

# CENTER FOR NONPROFIT MANAGEMENT

Budget - October 28, 2016

|                                   | Final 2014          | Final 2015          | Budget 2016         | Budget 2017         | YTD 2016            |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>REVENUES</b>                   |                     |                     |                     |                     |                     |
| <b>Public Support</b>             |                     |                     |                     |                     |                     |
| Foundation Grants                 | 47,500.00 \$        | 53,000.00           | \$ 50,000.00        | 50,000.00           | \$ 35,200.00        |
| Frist Foundation Grant            | 110,000.00          | 110,000.00          | 110,000.00          | 110,000.00          | 110,000.00          |
| Memorial Foundation Grant         | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           |
| Board Contributions               | 1,000.00            | 3,200.00            | 2,000.00            | 2,500.00            | 0.00                |
| In-Kind Donations                 | 41,502.94           | 0.00                | 1,000.00            | 0.00                | 0.00                |
| Other Contributions               | 8,694.57            | 2,408.47            | 5,000.00            | 5,000.00            | 1,621.23            |
| <b>Total Contributed Revenues</b> | <b>233,697.51</b>   | <b>193,608.47</b>   | <b>193,000.00</b>   | <b>192,500.00</b>   | <b>171,821.23</b>   |
| <b>Earned Revenues</b>            |                     |                     |                     |                     |                     |
| Training Fees                     | 113,931.50          | 119,340.00          | 110,000.00          | 110,000.00          | 99,051.70           |
| Consulting Fees                   | 605,948.89          | 713,187.83          | 690,000.00          | 750,000.00          | 557,555.65          |
| Evaluation Fees                   | 52,295.11           | 0.00                | 0.00                | 0.00                | 0.00                |
| Salute Sponsorships               | 62,600.00           | 77,650.00           | 80,000.00           | 90,000.00           | 86,500.00           |
| Master Series Fees                | 23,950.00           | 0.00                | 10,000.00           | 0.00                | 3,590.57            |
| Salute Table/Ticket Sales         | 57,375.00           | 61,430.00           | 55,000.00           | 60,000.00           | 46,390.00           |
| Customized Training Income        | 21,409.90           | 13,909.31           | 15,000.00           | 45,000.00           | 50,608.85           |
| Computer Training Fees            | 3,130.00            | 0.00                | 1,000.00            | 0.00                | 0.00                |
| Conference Sponsorships           | 20,720.00           | 24,850.00           | 25,000.00           | 35,000.00           | 31,285.00           |
| Conference Ticket Sales           | 34,055.00           | 31,980.00           | 34,000.00           | 35,000.00           | 25,690.00           |
| Grantseeker's Guide Sales         | 7,025.00            | 4,725.00            | 2,000.00            | 0.00                | 225.00              |
| HR Policy Manual Sales            | 1,750.00            | 1,000.00            | 1,000.00            | 250.00              | 250.00              |
| Membership Fees                   | 214,620.00          | 221,746.00          | 250,000.00          | 270,000.00          | 265,752.45          |
| YNP Membership Fees               | 4,190.00            | 4,655.00            | 5,000.00            | 5,000.00            | 5,000.00            |
| Management Fees                   | 22,900.00           | 24,100.00           | 24,000.00           | 25,000.00           | 25,100.00           |
| Blue Cross/Blue Shield TN         | 239,231.41          | 200,861.75          | 140,000.00          | 140,000.00          | 163,143.39          |
| Investment Income/Loss            | 3,122.10            | 2,010.32            | 3,000.00            | 10,000.00           | 9,513.70            |
| Google Advertising Revenue        | 0.00                | 528.10              | 0.00                | 2,000.00            | 1,876.83            |
| Room Rental Revenue               | 9,955.00            | 10,200.00           | 9,000.00            | 8,000.00            | 5,602.00            |
| Miscellaneous Revenue             | 10,000.41           | 8,635.35            | 5,000.00            | 10,000.00           | 9,244.23            |
| <b>Total Earned Revenues</b>      | <b>1,508,209.32</b> | <b>1,520,808.66</b> | <b>1,459,000.00</b> | <b>1,595,250.00</b> | <b>1,386,379.37</b> |
| <b>Total Revenues</b>             | <b>1,741,906.83</b> | <b>1,714,417.13</b> | <b>1,652,000.00</b> | <b>1,787,750.00</b> | <b>1,558,200.60</b> |

## PROGRAM COST OF SALES

|                        |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| Training Cost of Sales | 38,486.10 | 43,108.54 | 40,000.00 | 42,500.00 | 31,293.84 |
|------------------------|-----------|-----------|-----------|-----------|-----------|

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**Budget - October 28, 2016**

|                                    | <b>Final 2014</b> | <b>Final 2015</b> | <b>Budget 2016</b> | <b>Budget 2017</b> | <b>YTD 2016</b>   |
|------------------------------------|-------------------|-------------------|--------------------|--------------------|-------------------|
| Consulting Cost of Sales           | 385,217.15        | 484,026.19        | 440,000.00         | 480,000.00         | 375,651.82        |
| Membership - COS                   | 3,727.46          | 2,391.98          | 1,000.00           | 1,000.00           | 892.00            |
| Evaluation Cost of Sales           | 12,663.98         | 0.00              | 0.00               | 0.00               | 0.00              |
| Salute Foodservice                 | 50,646.12         | 57,086.21         | 65,000.00          | 65,000.00          | 71,291.80         |
| Conference -COS                    | 30,100.14         | 31,793.04         | 35,000.00          | 47,500.00          | 34,742.65         |
| Master Series- COS                 | 11,044.61         | 0.00              | 8,000.00           | 0.00               | 8,521.81          |
| Training Meals/Breaks              | 12,795.81         | 9,784.83          | 12,000.00          | 10,000.00          | 7,672.88          |
| Customized Training - COS          | 12,605.63         | 8,487.31          | 10,000.00          | 19,000.00          | 21,788.01         |
| Computer Training - COS            | 1,800.00          | 0.00              | 500.00             | 0.00               | 0.00              |
| Salute Prelude- COS                | 1,687.34          | 465.60            | 3,000.00           | 5,000.00           | 5,921.59          |
| Grantseeker's Guide - COS          | 3,937.50          | 3,937.50          | 2,000.00           | 0.00               | 187.50            |
| Sales Discounts                    | 4,527.50          | 5,989.00          | 6,000.00           | 8,000.00           | 6,779.00          |
| Miscellaneous Cost of Sales        | 0.00              | 293.75            | 0.00               | 0.00               | 0.00              |
| <b>Total Program Cost of Sales</b> | <b>569,239.34</b> | <b>647,363.95</b> | <b>622,500.00</b>  | <b>678,000.00</b>  | <b>564,742.90</b> |

## EXPENSES

### Personnel Expenses

|                             |            |            |            |            |            |
|-----------------------------|------------|------------|------------|------------|------------|
| Salaries                    | 577,202.59 | 490,880.92 | 495,000.00 | 530,000.00 | 358,394.54 |
| FICA/ Medicare Expense      | 41,808.45  | 38,477.52  | 38,000.00  | 40,600.00  | 26,872.43  |
| Health & Dental Insurance   | 78,037.33  | 63,831.29  | 76,200.00  | 79,500.00  | 53,537.42  |
| Life & Disability Insurance | 7,949.68   | 7,507.97   | 7,200.00   | 5,300.00   | 5,249.81   |
| Retirement - SEP            | 27,765.00  | 24,151.07  | 24,700.00  | 23,200.00  | 13,440.08  |
| Employee Assistance         | 1,200.00   | 2,000.00   | 0.00       | 0.00       | 0.00       |

|                                 |                   |                   |                   |                   |                   |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Total Personnel Expenses</b> | <b>733,963.05</b> | <b>626,848.77</b> | <b>641,100.00</b> | <b>678,600.00</b> | <b>457,494.28</b> |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

### Operating Expenses

|                             |           |           |           |           |           |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|
| Advertising                 | 7,520.73  | 6,047.30  | 6,000.00  | 4,000.00  | 4,017.50  |
| Audit & Legal               | 9,700.00  | 10,315.40 | 11,000.00 | 12,000.00 | 10,650.90 |
| Bank Services               | 192.85    | 135.09    | 200.00    | 0.00      | 77.95     |
| Credit Card Processing Fees | 7,752.68  | 8,335.99  | 6,000.00  | 8,500.00  | 5,428.02  |
| Collection Service          | 10.60     | 0.00      | 100.00    | 0.00      | 0.00      |
| Contract Services           | 19,413.04 | 31,729.63 | 26,000.00 | 45,000.00 | 32,953.84 |
| Contract Services - Salute  | 2,998.33  | 4,995.00  | 4,000.00  | 5,000.00  | 0.00      |
| Contributions- Charity      | 100.00    | 100.00    | 1,000.00  | 0.00      | 0.00      |
| Employee Development        | 3,273.00  | 1,675.90  | 3,000.00  | 3,000.00  | 0.00      |
| Entertainment/ Networking   | 1,783.00  | 2,333.40  | 10,000.00 | 8,000.00  | 4,127.04  |
| Equipment- Under \$1500     | 1,158.32  | 5,663.82  | 3,000.00  | 3,000.00  | 243.02    |
| Equipment- Over \$1500      | 2,994.50  | 1,592.50  | 5,000.00  | 4,000.00  | 2,829.32  |

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**Budget - October 28, 2016**

|                                 | <b>Final 2014</b>   | <b>Final 2015</b>   | <b>Budget 2016</b>  | <b>Budget 2017</b>  | <b>YTD 2016</b>   |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Grants to Other Organizations   | 0.00                | 100.00              | 500.00              | 0.00                | 0.00              |
| Insurance                       | 8,277.00            | 9,664.00            | 9,000.00            | 10,000.00           | 5,834.50          |
| Internet/Web/E-mail             | 6,312.36            | 9,527.60            | 12,000.00           | 10,000.00           | 6,835.28          |
| In-Kind Donated Prod/Service    | 40,802.94           | 0.00                | 1,000.00            | 0.00                | 0.00              |
| Lease- Equipment                | 11,561.97           | 12,001.95           | 12,000.00           | 13,000.00           | 8,986.10          |
| Lease- Equipment- Salute        | 10,171.95           | 19,979.19           | 15,000.00           | 20,000.00           | 0.00              |
| Lease- Space                    | 90,673.07           | 92,836.34           | 100,000.00          | 100,000.00          | 68,883.49         |
| Licenses, Taxes & Permits       | 2,784.71            | 1,983.02            | 1,000.00            | 500.00              | 310.47            |
| Meals/Breaks                    | 6,605.54            | 8,957.64            | 6,000.00            | 9,000.00            | 6,515.07          |
| Meals/Breaks- Salute            | 551.21              | 388.28              | 500.00              | 300.00              | 197.22            |
| Memberships                     | 3,378.00            | 3,219.00            | 3,000.00            | 4,000.00            | 2,596.98          |
| Library Book/CD Purchase        | 57.62               | 2,032.43            | 2,000.00            | 3,000.00            | 2,237.64          |
| Library Publication Purchase    | 3,419.65            | 343.95              | 1,000.00            | 500.00              | 485.95            |
| Office Supplies                 | 15,956.53           | 15,048.65           | 15,000.00           | 15,000.00           | 7,340.98          |
| Office Supplies- Evaluation     | 77.53               | 0.00                | 0.00                | 0.00                | 0.00              |
| Supplies/Gifts/Trophies-Salute  | 4,741.08            | 4,908.29            | 5,000.00            | 6,000.00            | 2,031.71          |
| Payroll Services                | 2,706.00            | 2,263.63            | 2,500.00            | 2,000.00            | 1,266.34          |
| Postage & Shipping              | 5,219.51            | 6,115.32            | 6,000.00            | 4,000.00            | 1,328.50          |
| Postage & Shipping- Salute      | 170.50              | 127.25              | 200.00              | 500.00              | 347.92            |
| Print Production Services       | 93.00               | 58.00               | 0.00                | 0.00                | 0.00              |
| Printing                        | 4,198.68            | 3,025.09            | 3,000.00            | 3,000.00            | 2,456.96          |
| Printing- Salute                | 2,070.09            | 8,320.96            | 9,000.00            | 8,500.00            | 2,176.61          |
| Repair & Maintenance            | 16,426.41           | 23,505.95           | 18,000.00           | 22,000.00           | 17,067.62         |
| Software                        | 835.00              | 4,555.56            | 4,000.00            | 3,000.00            | 2,946.01          |
| Telephone                       | 5,159.88            | 4,728.40            | 5,000.00            | 5,000.00            | 3,860.04          |
| Travel                          | 1,291.35            | 0.00                | 1,000.00            | 1,000.00            | 597.49            |
| Travel- Salute                  | 101.00              | 0.00                | 0.00                | 0.00                | 49.25             |
| Travel- Local Mileage/Parking   | 203.44              | 473.00              | 500.00              | 400.00              | 32.00             |
| Uncollectable Accounts          | 4,588.75            | 2,918.13            | 5,000.00            | 5,000.00            | 3,772.52          |
| Utilities                       | 9,847.14            | 8,531.29            | 9,000.00            | 9,000.00            | 6,815.09          |
| Video Production- Salute        | 23,413.99           | 23,988.00           | 25,000.00           | 27,000.00           | 18,791.33         |
| YNP Expenses                    | 2,859.87            | 2,283.16            | 3,000.00            | 2,500.00            | 1,464.10          |
| Miscellaneous                   | 3,454.07            | 2,902.61            | 2,000.00            | 3,000.00            | (220.98)          |
| Evaluation Misc. Expenses       | 32.00               | 0.00                | 0.00                | 0.00                | 0.00              |
| Depreciation                    | 49,274.21           | 35,599.08           | 30,000.00           | 11,000.00           | 23,039.80         |
| <b>Total Operating Expenses</b> | <b>394,213.10</b>   | <b>383,309.80</b>   | <b>381,500.00</b>   | <b>390,700.00</b>   | <b>258,373.58</b> |
| <b>Total Expenses</b>           | <b>1,128,176.15</b> | <b>1,010,158.57</b> | <b>1,022,600.00</b> | <b>1,069,300.00</b> | <b>715,867.86</b> |

## **CENTER FOR NONPROFIT MANAGEMENT**

**Budget - October 28, 2016**

|                   | <b>Final 2014</b> | <b>Final 2015</b> | <b>Budget 2016</b> | <b>Budget 2017</b> | <b>YTD 2016</b>   |
|-------------------|-------------------|-------------------|--------------------|--------------------|-------------------|
| <b>NET INCOME</b> | <b>44,491.34</b>  | <b>56,894.61</b>  | <b>6,900.00</b>    | <b>40,450.00</b>   | <b>277,589.84</b> |