



National Cambridge Collectors

# Financial Report

December 31, 2020

2/21/2021



**Strategic Planning Committee**  
**Financial Data**  
December 31, 2020  
Index

<b>Section 1 Summary</b>	<b>3</b>
Simple summary	4
Summary	5
Cash flow	6
<b>Section 2 Financial Statements</b>	<b>7</b>
Statement of Activity	8
Endowment fund	11
Balance Sheet	12
Non-financial assets	13
<b>Section 3 Operating functions</b>	<b>14</b>
1 Member Services	15
2 Development	16
3 Events	17
4 Education	19
5 Museum	20
6 Administration	22
7 Facilities and financing	24



# Section 1

## Summary

December 31, 2020





## Simple Summary

December 31, 2020

### I. Statement of Activity

	Actual	Comparison to 2021 budget	
	12/31/20	Budget	Variance
<b>Operating funds</b>			
1. Member Services	(12,823.84)	(13,900)	1,076
2. Development	80,273.46	49,450	30,823
3. Events	(1,836.46)	5,175	(7,011)
4. Education	991.98	(250)	1,242
5. Museum			
Public operations	(5,953.95)	(18,063)	12,109
Gift shop	18,496.09	17,300	1,196
Contents	(980.00)	(3,000)	2,020
	11,562.14	(3,763)	15,325
6. Administration	(10,171.20)	(14,465)	4,294
7. Facilities and financing	(27,986.55)	(17,247)	(10,740)
	<b>40,009.53</b>	<b>5,000</b>	<b>35,010</b>
<b>Endowment</b>	<b>105,932.55</b>	<b>0</b>	<b>105,933</b>
<b>Combined'</b>	<b>145,942.08</b>	<b>5,000</b>	<b>140,942</b>

### II. Balance Sheet

A. Assets	Actual	Comparison to budget	
	12/31/20	Budget	Variance
1) Operating:			
Demand deposits	69,415.24	0	
Due to endowment	(151.87)	0	
Imprest	150.00	0	
	69,413.37	0	0
2) Endowment:			
Due from operating	151.87	0	
Merrill Lynch	743,879.24	0	
	<b>813,444.48</b>	<b>0</b>	<b>0</b>

B. Liabilities and fund balance	Actual	Comparison to budget	
	12/31/20	Budget	Variance
1) Liabilities	1,200.00	0	
2) Fund Balance			
Operating funds	68,213.37	0	
Endowment	744,031.11	0	
Total fund balances	812,244.48	0	0
	<b>813,444.48</b>	<b>0</b>	<b>0</b>



# Summary

December 31, 2020

## I. Statement of Activity

	Actual			Comparison to 2021 budget		Projected				
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20	2019	2018	2017	2016
<b>Operating funds</b>										
1. Member Services	(12,823.84)	(12,826.15)	2	(13,900)	1,076	(12,824)	(12,826.15)	(13,538.94)	(15,287.20)	(20,195.83)
2. Development	80,273.46	55,640.05	24,633	49,450	30,823	80,273	55,640.05	57,553.42	56,471.85	116,235.61
3. Events	(1,836.46)	9,643.84	(11,480)	5,175	(7,011)	(1,836)	9,643.84	11,097.64	10,122.90	18,766.27
4. Education	991.98	1,238.41	(246)	(250)	1,242	992	1,238.41	1,123.21	1,543.18	726.53
5. Museum										
Public operations	(5,953.95)	(6,538.65)	585	(18,063)	12,109	(5,954)	(6,538.65)	(8,500.01)	(167.03)	(2,349.98)
Gift shop	18,496.09	29,514.08	(11,018)	17,300	1,196	18,496	29,514.08	29,087.74	30,759.07	32,487.68
Contents	(980.00)	(3,406.64)	2,427	(3,000)	2,020	(980)	(3,406.64)	(647.80)	(2,030.00)	(2,340.88)
	11,562.14	19,568.79	(8,007)	(3,763)	15,325	11,562	19,568.79	19,939.93	28,562.04	27,796.82
6. Administration	(10,171.20)	(12,721.96)	2,551	(14,465)	4,294	(10,171)	(12,721.96)	(10,758.21)	(10,417.58)	(10,758.96)
7. Facilities and financing	(27,986.55)	(18,559.10)	(9,427)	(17,247)	(10,740)	(27,987)	(18,559.10)	(15,898.42)	(27,500.96)	(88,485.43)
	<b>40,009.53</b>	41,983.88	(1,974)	5,000	35,010	<b>40,010</b>	41,983.88	49,518.63	43,494.23	44,085.01
<b>Endowment</b>	<b>105,932.55</b>	85,796.78	20,136	0	105,933	<b>105,933</b>	85,796.78	(32,224.41)	48,088.97	20,407.70
<b>Combined</b>	<b>145,942.08</b>	127,780.66	18,161	<b>5,000</b>	140,942	<b>145,942</b>	<b>127,780.66</b>	17,294.22	91,583.20	64,492.71

## II. Balance Sheet

	Actual			Comparison to budget		Projected				
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20	2019	2018	2017	2016
<b>A. Assets</b>										
1) Operating:										
Demand deposits	69,415.24	114,471.38	(45,056)	0	69,415	69,415	114,471.38	83,112.38	79,080.40	71,018.97
Due to endowment	(151.87)	(151.87)	0	0	(152)	(152)	(151.87)	(151.87)	(151.87)	(136.87)
Imprest	150.00	150.00	0	0	150	150	150.00	160.00	250.00	250.00
	69,413.37	114,469.51	(45,056)	0	69,413	69,413	114,469.51	83,120.51	79,178.53	71,132.10
2) Endowment:										
Due from operating	151.87	151.87		0	152	152	151.87	151.87	151.87	136.87
Merrill Lynch	743,879.24	561,221.69	182,658	0	743,879	743,879	561,221.69	475,424.91	472,649.32	399,575.35
	<b>813,444.48</b>	675,843.07	137,601	<b>0</b>	813,444	<b>813,444</b>	<b>675,843.07</b>	558,697.29	551,979.72	470,844.32
<b>B. Liabilities and fund balance</b>										
1) Liabilities	1,200.00	9,540.67	(8,341)	0	1,200	1,200	9,540.67	20,175.55	30,752.20	41,200.00
2) Fund Balance										
Operating funds	68,213.37	104,928.84	(36,715)	0	68,213	68,213	104,928.84	62,944.96	48,426.33	29,932.10
Endowment	744,031.11	561,373.56	182,658	0	744,031	744,031	561,373.56	475,576.78	472,801.19	399,712.22
Total fund balances	812,244.48	666,302.40	145,942	0	812,244	812,244	666,302.40	538,521.74	521,227.52	429,644.32
	<b>813,444.48</b>	675,843.07	137,601	<b>0</b>	813,444	<b>813,444</b>	<b>675,843.07</b>	558,697.29	551,979.72	470,844.32



## Cash flow

I. Unrestricted	Actual	Change	Actual	Change	Projected
	12/30/19		12/31/20		12/31/20
Checking					
PNC	61,024.45	(36,243.59)	24,780.86		
Peoples Bank	328.51	(20.42)	308.09		
PNC Museum	3,016.53	772.57	3,789.10		
PNC Money Market	19,636.87	241.76	19,878.63		
PNC credit card	28,553.34	(13,910.14)	14,643.20		
Paypal	1,911.68	4,103.68	6,015.36		
Due to (Due from)	(151.87)	0.00	(151.87)		
Imprest	150.00	0.00	150.00		
Balance	<b>114,469.51</b>	(45,056.14)	<b>69,413.37</b>	0	<b>69,413</b>
					(45,056)
Curent year P&L		40,009.53		-	40,010
Transfers to endowment:					0.00
February		(26,725.00)			(26,725.00)
October		(50,000.00)			(50,000.00)
Payment on loan		(8,340.67)			(8,341)
Change		<b>(45,056)</b>	Change	<b>0</b>	Change <b>(45,056)</b>

II. Endowment	Actual	Change	Actual	Change	Projected
	12/30/19		12/31/20		12/31/20
Due to (Due from)	151.87	-	151.87	-	152
Investments	561,221.69	182,657.55	743,879.24	-	743,879
	<b>561,373.56</b>	182,657.55	<b>744,031.11</b>	0	<b>744,031</b>
Curent year P&L:		105,932.55		-	105,933
Transfers to endowment:					
February		26,725.00			26,725.00
October		50,000.00			50,000.00
Change		<b>182,657.55</b>	Change	<b>0</b>	Change <b>182,658</b>



## Section 2

# Financial Statements

December 31, 2020



## Statement of Activity

December 31, 2020

1. Member Services	Actual			Comp. to 2021 budget		Projected 12/31/20	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance					
A. Crystal Ball operations	(11,411.81)	(11,462.44)	51	(11,700)	288	(11,412)	(11,462.44)	(11,784.39)	(11,773.07)	(12,310.26)
B. Convention	0.00	287.94	(288)	0	0	0	287.94	(272.97)	2,290.20	481.43
C. General marketing	0.00	(398.00)	398	(400)	400	0	(398.00)	0.00	(4,092.35)	(6,107.40)
D. Member services	(1,412.03)	(1,253.65)	(158)	(1,800)	388	(1,412)	(1,253.65)	(1,481.58)	(1,711.98)	(2,259.60)
	<b>(12,823.84)</b>	(12,826.15)	2	<b>(13,900)</b>	1,076	<b>(12,824)</b>	(12,826.15)	(13,538.94)	(15,287.20)	(20,195.83)
<b>2. Development</b>										
A. Annual Giving	54,750.00	48,665.05	6,085	47,500	7,250	54,750	48,665.05	48,885.00	48,960.00	45,050.00
B. Special gifts	8,038.46	1,725.00	6,313	1,950	6,088	8,038	1,725.00	284.68	2,486.85	62,815.61
C. Projects	0.00	250.00	(250)	0	0	0	250.00	3,383.74	525.00	150.00
D. Grants	17,485.00	5,000.00	12,485	0	17,485	17,485	5,000.00	5,000.00	4,500.00	8,220.00
	<b>80,273.46</b>	55,640.05	24,633	<b>49,450</b>	30,823	<b>80,273</b>	55,640.05	57,553.42	56,471.85	116,235.61
<b>3. Events</b>										
A. Benefit Auction	(1,267.08)	6,560.07	(7,827)	5,175	(6,442)	(1,267)	6,560.07	7,108.37	6,396.82	11,862.73
B. Glass Show	(569.38)	1,428.26	(1,998)	0	(569)	(569)	1,428.26	1,878.27	1,391.08	4,535.65
C. Glass Dash	0.00	2,123.00	(2,123)	0	0	0	2,123.00	2,111.00	2,335.00	2,367.89
D. Other fundraising events	0.00	(467.49)	467	0	0	0	(467.49)	0.00	0.00	0.00
	<b>(1,836.46)</b>	9,643.84	(11,480)	<b>5,175</b>	(7,011)	<b>(1,836)</b>	9,643.84	11,097.64	10,122.90	18,766.27
<b>4. Education</b>										
A. Publications	622.34	1,238.41	(616)	750	(128)	622	1,238.41	1,123.21	1,485.13	699.88
B. Educational items	369.64	0.00	370	0	370	370	0.00	0.00	81.95	51.95
C. Research & programming	0.00	0.00	0	(1,000)	1,000	0	0.00	0.00	(23.90)	(25.30)
D. Activities	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
	<b>991.98</b>	1,238.41	(246)	<b>(250)</b>	1,242	<b>992</b>	1,238.41	1,123.21	1,543.18	726.53

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## Statement of Activity (continued)

December 31, 2020

5. Museum	Actual			Comp. to 2021 budget		Projected 12/31/20	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance					
A. Public operations										
1) Admissions	4,272.00	10,552.00	(6,280)	5,000	(728)	4,272	10,552.00	7,162.00	11,089.00	8,836.00
2) Staffing	(7,213.91)	(11,794.82)	4,581	(18,663)	11,449	(7,214)	(11,794.82)	(10,065.89)	(11,256.03)	(11,185.98)
3) Other	(3,012.04)	(5,295.83)	2,284	(4,400)	1,388	(3,012)	(5,295.83)	(5,596.12)		
	<u>(5,953.95)</u>	<u>(6,538.65)</u>	<u>585</u>	<u>(18,063)</u>	<u>12,109</u>	<u>(5,954)</u>	<u>(6,538.65)</u>	<u>(8,500.01)</u>	<u>(167.03)</u>	<u>(2,349.98)</u>
B. Gift shop										
1) Resale glass	15,107.74	23,769.23	(8,661)	13,800	1,308	15,108	23,769.23	25,871.08	25,714.15	25,547.35
2) Other	3,388.35	5,441.35	(2,053)	3,500	(112)	3,388	5,441.35	3,137.16	5,044.92	6,875.98
3) Non-categorized	0.00	303.50	(304)	0	0	0	303.50	79.50	0.00	64.35
	<u>18,496.09</u>	<u>29,514.08</u>	<u>(11,018)</u>	<u>17,300</u>	<u>1,196</u>	<u>18,496</u>	<u>29,514.08</u>	<u>29,087.74</u>	<u>30,759.07</u>	<u>32,487.68</u>
D. Contents	(980.00)	(3,406.64)	2,427	(3,000)	2,020	(980)	(3,406.64)	(647.80)	(2,030.00)	(2,340.88)
	<b>11,562.14</b>	19,568.79	(8,007)	<b>(3,763)</b>	15,325	<b>11,562</b>	19,568.79	19,939.93	28,562.04	27,796.82
<b>6. Administration</b>										
A. Staffing	(3,631.92)	(5,154.90)	1,523	(6,275)	2,643	(3,632)	(5,154.90)	(4,374.48)	(5,069.34)	(5,071.41)
B. Office	(420.33)	(1,533.54)	1,113	(1,620)	1,200	(420)	(1,533.54)	(1,645.08)	(1,250.37)	(1,413.24)
C. Operations	(370.42)	(1,423.53)	1,053	(470)	100	(370)	(1,423.53)	(239.84)	(239.70)	(207.84)
D. Organization	(3,973.00)	(2,383.31)	(1,590)	(3,900)	(73)	(3,973)	(2,383.31)	(2,190.92)	(1,618.75)	(1,713.00)
E. Finance	(1,775.53)	(2,226.68)	451	(2,200)	424	(1,776)	(2,226.68)	(2,307.89)	(2,239.42)	(2,353.47)
	<b>(10,171.20)</b>	(12,721.96)	2,551	<b>(14,465)</b>	4,294	<b>(10,171)</b>	(12,721.96)	(10,758.21)	(10,417.58)	(10,758.96)

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## Statement of Activity (continued)

December 31, 2020

7. Facilities and financing	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>A. Facilities</b>										
Income	16,160.00	16,920.00	(760)	16,320	(160)	16,160	16,920.00	18,450.00	12,750.00	5,840.00
Expense										
1 Museum building	(34,283.94)	(24,572.29)	(9,712)	(17,800)	(16,484)	(34,284)	(24,572.29)	(25,159.79)	(29,167.12)	(21,400.65)
2 Storage building	(725.48)	(661.82)	(64)	(1,050)	325	(725)	(661.82)	(822.03)	(829.47)	(2,107.34)
3 Brick building	(440.09)	(1,245.21)	805	(3,000)	2,560	(440)	(1,245.21)	133.36	(1,703.00)	(1,296.55)
4 Yellow building	(1,335.51)	(2,487.42)	1,152	(4,067)	2,731	(1,336)	(2,487.42)	(1,816.25)	(958.24)	(772.41)
	<u>(36,785.02)</u>	<u>(28,966.74)</u>	<u>(7,818)</u>	<u>(25,917)</u>	<u>(10,868)</u>	<u>(36,785)</u>	<u>(28,966.74)</u>	<u>(27,664.71)</u>	<u>(32,657.83)</u>	<u>(25,576.95)</u>
<b>B. Insurance &amp; taxes</b>	(7,567.42)	(6,347.24)	(1,220)	(7,650)	83	(7,567)	(6,347.24)	(6,460.36)	(7,452.12)	(7,104.76)
<b>C. Financing</b>	205.89	(165.12)	371	0	206	206	(165.12)	(223.35)	(141.01)	(61,643.72)
	<b>(27,986.55)</b>	<b>(18,559.10)</b>	<b>(9,427)</b>	<b>(17,247)</b>	<b>(10,740)</b>	<b>(27,987)</b>	<b>(18,559.10)</b>	<b>(15,898.42)</b>	<b>(27,500.96)</b>	<b>(88,485.43)</b>
All funds										
<b>I. Operating funds</b>	<b>40,009.53</b>	41,983.88	(1,974)	5,000	35,010	<b>40,010</b>	41,983.88	49,518.63	43,494.23	44,085.01
<b>II. Endowment fund</b>	<b>105,932.55</b>	85,796.78	20,136	0	105,933	<b>105,933</b>	85,796.78	(32,224.41)	48,088.97	20,407.70
<b>All funds</b>	<b>145,942.08</b>	127,780.66	18,161	<b>5,000</b>	140,942	<b>145,942</b>	127,780.66	17,294.22	91,583.20	64,492.71



## Endowment Fund

December 31, 2020

Activity	Actual		More (Less)
	12/31/20	12/31/19	
<b>Investment income</b>			
PNC - CD			
Merrill Lynch - realized	0.00	78,383.47	(78,383)
Merrill Lynch - unrealized	111,934.46	12,735.36	99,199
Merrill Lynch - fees	(6,001.91)	(5,322.05)	(680)
	<u>105,932.55</u>	<u>85,796.78</u>	<u>20,136</u>
<b>Gifts</b>	0.00	0.00	0
Convention fundraiser	0.00	0.00	0
	<u>105,932.55</u>	<u>85,796.78</u>	<u>20,136</u>

Comparison to 2021 budget		Projected	2019	2018	2017	2016
Budget	Variance	12/31/20				
					0.00	136.87
0			78,383.47	(38,106.06)	43,356.06	13,346.13
0			12,735.36	12,343.78	9,830.69	5,966.19
0			(5,322.05)	(6,462.13)	(5,112.78)	(3,351.49)
0	105,933	105,933	85,796.78	(32,224.41)	48,073.97	16,097.70
0		0			15.00	415.00
0		0			0.00	3,895.00
0.00	105,933	105,933	85,796.78	(32,224.41)	48,088.97	20,407.70

Assets	Actual		More (Less)
	12/31/20	12/31/19	
Merrill Lynch - investments	743,879.24	743,879.24	0
Merrill Lynch - cash	0.00	0.00	0
Due from (to) unrestricted	151.87	151.87	0
	<u>744,031.11</u>	<u>744,031.11</u>	<u>0</u>

Comparison to budget		Projected	2019	2018	2017	2016
Budget	Variance	12/31/20				
0	743,879	743,879	561,221.69	475,424.91	472,649.32	253,782.21
			-	-	-	145,793.14
0	152	152	151.87	151.87	151.87	136.87
0	744,031	744,031	561,373.56	475,576.78	472,801.19	399,712.22

Fund Balance			
Beginning balance	561,373.56	561,373.56	0
Current year activity	105,932.55	105,932.55	0
Transfer from unrestricted	76,725.00	76,725.00	0
	<u>182,657.55</u>	<u>182,657.55</u>	<u>0</u>
	<u>744,031.11</u>	<u>744,031.11</u>	<u>0</u>

Comparison to budget		Projected	2019	2018	2017	2016
Budget	Variance	12/31/20				
0	561,374	561,374	475,576.78	472,801.19	399,712.22	352,595.89
0	105,933	105,933	85,796.78	(32,224.41)	48,088.97	20,407.70
0	76,725	76,725		35,000.00	25,000.00	26,708.63
0	182,658	182,658	85,796.78	2,775.59	73,088.97	47,116.33
0	744,031	744,031	561,373.56	475,576.78	472,801.19	399,712.22



**Balance Sheet**  
December 31, 2020

<b>Assets</b>	<b>12/31/20</b>	<b>12/31/20</b>	12/31/19	12/31/18	12/31/17	12/31/16
<b>Unrestricted</b>						
Checking						
PNC	24,780.86		61,024.45	72,407.94	51,391.84	49,135.96
Peoples Bank	308.09		328.51	329.03	329.03	329.03
PNC Museum	3,789.10		3,016.53	4,162.30		
PNC Money Market	19,878.63		19,636.87			
PNC credit card	14,643.20		28,553.34	3,351.44	25,051.50	11,523.94
Paypal	6,015.36		1,911.68	2,861.67	2,308.03	10,030.04
	<u>69,415.24</u>	<u>69,415</u>	<u>114,471.38</u>	<u>83,112.38</u>	<u>79,080.40</u>	<u>71,018.97</u>
Imprest	150.00	150	150.00	160.00	250.00	250.00
Due to endowment	(151.87)	(152)	(151.87)	(151.87)	(151.87)	(136.87)
	<u><b>69,413.37</b></u>	<u><b>69,413</b></u>	<u>114,469.51</u>	<u>83,120.51</u>	<u>79,178.53</u>	<u>71,132.10</u>
<b>Endowment:</b>						
Due from unrestricted	151.87	152	151.87	151.87	151.87	136.87
Merrill Lynch - cash	0.00		0.00	0.00	0.00	145,793.14
Merrill Lynch - investments	743,879.24	<u>743,879</u>	561,221.69	475,424.91	472,649.32	253,782.21
	<u><b>744,031.11</b></u>	<u><b>744,031</b></u>	<u>561,373.56</u>	<u>475,576.78</u>	<u>472,801.19</u>	<u>399,712.22</u>
<b>Non-valued assets</b>						
Non-valued real estate						
Non-valued museum assets						
	<u><b>813,444.48</b></u>	<u><b>813,444</b></u>	<u>675,843.07</u>	<u>558,697.29</u>	<u>551,979.72</u>	<u>470,844.32</u>

<b>Liabilities</b>	<b>12/31/20</b>	<b>12/31/20</b>	12/31/19	12/31/18	12/31/17	12/31/16
<b>Loans</b>						
Beginning balance	8,340.67	8,341	18,975.55	29,552.20	40,000.00	100,000.00
Payments on debt	(8,340.67)	(8,341)	(10,634.88)	(10,576.65)	(10,447.80)	(100,000.00)
New loan						40,000.00
	<u>0.00</u>	<u>0</u>	<u>8,340.67</u>	<u>18,975.55</u>	<u>29,552.20</u>	<u>40,000.00</u>
Rent deposit	1,200.00	1,200	1,200.00	1,200.00	1,200.00	1,200.00
	<u><b>1,200.00</b></u>	<u><b>1,200</b></u>	<u>9,540.67</u>	<u>20,175.55</u>	<u>30,752.20</u>	<u>41,200.00</u>

<b>Fund Balance</b>	<b>12/31/20</b>	<b>12/31/20</b>	12/31/19	12/31/18	12/31/17	12/31/16
<b>Operating funds</b>						
Beginning balance	104,928.84	104,929	62,944.96	48,426.33	29,932.10	12,555.72
P&L activity	40,009.53	40,010	41,983.88	49,518.63	43,494.23	44,085.01
Trans to endowment	(76,725.00)	(76,725)	0.00	(35,000.00)	(25,000.00)	(26,708.63)
	<u>68,213.37</u>	<u>68,213</u>	<u>104,928.84</u>	<u>62,944.96</u>	<u>48,426.33</u>	<u>29,932.10</u>
<b>Endowment</b>						
Beginning balance	561,373.56	561,374	475,576.78	472,801.19	399,712.22	352,595.89
P&L activity	105,932.55	105,933	85,796.78	(32,224.41)	48,088.97	20,407.70
Trans from operating	76,725.00	76,725	0.00	35,000.00	25,000.00	26,708.63
	<u>744,031.11</u>	<u>744,031</u>	<u>561,373.56</u>	<u>475,576.78</u>	<u>472,801.19</u>	<u>399,712.22</u>
	<u><b>812,244.48</b></u>	<u><b>812,244</b></u>	<u>666,302.40</u>	<u>538,521.74</u>	<u>521,227.52</u>	<u>429,644.32</u>

<u><b>813,444.48</b></u>	<u><b>813,444</b></u>	<u><b>675,843.07</b></u>	<u><b>558,697.29</b></u>	<u><b>551,979.72</b></u>	<u><b>470,844.32</b></u>
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# Non-financial assets

December 31, 2020

## A. Museum Facility

### Building

- Building purchase
- Building Improvements
- Land
- Land Improvements

### Fixtures

- Display Equipment
- Display fixtures
- Reception furniture
- Theater furniture
- Theater audio/video



## B. Service Building

- Building purchase
- Building improvements
- Land



## B. Brick Building

- Building purchase
- Land

## C. Yellow house

- Building purchase
- Building improvements
- Land

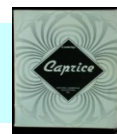
## D. Collections

- Cambridge Glass Collection
  - Owned
  - On loan
- Other Glass
- Factory equipment
- Factory paper records



## E. Education

- Library
- Films and slides
- Research and other educational material



## F. General

- Furniture and equipment
- Office hardware and software
- Kitchen equipment



## Section 3

# Operating Functions

December 31, 2020



# 1. Member Services

December 31, 2020

A. Crystal Ball operations	Actual		More (Less)	Comp. to 2021 budget		Projected 12/31/20	2019	2018	2017	2016
	12/31/20	12/31/19		Budget	Variance					
Publishing	(5,807.18)	(5,967.59)	160	(6,000)	193	(5,807)	(5,967.59)	(6,063.67)	(6,146.73)	(6,942.69)
Delivery	(5,925.63)	(5,788.85)	(137)	(6,000)	74	(5,926)	(5,788.85)	(6,193.72)	(6,231.74)	(5,929.57)
Advertising revenue	321.00	294.00	27	300	21	321	294.00	473.00	605.40	562.00
	<b>(11,411.81)</b>	(11,462.44)	51	(11,700)	288	<b>(11,412)</b>	(11,462.44)	(11,784.39)	(11,773.07)	(12,310.26)
<b>B. Convention</b>										
Convention revenue	0.00	7,974.00	(7,974)	0	0	0	7,974.00	9,154.00	11,323.50	10,714.50
Convention - other income	0.00	0.00	0	0	0	0	0.00	0.00	1,740.00	0.00
Food	0.00	(5,315.61)	5,316	0	0	0	(5,315.61)	(7,381.62)	(8,375.11)	(7,749.83)
Facility rent	0.00	(1,890.50)	1,891	0	0	0	(1,890.50)	(1,500.00)	(1,475.00)	(1,926.50)
Favors	0.00	0.00	0	0	0	0	0.00	0.00	0.00	(189.50)
All other expense	0.00	(479.95)	480	0	0	0	(479.95)	(545.35)	(923.19)	(367.24)
	<b>0.00</b>	287.94	(288)	0	0	<b>0</b>	287.94	(272.97)	2,290.20	481.43
<b>C. General marketing</b>										
Publicity	0.00	(398.00)	398	0	0	0	(398.00)		(4,092.35)	(6,107.40)
Museum web site	0.00	0.00	0	(400)	400	0				
Member recruitment	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
Support of other organizations	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
	<b>0.00</b>	(398.00)	398	(400)	400	<b>0</b>	(398.00)	0.00	(4,092.35)	(6,107.40)
<b>D. Member services</b>										
Printing	(660.53)	(531.28)	(129)	(1,000)	339	(661)	(531.28)	(452.19)	(764.53)	(1,541.24)
Postage	(651.50)	(722.37)	71	(800)	149	(652)	(722.37)	(947.77)	(878.45)	(801.86)
Relations	(100.00)	0.00	(100)	0	(100)	(100)	0.00	0.00	(12.00)	(53.00)
Meetings										
Receipts	0.00	0.00	0	0	0	0	0.00	740.00	931.00	1,025.00
Expense	0.00	0.00	0		0	0	0.00	(821.62)	(988.00)	(888.50)
	<b>(1,412.03)</b>	(1,253.65)	(158)	(1,800)	388	<b>(1,412)</b>	(1,253.65)	(1,481.58)	(1,711.98)	(2,259.60)
	<b>(12,823.84)</b>	(12,826.15)	2	(13,900)	1,076	<b>(12,824)</b>	(12,826.15)	(13,538.94)	(15,287.20)	(20,195.83)



## 2. Development

December 31, 2020

1) Annual Fund	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
Patron level 14.6%	7,980.00	8,585.00	(605)			7,980	8,585.00	9,680.00	10,490.00	10,565.00
Century	12,300.00	11,635.00	665			12,300	11,635.00	12,305.00	12,020.00	11,885.00
Mardi Gras	12,150.00	13,200.00	(1,050)			12,150	13,200.00	10,900.00	11,300.00	9,700.00
Japonica	8,320.00	6,750.00	1,570			8,320	6,750.00	9,000.00	9,050.00	6,900.00
President's Circle level	14,000.00	8,000.00	6,000			14,000	8,000.00	7,000.00	6,100.00	6,000.00
Benefactor level 85.4%	46,770.00	39,585.00	7,185	0		46,770	39,585.00	39,205.00	38,470.00	34,485.00
Special tributes 0.0%	0.00	495.05	(495)	0		0	495.05	0.00	0.00	0.00
100.0%	<b>54,750.00</b>	48,665.05	6,085	<b>47,500</b>	(7,250)	<b>54,750</b>	48,665.05	48,885.00	48,960.00	45,050.00
2) Special gifts										
Unrestricted gifts	2,683.46	1,725.00	958	1,200	(1,483)	2,683	1,725.00	284.68	1,566.85	61,746.73
Temporarily restricted	5,355.00	0.00	5,355	750	(4,605)	5,355		920.00	1,068.88	
	<b>8,038.46</b>	1,725.00	6,313	<b>1,950</b>	(6,088)	<b>8,038</b>	1,725.00	284.68	2,486.85	62,815.61
3) Projects										
Other		0.00	0					2,728.99	525.00	150.00
Branded Apparel		250.00					250.00	1,125.00	0.00	0.00
Production								(470.25)		
	<b>0.00</b>	250.00	0	<b>0</b>	0	<b>0</b>	250.00	3,383.74	525.00	150.00
4) Grants										
	<b>17,485.00</b>	5,000.00	12,485	0	(17,485)	17,485	5,000.00	5,000.00	4,500.00	8,220.00
	<b>80,273.46</b>	55,640.05	24,883	<b>49,450</b>	(30,823)	<b>80,273</b>	55,640.05	57,553.42	56,471.85	116,235.61





### 3. Events

December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>1) Benefit Auction</b>										
Floor sales	0.00	28,587.00	(28,587)			0	28,587.00	43,622.50	32,650.00	45,040.90
Mail bids	0.00	12,525.00	(12,525)			0	12,525.00	3,940.08	5,347.50	5,515.10
NCC owned glass	0.00	0.00	0			0	0.00	0.00	0.00	0.00
Gift glass	0.00	0.00	0			0	0.00	0.00	0.00	0.00
	0.00	41,112.00	(41,112)	41,000		0	41,112.00	47,562.58	37,997.50	50,556.00
Consignment payments	0.00	(32,425.60)	32,426	(33,000)		0	(32,425.60)	(37,652.00)	(29,127.30)	(35,674.50)
Auctioneer fee	0.00	(1,821.28)	1,821	(2,000)		0	(1,821.28)	(2,052.60)	(1,646.30)	(2,000.60)
Gross income	0.00	6,865.12	(6,865.12)	6,000		0	6,865.12	7,857.98	7,223.90	12,880.90
Admission fees	0.00	186.00	(186)	200		0	186.00	224.00	195.00	194.00
Facility rental	(950.00)	0.00	(950)	(675)		(950)	0.00	(675.00)	(675.00)	(675.00)
All other	(317.08)	(491.05)	174	(350)		(317)	(491.05)	(298.61)	(347.08)	(537.17)
	<b>(1,267.08)</b>	6,560.07	(7,827)	<b>5,175</b>	(6,442)	<b>(1,267)</b>	6,560.07	7,108.37	6,396.82	11,862.73
<b>2) Glass Show</b>										
Exhibitor fees	0.00	4,045.00	(4,045)			0	4,045.00	4,762.00	4,535.00	4,935.00
Admission fees	0.00	835.00	(835)			0	835.00	775.00	900.00	995.00
Gross income	0.00	4,880.00	(4,880.00)			0	4,880.00	5,537.00	5,435.00	5,930.00
Facility rental	0.00	(1,950.00)	1,950			0	(1,950.00)	(1,850.00)	(1,875.00)	(1,800.00)
Advertising expense	(569.38)	(1,165.36)	596			(569)	(1,165.36)	(1,359.83)	(1,917.52)	(294.62)
Other	0.00	(336.38)	336			0	(336.38)	(448.90)	(251.40)	700.27
	<b>(569.38)</b>	1,428.26	(1,998)	<b>0</b>	(569)	<b>(569)</b>	1,428.26	1,878.27	1,391.08	4,535.65



### 3. Events

December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>3) Glass Dash</b>										
Exhibitor fees	0.00	1,675.00	(1,675)			0	1,675.00	1,620.00	1,640.00	1,790.00
Admission fees	0.00	834.00	(834)			0	834.00	966.00	1,170.00	990.00
Gross income	0.00	2,509.00	(2,509)			0	2,509.00	2,586.00	2,810.00	2,780.00
Other income	0.00	89.00	(89)			0	89.00			62.89
Marketing	0.00	0.00	0			0	0.00	0.00	0.00	0.00
Other expense	0.00	0.00	0			0	0.00	0.00	0.00	0.00
Facility rental	0.00	(475.00)	475			0	(475.00)	(475.00)	(475.00)	(475.00)
	<b>0.00</b>	2,123.00	(2,123)	<b>0</b>	<b>0</b>	<b>0</b>	2,123.00	2,111.00	2,335.00	2,367.89
<b>4) Other fundraising events</b>										
Convention event - Auction	0.00		0	0		0		0.00	0.00	0.00
November quarterly meeting	0.00	520.00	(520)	0		0	520.00	0.00	0.00	0.00
Other fundraising event	0.00	(987.49)	987	0		0	(987.49)			
	<b>0.00</b>	(467.49)	467	<b>0</b>	<b>0</b>	<b>0</b>	(467.49)	0.00	0.00	0.00
	<b>(1,836.46)</b>	9,643.84	(11,480)	<b>5,175</b>	(7,011)	<b>(1,836)</b>	9,643.84	11,097.64	10,122.90	18,766.27



## 4. Education

December 31, 2020

A. Publications	Actual		More (Less)	Comp. to 2021 budget Projected			2019	2018	2017	2016
	12/31/20	12/31/19		Budget	Variance	12/31/20				
Book sales	537.94	1,350.53	(813)	750	(212)	538	1,350.53	2,070.46	2,870.08	3,741.43
Cost of book sales	0.00	0.00	0	0	0	0	0.00	0.00	(1,384.95)	(3,045.00)
Production costs	(36.00)	(112.12)	76	0	(36)	(36)	(112.12)	(947.25)	0.00	3.45
Royalties	120.40	0.00	120	0	120	120				
	<b>622.34</b>	1,238.41	(616)	<b>750</b>	(128)	<b>622</b>	1,238.41	1,123.21	1,485.13	699.88
<b>B. Educational items</b>										
Crystal Lady, binders, pamphlets, etc.	369.64	0.00	370	0	370	370	0.00	0.00	81.95	51.95
Inventory purchases	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
	<b>369.64</b>	0.00	370	<b>0</b>	370	<b>370</b>	0.00	0.00	81.95	51.95
<b>C. Research &amp; programming</b>										
Research materials	0.00	0.00	0	(1,000)	1,000	0	0.00	0.00	(23.90)	0.00
Educational resources	0.00	0.00	0	0	0	0	0.00	0.00	0.00	(25.30)
	<b>0.00</b>	0.00	0	<b>(1,000)</b>	1,000	<b>0</b>	0.00	0.00	(23.90)	(25.30)
<b>D. Activities</b>										
Art Show	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
Programs	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
Workers reunion	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
	<b>0.00</b>	0.00	0	<b>0</b>	0	<b>0</b>	0.00	0.00	0.00	0.00
	<b>991.98</b>	1,238.41	(246)	<b>(250)</b>	1,242	<b>992</b>	1,238.41	1,123.21	1,543.18	726.53



## 5. Museum

December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>A. Public operations</b>										
1) Admissions	4,272.00	10,552.00	(6,280)	5,000	(728)	4,272	10,552.00	7,162.00	11,089.00	8,836.00
2) Staffing										
Wages	(6,146.94)	(11,085.38)	4,938	(16,863)	10,716	(6,147)	(11,085.38)	(9,925.00)	(10,400.00)	(9,913.40)
Other	0.00	0.00	0	0	0	0	0.00	0.00	(92.50)	0.00
Payroll taxes:										
Withholdings	(35.23)	1,342.37	(1,378)	0	(35)	(35)	1,342.37	1,503.05	1,742.84	1,710.91
Payments	(1,031.74)	(2,051.81)	1,020	(1,800)	768	(1,032)	(2,051.81)	(1,643.94)	(2,506.37)	(2,983.49)
	<u>(1,066.97)</u>	<u>(709.44)</u>	<u>(358)</u>	<u>(1,800)</u>	<u>733</u>	<u>(1,067)</u>	<u>(709.44)</u>	<u>(140.89)</u>	<u>(763.53)</u>	<u>(1,272.58)</u>
Staffing	(7,213.91)	(11,794.82)	4,581	(18,663)	11,449	(7,214)	(11,794.82)	(10,065.89)	(11,256.03)	(11,185.98)
3) Other										
Advertising	(2,804.04)	(4,922.83)	2,119	(4,000)	1,196	(2,804)	(4,922.83)	(4,965.12)		
License	(208.00)	(373.00)	165	(400)	192	(208)	(373.00)	(631.00)		
	<u>(3,012.04)</u>	<u>(5,295.83)</u>	<u>2,284</u>	<u>(4,400)</u>	<u>1,388</u>	<u>(3,012)</u>	<u>(5,295.83)</u>	<u>(5,596.12)</u>		
	<b>(5,953.95)</b>	<b>(6,538.65)</b>	<b>585</b>	<b>(18,063)</b>	<b>12,109</b>	<b>(5,954)</b>	<b>(6,538.65)</b>	<b>(8,500.01)</b>	<b>(167.03)</b>	<b>(2,349.98)</b>
<b>B. Gift Shop</b>										
1) Resale glass	18,165.00	28,469.00	(10,304)	21,100	(2,935)	18,165	28,469.00	30,741.10	30,638.67	32,142.55
Inventory purchases	(3,057.26)	(4,699.77)	1,643	(7,300)	4,243	(3,057)	(4,699.77)	(4,870.02)	(4,924.52)	(6,595.20)
	<u>15,107.74</u>	<u>23,769.23</u>	<u>(8,661)</u>	<u>13,800</u>	<u>1,308</u>	<u>15,108</u>	<u>23,769.23</u>	<u>25,871.08</u>	<u>25,714.15</u>	<u>25,547.35</u>
2) Miscellaneous										
Jewelry	995.00	1,325.00	(330)	0	995	995	1,325.00	855.00	1,370.00	2,380.00
Ornaments	2,645.00	4,230.00	(1,585)	0	2,645	2,645	4,230.00	2,911.00	3,160.00	3,760.00
Christmas	0.00	0.00	0	0	0	0			225.00	515.00
Other	141.50	116.50	25	0	142	142	116.50	137.00	396.00	533.00
	<u>3,781.50</u>	<u>5,671.50</u>	<u>(1,890)</u>	<u>3,900</u>	<u>3,782</u>	<u>3,782</u>	<u>5,671.50</u>	<u>3,903.00</u>	<u>5,151.00</u>	<u>7,188.00</u>
Inventory purchases	(393.15)	(230.15)	(163)	(400)	7	(393)	(230.15)	(765.84)	(106.08)	(312.02)
	<u>3,388.35</u>	<u>5,441.35</u>	<u>(2,053)</u>	<u>3,500</u>	<u>3,788</u>	<u>3,388</u>	<u>5,441.35</u>	<u>3,137.16</u>	<u>5,044.92</u>	<u>6,875.98</u>
3) Non-categorized sales	0.00	303.50	(304)	0	0	0	303.50	79.50	0.00	64.35
	<b>18,496.09</b>	<b>29,514.08</b>	<b>(11,018)</b>	<b>17,300</b>	<b>5,096</b>	<b>18,496</b>	<b>29,514.08</b>	<b>29,087.74</b>	<b>30,759.07</b>	<b>32,487.68</b>



**5. Museum**  
December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>C. Contents</b>										
1) <b>Cambridge Glass Company</b>										
Glass collection purchases	(80.00)	(440.00)	360	(1,000)	920	(80)	(440.00)	(337.00)	(2,000.00)	0.00
Materials and equipment	0.00	0.00	0	0	0	0	0.00	0.00	0.00	(700.00)
Factory business records	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
2) <b>General</b>										
Display materials	(900.00)	(28.39)	(872)	(1,000)	100	(900)	(28.39)	(31.96)	(30.00)	(296.71)
Furniture and equipment	0.00	(2,938.25)	2,938	(1,000)	1,000	0	(2,938.25)	(278.84)	0.00	(1,344.17)
	<b>(980.00)</b>	<b>(3,406.64)</b>	<b>2,427</b>	<b>(3,000)</b>	<b>2,020</b>	<b>(980)</b>	<b>(3,406.64)</b>	<b>(647.80)</b>	<b>(2,030.00)</b>	<b>(2,340.88)</b>
	<b>11,562.14</b>	<b>19,568.79</b>	<b>(8,007)</b>	<b>(3,763)</b>	<b>19,225</b>	<b>11,562</b>	<b>19,568.79</b>	<b>19,939.93</b>	<b>28,562.04</b>	<b>27,796.82</b>



## 6. Administration

December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>A. Staffing</b>										
Wages	(4,018.30)	(4,712.10)	694	(5,150)	1,132	(4,018)	(4,712.10)	(4,473.64)	(4,605.12)	(4,635.19)
Payroll taxes:										
Withholdings	0.00	707.74	(708)	0	0	0	707.74	689.82	717.27	745.35
Payments	(307.43)	(1,150.54)	843	(375)	68	(307)	(1,150.54)	(590.66)	(985.70)	(1,099.89)
	(307.43)	(442.80)	135	(375)	68	(307)	(442.80)	99.16	(268.43)	(354.54)
Workmen's comp. ins.	1,460.28	0.00	1,460	0	1,460	1,460			(195.79)	(81.68)
Unemployment	(766.47)		(766)	(750)	(16)	(766)				
	<b>(3,631.92)</b>	(5,154.90)	1,523	<b>(6,275)</b>	2,643	<b>(3,632)</b>	(5,154.90)	(4,374.48)	(5,069.34)	(5,071.41)
<b>B. Office</b>										
Supplies	(206.82)	(82.30)	(125)	(200)	(7)	(207)	(82.30)	(62.01)	(206.87)	(309.27)
Postage	(142.20)	(151.50)	9	(250)	108	(142)	(151.50)	(46.71)	(40.67)	(106.04)
Zoom	0.00	(111.65)	112	(170)	170	0	(111.65)	(396.53)	(274.85)	(370.84)
Technology:										
DSL	0.00	(300.00)	300	0	0	0	(300.00)	(327.10)	(275.00)	(325.00)
Software	(20.37)	(888.09)	868	(900)	880	(20)	(888.09)	(704.74)	(408.62)	(247.61)
Hardware	0.00	0.00	0	0	0	0	0.00	0.00	0.00	0.00
Repairs & supplies	(50.94)	0.00	(51)	(100)	49	(51)	0.00	(107.99)	(44.36)	(54.48)
	<b>(420.33)</b>	(1,533.54)	1,113	<b>(1,620)</b>	1,200	<b>(420)</b>	(1,533.54)	(1,645.08)	(1,250.37)	(1,413.24)
<b>C. Operations</b>										
Shipping for sales:										
Collected	403.22	916.13	(513)	0	403	403	916.13	969.19	920.65	581.40
Paid	(316.84)	(911.75)	595	0	(317)	(317)	(911.75)	(1,082.18)	(604.27)	(349.68)
Sales tax:										
Collected	1,573.46	2,306.06	(733)	0	1,573	1,573	2,306.06	2,251.41	2,522.16	2,702.32
Paid	(1,640.96)	(2,737.73)	1,097	0	(1,641)	(1,641)	(2,737.73)	(1,951.94)	(2,308.75)	(2,664.55)
Web based commerce:										
Ebay	(334.45)	(338.00)	4	(350)	16	(334)	(338.00)	(324.00)	(299.40)	(243.42)
Website	0.00	(567.75)	568	0	0	0	(567.75)	0.00	(382.80)	0.00
Paypal	(54.85)	(90.49)	36	(120)	65	(55)	(90.49)	(102.32)	(87.29)	(233.91)
	<b>(370.42)</b>	(1,423.53)	1,053	<b>(470)</b>	100	<b>(370)</b>	(1,423.53)	(239.84)	(239.70)	(207.84)



## 6. Administration

December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>D. Organization</b>										
Insurance - D&O	(2,235.00)	(1,971.92)	(263)	(2,400)	165	(2,235)	(1,971.92)	(1,956.92)	(895.00)	(895.00)
Licenses and fees	(738.00)	(411.39)	(327)	(500)	(238)	(738)	(411.39)	(234.00)	(723.75)	(818.00)
Accounting fees	(1,000.00)	0.00	(1,000)	(1,000)	0	(1,000)				
	<b>(3,973.00)</b>	(2,383.31)	(1,590)	<b>(3,900)</b>	(73)	<b>(3,973)</b>	(2,383.31)	(2,190.92)	(1,618.75)	(1,713.00)
<b>E. Finance</b>										
Other income	0.00	137.30	(137)	0	0	0	137.30	0.00	0.00	0.00
Bank charges	(1,777.23)	(2,362.75)	586	(2,200)	423	(1,777)	(2,362.75)	(2,326.24)	(2,282.70)	(2,346.79)
Cash over/short	1.70	(1.23)	3	0	2	2	(1.23)	18.35	43.28	(6.68)
	<b>(1,775.53)</b>	(2,226.68)	451	<b>(2,200)</b>	424	<b>(1,776)</b>	(2,226.68)	(2,307.89)	(2,239.42)	(2,353.47)
	<b>(10,171.20)</b>	(12,721.96)	2,551	<b>(14,465)</b>	4,294	<b>(10,171)</b>	(12,721.96)	(10,758.21)	(10,417.58)	(10,758.96)



## 7. Facilities and financing

December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>A. Facilities</b>										
1) Income										
Parking space rentals	720.00	1,080.00	(360)	1,440	(720)	720	1,080.00	2,250.00	450.00	990.00
Brick building rent	15,440.00	15,840.00	(400)	14,880	560	15,440	15,840.00	16,200.00	12,300.00	5,850.00
Commissions for agent	0.00	0.00	0	0	0	0	0.00	0.00	0.00	(1,000.00)
	<b>16,160.00</b>	16,920.00	(760)	<b>16,320</b>	(160)	<b>16,160</b>	16,920.00	18,450.00	12,750.00	5,840.00
2) Expense										
1) <b>Museum facility</b>										
a. Utilities										
Electric	(3,946.63)	(6,044.04)	2,097	(4,300)	353	(3,947)	(6,044.04)	(9,155.90)	(7,807.93)	(8,978.61)
Gas	(855.31)	(688.20)	(167)	(1,000)	145	(855)	(688.20)	(227.59)		
Telephone	(1,004.42)	(686.33)	(318)	(1,100)	96	(1,004)	(686.33)	(577.69)	(532.63)	(577.36)
Security	(457.35)	(601.95)	145	(500)	43	(457)	(601.95)	(422.00)	(832.00)	(442.00)
Water	(228.72)	(274.12)	45	(300)	71	(229)	(274.12)	(255.02)	(234.42)	(247.42)
Trash				(500)	500	0				
Audio and video	(900.00)	0.00	(900)	(100)	(800)	(900)			(29.90)	
	(7,392.43)	(8,294.64)	902	(7,800)	408	(7,392)	(8,294.64)	(10,638.20)	(9,436.88)	(10,245.39)
b. Maint. and Improvements										
Snow removal	0.00	(100.00)		(300)	300	0	(100.00)	(100.00)	(50.00)	
Repairs and maintenance	(3,048.44)	(1,204.82)		(2,400)	(648)	(3,048)	(1,204.82)	(13,217.33)	(18,843.26)	
Building improvements	(22,145.00)	(14,006.51)		(6,000)	(16,145)	(22,145)	(14,006.51)		(58.00)	
Supplies	(1,698.07)	(966.32)		(1,300)	(398)	(1,698)	(966.32)	(1,204.26)	(778.98)	
	(26,891.51)	(16,277.65)	(10,614)	(10,000)	(16,892)	(26,892)	(16,277.65)	(14,521.59)	(19,730.24)	(11,155.26)
	(34,283.94)	(24,572.29)	(9,712)	(17,800)	(16,484)	(34,284)	(24,572.29)	(25,159.79)	(29,167.12)	(21,400.65)
2) <b>Storage building</b>										
Electric	(425.48)	(361.82)	(64)	(450)	25	(425)	(361.82)	(342.83)	(319.47)	(307.34)
Security	(300.00)	(300.00)	0	(300)	0	(300)	(300.00)	(300.00)	(510.00)	(300.00)
Maintenance	0.00	0.00	0	(300)	300	0	0.00	(179.20)	0.00	(1,500.00)
	(725.48)	(661.82)	(64)	(1,050)	325	(725)	(661.82)	(822.03)	(829.47)	(2,107.34)





## 7. Facilities and financing

December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>3) Brick building</b>										
Utilities								133.36	0.00	(762.42)
Repairs and Maintenance	(440.09)	(1,245.21)	805	(3,000)	2,560	(440)	(1,245.21)	0.00	(1,703.00)	(534.13)
	(440.09)	(1,245.21)	805.12	(3,000)	2,560	(440)	(1,245.21)	133.36	(1,703.00)	(1,296.55)
<b>4) Yellow house</b>										
Electric	(430.22)	(439.90)	10	(500)	70	(430)	(439.90)			
Security	(300.00)	(1,400.00)	1,100	(300)	0	(300)	(1,400.00)			
Water	(54.54)	(47.84)	(7)	(50)	(5)	(55)	(47.84)			
Gas	(550.75)	(496.70)	(54)	(500)	(51)	(551)	(496.70)			
Utilities	(1,335.51)	(2,384.44)	1,049	(1,350)	14	(1,336)		(1,816.25)	(908.51)	(638.16)
Repairs and Maintenance	0.00	(102.98)	103	(2,717)	2,717	0	(102.98)		(49.73)	(134.25)
	(1,335.51)	(2,487.42)	1,152	(4,067)	2,731	(1,336)	(2,487.42)	(1,816.25)	(958.24)	(772.41)
	<b>(36,785.02)</b>	(28,966.74)	(7,818)	<b>(25,917)</b>	(10,868)	<b>(36,785)</b>	(28,966.74)	(27,664.71)	(32,657.83)	(25,576.95)
<b>B. Insurance &amp; taxes</b>										
Property and liability insurance										
Museum property	(4,836.00)	(3,176.76)				(4,836)	(3,176.76)			
Brick building		(193.44)					(193.44)			
Yellow house		(241.80)					(241.80)			
Storage building		(145.08)					(145.08)			
	(4,836.00)	(3,757.08)	(1,079)	(4,900)	64	(4,836)	(3,757.08)	(3,772.08)	(4,821.00)	(4,469.00)
Property tax:										
Museum property	(36.00)	(36.00)	0	(40)	4	(36)	(36.00)	(30.00)	(201.40)	(201.72)
Brick building	(2,689.42)	(168.44)	(2,521)	(2,700)	11	(2,689)	(168.44)			
Yellow house	0.00	(2,379.72)	2,380	0	0	0	(2,379.72)			
Storage building	(6.00)	(6.00)	0	(10)	4	(6)	(6.00)	(2,658.28)	(2,429.72)	(2,434.04)
	(2,731.42)	(2,590.16)		(2,750)	19	(2,731)	(2,590.16)	(2,688.28)	(2,631.12)	(2,635.76)
	<b>(7,567.42)</b>	(6,347.24)	(1,220)	<b>(7,650)</b>	83	<b>(7,567)</b>	(6,347.24)	(6,460.36)	(7,452.12)	(7,104.76)



## 7. Facilities and financing

December 31, 2020

	Actual			Comp. to 2021 budget		Projected	2019	2018	2017	2016
	12/31/20	12/31/19	More (Less)	Budget	Variance	12/31/20				
<b>C. Financing</b>										
Investment activity										
Investment income	241.84	0.00	242	0	242	242	0.00	0.00	0.00	0.00
	<u>241.84</u>	<u>0.00</u>	<u>242</u>				<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Finance transactions:										
Principal payments	0.00	0.00								(60,000.00)
Loan interest	(35.95)	(165.12)	129	0	(36)	(36)	(165.12)	(223.35)	(141.01)	(1,643.72)
	<u>(35.95)</u>	<u>(165.12)</u>	<u>129</u>	<u>0</u>	<u>(36)</u>	<u>(36)</u>	<u>(165.12)</u>	<u>(223.35)</u>	<u>(141.01)</u>	<u>(61,643.72)</u>
	<b>205.89</b>	(165.12)	371	<b>0</b>	206	<b>206</b>	(165.12)	(223.35)	(141.01)	(61,643.72)
	<b><u>(27,986.55)</u></b>	<u>(18,559.10)</u>	(9,427)	<b><u>(17,247)</u></b>	(10,740)	<b><u>(27,987)</u></b>	<u>(18,559.10)</u>	<u>(15,898.42)</u>	<u>(27,500.96)</u>	<u>(88,485.43)</u>