

MEMO

TO: Board of Trustees
FROM: Karen Votava, Executive Director
DATE: November 4, 2004
RE: **Annotation of 2005 Budget: General Operating Portion**

(Item numbers correlate to line numbers on the draft budget)

Income

1. **Memberships** \$169,000.
Basic renewals: 3600 members X 50% rate X \$50 = \$90,000
Direct Mail: 50,000 pieces X 1.5% X \$50 twice = \$75,000
Other membership = \$4,000
2. **Contributions:** \$120,286
Appeals: \$8,500 pieces @ 1.75% X \$70 twice = \$20,286
Major Donor: 100 @ 50% X \$1000 = \$100,000
3. **Mile Sponsorships:** \$12,000
4. **Events:** 0
5. **Grants:** \$266,500
Education Foundation: \$2500 X 5 months = \$12,500 (guaranteed)
Education Foundation: \$4166 X 7 months = \$29,166
Surdna: \$75,000
Other Foundation: \$150,000 (Amex, RI Foundation, Robert Wood Johnson and others)
6. **Corporate Sponsorships:** 0
7. #####
8. **Merchandise Sales:** \$1000 from new caps and Cafe Shops
9. **Contract Income:** \$200 CT DEP Bond management
10. **Investment Income:** \$500
11. **Fiscal Admin fee:** \$1000
12. **Total Income: \$570,486**

Expenses

17. Core Staff salary and taxes: **\$156,697**. (Note: total salary and tax is \$180,697 but is spread also among some restricted accounts.) Reflects a 2.5% "cost of living" salary increase across the board. With the departure of our bookkeeper and assumption of her duties by Kitty Carter we will be saving over \$7000 for the year. A \$1500 salary adjustment is requested for Kitty to reflect her increased responsibilities including supervision of our office assistant, and \$2500 for the Executive Director.

Executive Director: \$55,284

National Trail Coordinator: \$44,241

Communications Coordinator: \$34,618

Office Administrator/Bookkeeper: \$34,747

Office Assistant: \$11,806

18. **Staff Expansion:** 3 regional coordinators @ \$36,000 salary plus taxes = \$117,000. These hirings are dependent on securing funding.
19. **Fringe Benefits:** \$10,000 for medical insurance for Eric, Waylon for entire year and 3 regional coordinators for ½ year.
20. ###
21. Program Consultants: 0
22. **Audit Accountant:** \$4500
23. **Lawyer on retainer:** contingency: \$3,000. For consultation on contracts, liability and other legal matters.
24. **Graphic Design:** \$2,000. For merchandise design, publication design, contingency
25. **Fundraising fees:** \$5,000 for Major Donor Consultant; \$5,000 for grant writer
26. #####
27. **Office Expenses:** \$14,500. Rent and utilities for Jan thru July at current location: \$4550. Move in August to new location with substantial rent increase: \$6000 for Aug-Dec @ \$1200/mo. Move expense: \$4000.
28. **Telephone/internet:** \$10,000. \$7000 spent in 04. Add \$3000 for three new staff, new office line for Communications Coordinator.
29. **Web site:** \$500. Was \$150 in 04. Web upgrade will likely required upgraded service fee.
30. **Advertising:** \$800. Ads for new personnel plus contingency.
31. **Advocacy Materials:** \$20,000. Brochures, kiosk posters, posters, banners, map boards. Displays.
32. **Supplies:** \$4,500. Was \$3100 in 04.
33. **Postage:** \$30,600. Was \$44,000 in 04.
34. **Printing:** \$40,600. Was \$49,000 in 04.
35. **Service Contracts:** \$1,200. Was \$800 in 04. More equipment in 05.
36. **Insurances:** \$2,500.
37. **Bank Fees:** \$2,500. Charge for our visa card for receiving funds.
38. **Staff Travel:** \$8,000. \$2,000 for current staff and \$2000 each for 3 regional coordinators.
39. **Conference Registrations:** \$1,200
40. **Dues and Subscriptions:** \$800
41. **Meals and Entertainment:** \$500
42. **Meetings and workshops:** \$5000 contingency to cover deficits in board/annual meetings.
43. **Reference Materials:** \$500
44. **Board and Volunteer travel:** \$2000 contingency for board or volunteer travel
45. **Photography:** \$500
46. **Licenses, fees and penalties:** \$3,500
47. **Signage:** \$8,000 for new order for trail markers
48. **Staff and Board Training:** \$1,500 For training on quickbooks and access for support staff. Plus contingency for other staff training.
49. **Investment Management fees:** \$500
50. **Event expenses:** 0
51. **Merchandise production:** \$3000 for new merchandise for promotion and sale

- 52. **Property taxes:** \$300
- 53. **Furniture and Equipment:** \$6,000 for equipment for 3 new regional staff.
- 54. **Total Expenses: \$472,247**
- 55. End of year adjustments: 0
- 56. **End of year Balance: \$148,616**