

NRHS Three-Year Budget Projection
Expense

Account	2010 Not Audited	2011 Proposed Budget	2012 Projected Budget	2013 Projected Budget
5100 Convention (nationally sponsored)	\$1	Preparations for 2012 Cedar Rapids. Advance work for 2013 nationally-sponsored \$15	Execution of 2012 Cedar Rapids. Preparations for 2013 nationally-sponsored \$200	Closeout of 2012 Cedar Rapids. Execution of 2013 nationally-sponsored. Preparations for 2014 nationally-sponsored \$225
5130 Convention (chapter-sponsored)	\$8	Tacoma oversight & support as required; Scranton audit and closeout, Develop new convention policy for Spring 2012 meeting \$20	Tacoma audit and closeout \$3	No planned activities \$0
5200 Bulletin	\$125	Four issues similar to 2010 but without Yearbook editorial costs. Start increasing press runs for promotions. \$114	Same as 2011, with some increase in press runs for promotions. \$116	Same as 2011, with inflation offset by subscription declines \$116
5300 Other Publications (NRHS News)	\$29	Higher editorial costs. Visual overhaul. All 20-page issues. Larger press runs for external use. \$35	Rename publication. Continue shift to add externally-focused preservation material. Increase press runs. \$38	Continue trends to align with broader demographics \$42
5300 Telegraph and other electronic publications	\$0	Continue Telegraph; Add content management for social media \$4	Continue Telegraph and social media; add Yearbook replacement and preservation content \$14	Continue trends \$16
5400 Membership Records	\$17	No significant change. Study future economies. \$18	No significant change in operations. Preparation for on-line dues collection charged to IT and Association Management. \$18	Start up on-line dues collection. Operating cost impact still to be determined. \$20

5500 & Staff Expenses, 5600 Travel & Meetings	\$56	Standard meetings. Hold pre-audit review. Residual Bylaws work. Start implementation of new governance.	\$48	Standard meetings. Preparations for new governance system in fall.	\$50	Expect streamlined operations, non-reimbursed Board	\$45
5700 Rent	\$0	Covered in library & film budgets	\$0	Covered in library & film budgets	\$0	Covered in library and film budgets	\$0
5800 Admin Office	\$14	Similar, plus 800 reporting line	\$15	Similar, plus 800 reporting line	\$15	Similar, plus 800 reporting line	\$15
6000 Corporate	\$5	Mailed Notice of membership meeting with Bylaws (standard mail), paid return envelope	\$15	Mailed ballot for election, return envelope. Still need mailed notice of meeting.	\$25	Mailed ballot for election, return envelope. Still need mailed notice of meeting.	\$25
6050 Accounting	\$17	Second year of Fernley accounting; some gains in audit efficiency	\$14	Continue efficiency gains	\$12	Add audit of nationally-managed 2012 convention	\$13
6060 Legal	\$22	Normal work plus some specialized work to organize film preservation.	\$15	Normal work.	\$13	Normal work.	\$13
6070 & Financial Fees & 6080 Interest	\$5	No significant change. Advance sales for 2012 convention.	\$6	Normal operations plus nationally managed convention.	\$8	Normal operations plus nationally managed convention plus startup of on-line dues collection.	\$10
6090 Insurance	\$8	Add fidelity bond	\$10	Same as 2011 plus RailCamp expansion.	\$14	Same as 2012	\$14
6100 Public Relations & Advertising	\$21	Two campaigns: Continue events promotion, add image and support campaign	\$20	Increase fundraising and image advertising	\$25	Continue trends from previous years	\$30
6200 Planning & Development	\$0	Planning for new programs and expansions	\$10	Some additional activity	\$5	Continued activity	\$5
6300 Fundraising	\$17	Continue current programs with less setup, but more mailings. Start planning for higher-level campaigns	\$30	Continue current programs. Add external and organizational programs, solicitation travel.	\$30	Continue trends from previous years	\$25
6400 Emblem Sales	\$3	No major change	\$2	No major change	\$2	No major change	\$2
6500 Program Services	\$14	Membership awards drawdown, RailCamp Scholarships, discount program	\$15	Same program, some increase in scholarships, partial conversion to awards certificates.	\$20	Same program, some increase in scholarships, partial conversion to awards certificates.	\$20

Print Library 6600 & Operations and 6640 Rent	\$6	Maintain current operations	\$7	Maintain current operations	\$7	Maintain current operations	\$7
Film Library 6600 & Operations and 6640 Rent	\$0	Initial digitization operations; Acquire vault space mid-year.	\$10	Expand digitalization operations and full-year secure storage rental.	\$25	Continue 2012 programs with part-time paid staffing	\$50
6700 RailCamp	\$21	One student session at Steamtown, no adult session.	\$22	One student session at Steamtown, second student session TBD, One adult session TBD	\$60	Similar to 2012 program	\$60
6800 IT Operations	\$2	Expand hosting to include film projects	\$4	More expansion of new system ops.	\$6	Continue trends	\$9
6900 IT Development	\$4	3-year writeoff per separate worksheet	\$18	3-year writeoff per separate worksheet	\$22	3-year writeoff per separate worksheet	\$19
Association 7000 Management	\$173	No major changes, some efficiency improvements. Convention registration paid by 2011 convention. Add setup costs for 2012 convention.	\$165	Normal work, plus support for 2012 convention, setup for 2013 convention, support for expanded RailCamp; setup for improved dues collection.	\$175	Similar work with improved dues collection and expanded services; possible new contract.	\$175
8000 Depreciation	\$2	Added scanning and computer equipment	\$4	Allow for growth in film-related equipment	\$6	Continue	\$6
Grants & 9000 Donations	\$30	Gradual increase in program	\$35	Gradual increase in program	\$50	Substantial increase in program	\$75
Print Library 9300 Acquisitions	\$0	Appraisal of current collection.	\$5	Retrieve and appraise donations	\$2	Retrieve and appraise donations	\$2
Film Library 9300 Acquisitions	\$0	Selective acquisitions; transfer content for digitization demonstration	\$5	Acquisitions; transport and appraise donations	\$10	Acquisitions; transport and appraise donations	\$15

Total Expense	\$600	Total Expense	\$681	Total Expense	\$971	Total Expense	\$1,054
Operating	\$568	Operating	\$632	Operating	\$903	Operating	\$956
Non-Operating	\$32	Non-Operating	\$49	Non-Operating	\$68	Non-Operating	\$98

Income

Account	2010 Not Audited	2011 Proposed Budget	2012 Projected Budget	2013 Projected Budget
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4100	Dues	\$407	No rate change. No organizational program. Continue 5% annual decline	\$387	No rate change. Implement organizational program. Continue 5% decline in individual memberships.	\$378	Assume 5% rate increase. Expand organizational program. Continue 5% decline in individual memberships.	\$385
4200	Interest & Dividends	\$8	Assume 3% on \$400k	\$12	Assume 3% on \$300k	\$9	Assume 3% on \$250k	\$8
4300	Sales	\$3	No significant change	\$3	No significant change	\$3	No significant change	\$3
4410	Convention (chapter sponsored)	\$20	Standard initial payment plus year-end receivable from Tacoma	\$20	None	\$0	None	\$0
4420	Convention (nationally sponsored)	\$0	Registration and early sales from Cedar Rapids	\$20	Nationally-sponsored convention. Some registration and early sales from 2013 convention	\$250	Nationally-sponsored convention. Some registration and early sales from 2014 convention	\$275
4450	RailCamp	\$22	One student session at Steamtown, No adult session.	\$22	One student session at Steamtown, second student session TBD, One adult session TBD	\$60	One student session at Steamtown, second student session TBD, One adult session TBD	\$60
4460	Other events	\$0	Williamsburg registrations	\$1	No firm plans yet	\$0	No firm plans yet	\$0
4500	Capital Gains	\$37	Allow 3% growth on \$400k	\$12	Allow 3% growth on reduced portfolio	\$10	Allow 3% growth on reduced portfolio	\$8
4800	Unrestricted Donations	\$94	Continue active solicitation of members, continue CFC, start external solicitation. No bequests predicted.	\$100	Continue current programs. Ramp up external solicitation. Start planned giving program.	\$130	Continue gradual expansions	\$150
4900	Restricted Donations	\$14	Same as above	\$25	Same as above	\$35	Same as above	\$50
TBD	Grants & Sponsorships	\$0	Results of 2011 planning and film demonstration project not expected until 2012.	\$0	Grant and/or sponsorship funding to expand film preservation.	\$30	Expand grants and sponsorship funding, including film staffing	\$75

Total Income	\$605	Total Income	\$602	Total Income	\$905	Total Income	\$1,014
Operating	\$497	Operating	\$477	Operating	\$710	Operating	\$739
Non-Operating	\$108	Non-Operating	\$125	Non-Operating	\$195	Non-Operating	\$275

Account	2010 Not Audited	2011 Proposed Budget	2012 Projected Budget	2013 Projected Budget			
Total Gain	\$5	Total Gain	-\$79	Total Gain	-\$66	Total Gain	-\$40
Operating	-\$71	Operating	-\$155	Operating	-\$193	Operating	-\$217

Non-Operating \$76

Non-Operating \$76

Non-Operating \$127

Non-Operating \$177