes two line items:

Projected Undesignated Free Balance,	\$ 3,675,441
Projected Designated Balance	\$ 110,706
Projected Total Free Balance	\$ 3,786,147

PROJECTED UNDESIGNATED FREE BALANCE

\$2,241,324 of the Projected Undesignated Free Balance is what remains of the \$3,000,000 set aside by the Board of Directors for operational emergencies. \$758,676 was use by mandated member districts in service credits authorized by the Board of Directors in 2010-2011 and 2011-2012.

PROJECTED DESIGNATED FREE BALANCE

Designated Free Balance at June 30, 2014 is comprised of the IT Capital Fund, the Strategic Plan Fund and Capital Fund Building Account.

It is projected the Capital Fund Building Account and the IT Capital Fund will have a zero balance on June 30, 2014.

The Strategic Plan Fund was established by the Board of Directors to fund needs of the 2008-2011 Strategic Plan not funded in the annual budget. In anticipation of the first year financial needs of the 2012-2014 Strategic Plan, the Board of Directors transferred \$340,263 from the budget fund to the Strategic Plan Fund on January 20, 2012.

It is anticipated the Strategic Plan Fund will have \$110,706 remaining at June 30, 2014.



ANTICIPATED UNDESIGNATED FREE BALANCE JUNE 30, 2014

Free Balance at June 30, 2013: \$3,775,441 *

MINUS:

2012-2013 Surplus designated for use in 2013-2014 Budget \$(200,000)

PLUS:

Revenue Over Expenses at June 30, 2014 \$100,000

Projected Undesignated Free Balance at June 30, 2014: \$ 3,675,441 *

* Includes \$2,241,324 designated for operational emergencies authorized by the Board of Directors. This Amount was \$3,000,000, but was reduced by service credits in the 2010-2011 and 2011-2012 fiscal year to all mandated dues paying districts.

Amount the proposed 2014-2015 budget anticipates using \$ (250,000)

Net Projected Free Balance at June 30, 2014 \$ 3,425,441



DESIGNATED FREE BALANCE ACCOUNTS ACCOUNT BREAKDOWN 2014-2015 BUDGET

IT Capital Fund:

Balance June 30, 2013	\$ 1,904
Expended by June 30, 2014	<u>\$ (1,904)</u>
Balance June 30, 2014	\$ 0

Strategic Plan Fund:

Balance June 30, 2013	\$ 160,706
Expended by June 30, 2014	<u>\$ (50,000)</u>
Balance June 30, 2014	\$ 110,706

Capital Fund-Building:

Balance June 30, 2013	\$ 51,772
Expended by June 30, 2014	<u>\$ (51,772)</u>
Balance June 30, 2014	\$ 0
Total Designated Free Balance June 30, 2014	<u>\$ 110,706</u>



FREE BALANCE 2014-2015

Projected Undesignated Free Balance at June 30, 2014	\$ 3,775,441
Free Balance to be used in 2013-2014 fiscal year	\$ (200,000)
Revenue Over Expenses at June 30, 2014	\$ 100,000
Projected Designated Free Balance Balance at June 30, 2014	<u>\$ 110,706</u>
Anticipated Total Free Balance at June 30, 2014	<u>\$ 3,786,147</u>



Celebrating 100 Years of Service

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