



Section 3

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1. Membership

Overview

The Membership function provides the interface between NCC and its constituents. This function is also responsible for governance issues. The main constituency served is the membership but also leads NCC's involvement with other community organizations. The primary tools used for fulfilling the mission are the publication and distribution of a newsletter, organization and execution of an annual Convention, and operation of quarterly membership meetings or events. Additionally, Membership performs the marketing efforts for the organization. Finally, and most importantly, the Membership function is NCC's direct link to the membership. Activities include correspondence and oversight of the member data base. NCC currently maintains a display for marketing purposes at the Penny Court Antique Mall in Cambridge, Ohio.

The rental fees of the Pritchard Laughlin Civic Center, used for the annual Convention, are managed by the Membership function and not allocated to other functions. This includes the Glass Show that takes place in the same facility during the convention. Additionally, the cost of Convention favors purchased is included in convention costs. Any excess favors are sold through the Merchandise sales operation.

All management of the Membership function is provided by volunteers including the Editor of the Crystal Ball and Convention director.

	Actual 12/31/07	12/31/06	More (Less) Cash
A. Crystal Ball	(18,968.87)	(9,483.97)	(9,485)
B. Convention	(397.48)	(1,569.97)	1,172
C. General marketing	(6,727.94)	(3,010.72)	(3,717)
D. Member services	(736.42)	(608.65)	(128)
	(26,830.71)	(14,673.31)	(12,157)

1. Membership (Continued)

2007 Results

The total costs of the function were \$12,157 more than in 2006. This increase was due to increased Crystal Ball operation costs and general marketing expenditures.

A change in the editorial leadership for the Crystal Ball took place with the February issue of the Crystal Ball. The new editor continued pursuing the drive for quality enhancements initiated by the prior editor. In spring of 2007, the Board of Directors implemented a recommendation to use a higher quality paper for production of the Crystal Ball as well as relocation of the printing function to a firm in Greenville, South Carolina. The scope of work for the new printer includes mailing of all issues. The mailing function was previously performed by volunteers. Finally, the Board approved the recommendation to publish two issues each year in color. The average cost to produce the eleven monthly issues of the Crystal Ball was approximately \$2.17 per issue delivered as compared to \$1.40 in 2006. This average cost is made up of \$1.30 for publishing and \$.87 for delivery. Total net costs associated with the Crystal Ball increased \$9,485.

The 34th Annual Convention was held June 27th, through the 30th at the Pritchard Laughlin Civic Center in Cambridge, Ohio. The net cost of the Convention was \$1,172 less than the prior year convention due to the lack of costs for convention favors in the 2007.

General marketing activities increased \$3,717 over the 2006 amount. The most significant portion of the increase was due to the change in the membership model. In prior years, the membership model was based on monthly cycling with the tasks performed by a volunteer. The model was changed in 2007 to an annual fund format with a single spring membership solicitation. The production and delivery of the solicitation were contracted to the printer of the Crystal Ball. Total costs for the solicitation were \$2,665 that included printing, materials, and postage. Additionally, the voting process for the Board of Directors was combined with the solicitation process producing a record number of votes.

The children's art show and participation in Annual Holiday parade in downtown Cambridge continued in 2007. NCC also increased our level of participation and cooperation with other economic development and tourism organizations. These activities increased the advertising component of general marketing costs \$1,154 to \$2,468.

A quarterly meeting was held at the Cambridge Country Club on November 3. The meeting included the mini flea market at the Museum in the afternoon and an evening dinner program on etchings.

National Cambridge Collectors, Inc.

1. Membership

All Funds

A. Crystal Ball operations	Actual			2007 Budget		
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07
Publishing	(11,503.08)	(6,191.99)	(5,311)	(8,500)	(3,003)	(11,503)
Delivery	(8,376.79)	(4,649.98)	(3,727)	(5,500)	(2,877)	(8,377)
Advertising revenue	911.00	1,358.00	(447)	1,500	(589)	911
	(18,968.87)	(9,483.97)	(9,485)	(12,500)	(6,469)	(18,969)
B. Convention						
Convention revenue	8,866.00	8,848.00	18			
Food	(4,783.35)	(5,025.90)	243			
Facility rent	(3,760.00)	(3,502.50)	(258)			
Favors (all current year)	0.00	(1,236.00)	1,236			
All other expense	(720.13)	(653.57)	(67)			
	(397.48)	(1,569.97)	1,172	(1,800)	1,403	(397)
C. General marketing						
Advertising	(2,468.77)	(1,314.73)	(1,154)	(1,500)	(969)	(2,469)
Member recruitment	(2,665.11)	(15.60)	(2,650)	0	(2,665)	(2,665)
Support of other organizations	(611.85)	(684.81)	73	(500)	(112)	(612)
Penny Court						
Rent	(900.00)	(900.00)	0	(900)	0	(900)
Commissions	(82.21)	(95.58)	13	(90)	8	(82)
	(6,727.94)	(3,010.72)	(3,717)	(2,990)	(3,738)	(6,728)
D. Member services						
Printing	(308.14)	(509.22)	201	(800)	492	(308)
Postage	(22.67)	(54.60)	32	(300)	277	(23)
Relations	(98.50)	(50.00)	(49)	(400)	302	(99)
Century Club	(114.25)	(48.75)	(66)	0	(114)	(114)
Meetings						
Receipts	1,364.00	1,292.00	72	0	1,364	1,364
Expense	(1,556.86)	(1,238.08)	(319)	0	(1,557)	(1,557)
	(736.42)	(608.65)	(128)	(1,500)	764	(736)
Total	(26,830.71)	(14,673.31)	(12,157)	(18,790)	(8,041)	(26,831)



2. Development

Overview

The Development function provides the main source of income for the organization. Activities that generate support are Fundraising, Events, and Merchandise.

2007 Results

The Development function provided \$89,867 of net cash to NCC during 2007. This amount is \$12,202 more than 2006 results. An increase of \$16,856 was recorded in Fundraising while Events had a fairly significant decrease of \$4,541 and Merchandise with a decrease of \$114 was about the same as the prior year.

	12/31/07	12/31/06	More (Less) Cash
A. Fundraising	64,622.40	47,765.91	16,856
B. Events	17,152.98	21,693.77	(4,541)
C. Merchandise	8,092.06	8,205.92	(114)
	89,867.44	77,665.60	12,202

The Fundraising increase is attributable to increased member generosity through the Annual Fund (up \$9,363) and Special Gifts (up \$10,322) as well as the receipt of a grant for \$2,500. The increases were offset by a drop off in the Scottie projects (down \$5,329). The decrease in Events is primarily due to two factors. A reduction of the amount of donated glass in the Benefit Auction (down \$1,217) and a more normal Convention Auction (down \$2,699).



A. Fundraising

Overview

Fundraising accounts for the majority of the Development function's income. The organization performs fundraising through four main activities; Annual Giving, Special Gifts, Projects, and Grants.

Annual Giving is commonly referred to as dues and consists of undesignated cash gifts from members. A gift to the Annual Giving program results in membership in the organization. Membership levels are tiered based on the size of the gift to the Annual Giving program. Unrestricted gifts from members are aggregated in determining the annual giving level. In general, there is no difference in benefits associated with membership levels.

The classification of Special Gifts represents cash gifts that are designated as to purpose or are from non-members.

Projects are specific periodic efforts by the organization to generate income. Projects generally consist of commissioning the production of an item for sale.

Grants are amounts received from corporations, foundations, or government units to be utilized for any defined purpose for which the grant applies.

2007 Results

Fundraising provided \$64,622 for 2007. This was a significant increase of \$16,856 over 2006. The increase was attributable to Annual Giving and Special gifts.

	Actual 12/31/07	12/31/06	More (Less) Cash
A. Fundraising			
1) Annual Giving	41,168.60	31,805.75	9,363
2) Special gifts	16,947.80	6,625.55	10,322
3) Projects	4,006.00	9,334.61	(5,329)
4) Grants	2,500.00	0.00	2,500
	64,622.40	47,765.91	16,856

A. Fundraising (Continued)

Annual Giving increased due to a change in the model being used. The previous model based on monthly cycling was changed to a model with a single spring membership solicitation. The solicitation process was designed by volunteers with production and delivery outsourced. An analysis of Annual Giving during 2007 is exhibited below.

Annual Giving	More (Less)		
	12/31/07	12/31/06	Cash
Single	6,491.50	6,316.00	176
Joint	5,422.50	5,385.00	38
Patron level 28.9%	11,914.00	11,701.00	213
Century	9,155.00	5,878.00	3,277
Mardi Gras	6,444.00	3,619.00	2,825
Japonica	3,028.00	1,100.00	1,928
Benefactor level 45.1%	18,627.00	10,597.00	8,030
President's Circle 24.7%	10,107.60	9,507.75	600
Special tributes 1.3%	520.00	0.00	570
	100.0% 41,168.60	31,805.75	9,363

Noteworthy from the analysis is the distribution of giving between the Patron, Benefactor, and President's Circle levels. The Benefactor level and President's Circle represent one hundred thirty-nine households and account for 71% of all Annual Giving dollars received. Additional information is included in the Supplemental Schedules section of this Annual Report.

Special Gifts of \$16,947 were dramatically higher than 2006. Of the special gifts received, \$16,387 was designated to a specific purpose, \$560 was undesignated. Significant restricted gifts included \$6,600 for the museum facilities maintenance, \$5,500 for endowment, \$3,850 for the mold purchase, and the Education function had several gifts.

The next Project in a continuing series was undertaken during 2007. The original Cambridge Glass Company mold for the Scottie dog was pressed by the Mosser Glass Company for the project. Mosser produced 125 pairs of the Scotties in a Crystal Opalescent color. Revenue of \$4,948 was realized against production costs of \$3,630. The result was a net gain from the Scottie project of \$1,318 in 2007. The results are sharply down from 2006 when a net gain of \$7,639 was realized from the 2006 Green Scottie project. That amount was realized on revenue of \$12,030 and production costs of \$4,391. In addition to the Crystal Opalescent Scotties, \$2,615 of revenue was realized from cobalt Scotties sales which were a prior year projects. There were no costs associated with these sales. Noteworthy to the Scottie project sales is a single non-member wholesale purchaser has accounted for the majority of all project sales. Members have accounted for a minority of the sales. An inventory of sixty Crystal Opalescent

A. Fundraising (Continued)

Scotties and a small inventory of cobalt Scotties is still on hand at December 31, 2007.

Scotties	12/31/07	12/31/06	More (Less)
	Crystal Opalescent	Green	Cash
Sales	4,948.00	12,030.50	(7,083)
Production costs	(3,630.00)	(4,390.89)	761
	1,318.00	7,639.61	(6,322)
Cobalt	2,615.00	1,370.00	1,245
Other prior colors	178.00	325.00	(147)
Acid finish - cobalt	(105.00)	0.00	(105)
	4,006.00	9,334.61	(5,329)

The Cambridge Kiwanis provided a \$2,500 Grant during 2007 to produce a booklet called the *ABC's of Glassmaking*. This booklet is used for children's tours to the museum.

National Cambridge Collectors, Inc.

2. Development

All Funds

A. Fundraising

	Actual			2007 Budget		
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07
1) Annual Giving						
Single	6,491.50	6,316.00	176			
Joint	5,422.50	5,385.00	38			
Patron level	28.9%	11,914.00	11,701.00	213		
				11,000	914	11,914
Century	9,155.00	5,878.00	3,277			
Mardi Gras	6,444.00	3,619.00	2,825			
Japonica	3,028.00	1,100.00	1,928			
Benefactor level	45.2%	18,627.00	10,597.00	8,030		
				12,500	6,127	18,627
President's Circle level	24.6%	10,107.60	9,507.75	600		
				9,000	1,108	10,108
Special tributes	1.3%	520.00	0.00	520		
				0	520	520
	100.0%	41,168.60	31,805.75	9,363		
				32,500	8,669	41,169
2) Gifts						
Unrestricted	560.30	605.55	(45)	500	60	560
Temporarily restricted	10,887.50	5,120.00	5,768	5,000	5,888	10,888
Endowment	5,500.00	900.00	4,600	500	5,000	5,500
	16,947.80	6,625.55	10,322	6,000	10,948	16,948
3) Projects						
Scotties						
Cobalt	2,615.00	1,370.00	1,245	2,000	615	2,615
Red and Moonlight	110.00	325.00	(215)	100	10	110
Green	68.00	12,030.50	(11,963)	0	68	68
Crystal Opalescent	4,948.00	0.00	4,948	8,500	(3,552)	4,948
Sales	7,741.00	13,725.50	(5,985)	10,600		7,741
Production	(3,735.00)	(4,390.89)	656	(4,800)	1,065	(3,735)
	4,006.00	9,334.61	(5,329)	5,800	(1,794)	4,006
4) Grants	2,500.00	0.00	2,500	0	2,500	2,500
Total Fund Raising	64,622.40	47,765.91	16,856	44,300	20,322	64,622



B. Events

Overview

The organization operates four events annually. An all Cambridge Glass Benefit Auction is held on a Saturday in late February or early March. The auction is the largest revenue producer of the events. The other three events are held during the organization's annual convention in late June. They consist of a Glass Show that takes place on Friday and Saturday of the convention weekend, the Glass Dash held on Saturday morning, and a Convention Auction held after the banquet on Saturday night. Revenues from the Glass Show and Glass Dash are consistent from year to year. The Silent Auction is more volatile depending on the items available for auction and the form of the auction. Each event is managed by a volunteer.

B. Events	12/31/07	12/31/06	More (Less)
			Cash
1) Benefit Auction	7,176.25	8,732.60	(1,556)
2) Glass Show	3,976.04	3,634.05	342
3) Glass Dash	2,387.69	3,015.12	(627)
4) Convention Auction	3,613.00	6,312.00	(2,699)
	17,152.98	21,693.77	(4,541)

2007 Results

Events provided \$17,152 in 2007. This was \$4,541 less than the 2006 results primarily due to the Convention Auction that netted \$2,699 less than 2006. The Convention Auction results were still above expectations. The decrease was not unexpected as 2006 was an extraordinary year. The Benefit Auction net was down \$1,556 due to less donated glass being included in the auction. The Glass Dash operations showed weakness due to a smaller number of dealer spaces being sold.

National Cambridge Collectors, Inc.

2. Development

All Funds

B. Events

	Actual			2007 Budget		
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07
1) Benefit Auction						
Gross sales	38,330.00	40,067.50	(1,738)	38,330	0	38,330
Donated glass sold	1,575.00	2,792.00	(1,217)	1,575	0	1,575
Consignment payments	(30,664.00)	(32,054.00)	1,390	(30,664)	0	(30,664)
Auctioneer fee	(1,633.20)	(1,702.70)	70	(1,633)	0	(1,633)
Gross income	7,607.80	9,102.80	(1,495)	7,608	0	7,608
Admission fees	198.00	258.00	(60)	198	0	198
Facility rental	(600.00)	(600.00)	0	(600)	0	(600)
All other	(29.55)	(28.20)	(1)	0	(30)	(30)
	7,176.25	8,732.60	(1,556)	7,206	(30)	7,176
2) Glass Show						
Exhibitor fees	4,952.50	4,037.75	915	4,350	603	4,953
Admission fees	965.00	1,285.00	(320)	1,100	(135)	965
Gross income	5,917.50	5,322.75	595	5,450	468	5,918
Facility rental (inc. in convention)	0.00	0.00	0	0	0	0
Security	(480.00)	(495.00)	15	(500)	20	(480)
Advertising expense	(1,295.96)	(1,150.35)	(146)	(700)	(596)	(1,296)
Other	(165.50)	(43.35)	(122)	(50)	(116)	(166)
	3,976.04	3,634.05	342	4,200	(224)	3,976
3) Glass Dash						
Exhibitor fees	1,440.00	2,050.00	(610)	2,050	(610)	1,440
Admission fees	1,530.00	1,478.00	52	1,400	130	1,530
Gross income	2,970.00	3,528.00	(558)	3,450	(480)	2,970
Miscellaneous receipts	(79.00)	64.08	(143)	65	(144)	(79)
All other expense	(29.55)	(103.20)	74	(100)	70	(30)
Facility rental	(473.76)	(473.76)	0	(475)	1	(474)
	2,387.69	3,015.12	(627)	2,940	(553)	2,387
4) Convention Auction	3,613.00	6,312.00	(2,699)	2,500	1,113	3,613
Total Events	17,152.98	21,693.77	(4,541)	16,846	306	17,152



C. Merchandise

Overview

The organization sells merchandise through its museum gift shop, an eBay store, its newsletter, and a space at the Penny Court Antique Mall in Cambridge, Ohio. Merchandise consists of resale glass and miscellaneous other items. The majority of resale glass is original Cambridge glass sold through the museum shop. Other resale glass items are convention favors, Global glass items, shaker tops and a small assortment of other glass items. Miscellaneous merchandise includes pictures, postcards, pins, patches, pencils, and a small assortment of other items. Miscellaneous merchandise sales are relatively insignificant.

2007 Results

Total merchandise sales were \$8,092 for 2007. This was nearly identical to 2006. The majority of the sales were Cambridge glass sold through the museum gift shop. Cambridge glass sales were \$6,541 for 2007. There were a very small amount of inventory purchases in 2007.

National Cambridge Collectors, Inc.

2. Development

All Funds

C. Merchandise

	Actual			2007 Budget		
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07
1) Resale glass						
Cambridge glass	6,541.72	6,123.95	418			
Convention favors	309.50	1,060.00	(751)			
Global	634.30	845.83	(212)			
Jadite tumblers	0.00	781.25	(781)			
Shaker tops	206.00	455.00	(249)			
Other	117.00	421.70	(305)			
Mosser	70.50	126.50	(56)			
Boyd	60.00	126.00	(66)			
	<u>7,939.02</u>	<u>9,940.23</u>				
Inventory purchases						
Cambridge	0.00	(1,600.00)	1,600			
Other	(234.87)	(1,031.78)	797			
	7,704.15	7,308.45	396	7,500	204	7,704
2) Miscellaneous						
Printed materials	33.20	193.00	(160)			
Pins and patches	65.00	101.00	(36)			
Logo tape measures	9.00	100.00	(91)			
Cat's Meow	40.00	140.00	(100)			
Logo pencils	11.46	29.97	(19)			
Miscellaneous	229.25	333.50	(104)			
Inventory purchases	0.00	0.00	0			
	387.91	897.47	(510)	750	(362)	388
Total Merchandise	8,092.06	8,205.92	(114)	8,250	(158)	8,092



3. Education

Overview

The Education function consists of the operation of activities and the sale of items intended to provide knowledge associated with collecting and preserving the heritage of the Cambridge Glass Company. The function also provides resources for other interests in the world of collecting. The principal sale activity is reference publications. Publications are produced by the organization or purchased for resale. Publishing not performed internally is outsourced to publishers and earns royalties. An inventory of books is maintained at the museum. Publications and research are directed by a volunteer who also serves as the organization's archivist.

Education	12/31/07	More (Less)	
		12/31/06	Cash
A. Publications			
1) Sales	8,218.10	8,079.47	139
2) Cost of sales	(3,830.64)	(5,278.33)	1,448
3) Royalties	795.00	2,066.25	(1,271)
	<u>5,182.46</u>	<u>4,867.39</u>	<u>315</u>
B. Miscellaneous	116.00	211.42	(95)
C. Research materials	(2,809.00)	(128.32)	(2,681)
D. Activities	(375.10)	(394.76)	20
	<u>2,114.36</u>	<u>4,555.73</u>	<u>(2,441)</u>

2007 Results

Sales of publications were \$8,218 and required \$3,830 for the cost of publications purchased for resale. Rosepoint books were the top seller with sales of \$2,552. Sales increased to \$1,358 for *Cambridge Colors – 2nd Edition*, which was a 2006 book release. Royalties on the *Colors* book waned to \$795 from \$2,066 in 2006. Additionally, \$2,570 was spent for the production of a booklet called the *ABC's of Glassmaking*. This booklet is used for children's tours to the museum. All other book sales remained steady.

National Cambridge Collectors, Inc.

3. Education

All Funds

A. Publications	Actual			2007 Budget			
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07	
1) Sales							
a. Catalog reprints							
1903 - Bennett	70.00	72.00	(2)				
Nearcut	374.75	167.50	207				
1927 - Smith	107.45	206.95	(100)				
1930-34	154.00	156.95	(3)				
1940	125.00	350.00	(225)				
1949-53	301.20	253.35	48				
1956-58	110.05	151.47	(41)				
	15.1%	1,242.45	1,358.22	(116)	1,000	242	1,242
b. Color books							
NCC color book 2	1,358.32	1,083.39	275	650	708	1,358	
Welker color	33.75	111.10	(77)	100	(66)	34	
	16.9%	1,392.07	1,194.49	198	750		1,392
c. Etching books							
Etchings book 1	392.12	337.70	54				
Etchings book 2 (non-cataloged)	271.82	526.27	(254)				
Etchings booklets	540.01	532.91	7				
	14.6%	1,203.95	1,396.88	(193)	1,000	204	1,204
d. Specific lines							
Caprice	6.0%	494.75	1,019.38	(525)	1,000	(505)	495
Rosepoint	31.1%	2,552.63	1,015.08	1,538	2,000	553	2,553
		3,047.38	2,034.46	1,013	3,000		3,047
e. Rock Crystal							
Rock Crystal Engravings	231.51	215.77	16				
Rock Crystal Listings	79.75	117.47	(38)				
	3.8%	311.26	333.24	(22)	250	61	311
f. Decorates							
Cambridge Decorates	146.47	240.63	(94)				
Charlton Decorates	59.90	119.80	(60)				
	2.5%	206.37	360.43	(154)	300	(94)	206
g. Types							
Stemware - Nye	219.48	219.45	0				
Candlesticks	109.74	319.45	(210)				
Animals	0.00	149.70	(150)				
	4.0%	329.22	688.60	(359)	600	(271)	329
h. Florence books	2.7%	219.10	469.15	(250)	400	(181)	219
i. Other book sales							
Reflections	15.00	27.50	(13)				
Miscellaneous	87.90	0.00	88				
Museum tour guide brochures	17.00	66.00	(49)				
	1.5%	119.90	93.50	26	100	20	120
j. Price guides							
Rosepoint	99.00	69.50	30				
Caprice	33.00	49.50	(17)				
Other	14.40	31.50	(17)				
	1.8%	146.40	150.50	(4)	150	(4)	146
	100.0%	8,218.10	8,079.47	139	7,550	668	8,218

(Continued next page)

National Cambridge Collectors, Inc.

3. Education (continued)

All Funds

A. Publications (continued)	Actual			2007 Budget		
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07
1) Sales (from previous page)	8,218.10	8,079.47	139	7,550	668	8,218
2) Cost of book sales						
NCC color book 2 production	0.00	(546.78)	547			
Catalog reprints	(60.00)	(855.00)	795			
Colorbooks	(578.50)	(1,209.33)	631			
Etchings books	(1,995.80)	(1,678.27)	(318)			
Rock Crystal Engravings	(399.00)	0.00	(399)			
Types	(197.61)	(427.62)	230			
Florence	(125.73)	(41.91)	(84)			
Other publications	(32.00)	(233.59)	202			
Value guides	(442.00)	(285.83)	(156)			
	(3,830.64)	(5,278.33)	1,448	(3,500)	(331)	(3,831)
3) Royalties	795.00	2,066.25	(1,271)	1,000	(205)	795
Total Publications	5,182.46	4,867.39	315	5,050	132	5,182
B. Miscellaneous						
Crystal Lady, binders, pamphlets, etc.	116.00	211.42	(95)			
Inventory purchases	0.00	0.00	0			
	116.00	211.42	(95)	75	41	116
C. Research						
Research materials	(238.92)	0.00	(239)	(500)	261	(239)
Educational resources	(2,570.08)	(128.32)	(2,442)	(750)	(1,820)	(2,570)
	(2,809.00)	(128.32)	(2,681)	(1,250)	(1,559)	(2,809)
D. Activities						
Sponsored events	(375.10)	(394.76)	20	(400)	25	(375)
Workers reunion	0.00	0.00	0	0	0	0
	(375.10)	(394.76)	20	(400)	25	(375)
Total	2,114.36	4,555.73	(2,441)	3,475	(1,361)	2,114



4. Museum

Overview

In support of the mission of education and preservation, NCC maintains a 5,000 square foot museum building in downtown Cambridge, Ohio. The Museum was opened on April 3, 2002. The display area is made up of 1250 lineal feet of 16" shelving, where the main collection is displayed in lighted, glass and oak display cases. The history of glassmaking is represented using mannequins in 1100 square feet of exhibits with a mock furnace, tools, molds, and other items involved in the manufacturing process of fine handmade glassware. The museum also has a gift shop specializing in the sale of authentic Cambridge Glass Company products. Museum operations are managed by volunteers organized along the lines of general operations, facilities, collections, and gift shop. Generally, two employees attend the museum during seasonal hours of operation as well as volunteers.

The collection of original Cambridge glass is both owned and on loan. Loaned glass is returned as owned glass is purchased or received through gifts-in-kind. All items, both loaned and owned, are insured.

In addition to the main museum building, NCC has a support facility located on the east side of Cambridge. The support facility holds the NCC owned collection of original Cambridge Glass Company molds and glassmaking tools.

The financial aspects for public operations of the museum consist of admissions and a paid staff who manage the museum during hours of operation. The main costs for the all-electric museum building are utilities, maintenance costs, and insurance. Ongoing costs for contents of the building include acquisitions for the collections of original Cambridge glass and Cambridge Glass Company factory equipment as well as associated display equipment. Costs associated with financing for the museum and collections are included in the museum function. As an offset to costs, NCC leases certain portions of the museum parking facilities to a downtown business.

Museum (Continued)

2007 Results

The Museum function consumed \$76,797 of cash. However, \$51,400 of this amount was used for the payment of debt.

	12/31/07	12/31/06	More (Less) Cash
A. Public operations			
1) Admissions	3,485.50	3,748.00	(263)
2) Staffing	(10,137.57)	(8,850.65)	(1,287)
	<u>(6,652.07)</u>	<u>(5,102.65)</u>	<u>(1,549)</u>
B. Building			
1) Utilities	(6,402.42)	(5,716.82)	(686)
2) Maintenance & Improvements	(3,032.73)	(7,221.95)	4,189
	<u>(9,435.15)</u>	<u>(12,938.77)</u>	<u>3,504</u>
C. Contents	(1,636.99)	(54,101.57)	52,465
D. Parking income	3,172.50	3,982.50	(810)
E. Storage building	(2,836.66)	(508.26)	(2,328)
F. Insurance	(3,646.00)	(3,500.00)	(146)
G. Financing			
1) Interest	(4,363.05)	(2,589.46)	(1,774)
2) Principal	(51,400.00)	(7,600.00)	(43,800)
3) Financing costs	0.00	(285.50)	286
	<u>(55,591.05)</u>	<u>(10,474.96)</u>	<u>(45,116)</u>
4) Draws	0.00	50,000.00	(50,000)
	<u>(55,763.05)</u>	<u>39,525.04</u>	<u>(95,288)</u>
	(76,797.42)	(32,643.71)	(44,154)

The 2007 cost to open the building to the public (Public operations) was \$6,652. The cost of Public operations includes staffing costs for three seasonal employees. However, this amount is offset by the net cash received on museum shop sales reflected elsewhere in this report.

The museum building had no large maintenance expenditures in 2007. In the prior year, a roof top heating and air conditioning unit was replaced for \$3,500 and the outdoor lighting was re-conditioned at a cost of \$1,702. Restricted funds include a \$4,800 gift reserved for future replacements in the HVAC system.

The storage building roof was refurbished for \$1,700. The remaining \$877 of storage building maintenance was for electrical upgrades and removal of an interior storage room.

Museum (Continued)

Museum acquisition expenditures for the Cambridge glass collection were down significantly from 2006. Additionally, the museum collection received a significant number of additions through gifts-in-kind from donors.

The largest museum transaction in 2006 was for the purchase of original Cambridge Glass Company molds held by the Summit Art Glass company for \$50,000. This amount was included in the Contents line item. The purchase was funded by a draw on the line of credit loan. There were no similar acquisitions in 2007.

Parking income received was \$3,172. This is the correct annual amount but less than 2006 due to the timing of the receipt of payments. There were four payments in 2007 and five payments in 2006.

There was virtually no change in the 2007 property and liability insurance cost of \$3,646 compared to \$3,500 in 2006.

The amount of debt owed was reduced dramatically in 2007. The balance of debt outstanding was \$75,000 on January 1, 2007. This amount was reduced to \$25,000 at December 31, 2007. The reduction was achieved with payments from operations.

In June of 2007, a single payment of \$26,400 was made for principal repayment on the Peoples Bank loan. The Peoples Bank loan was fully paid as of that date.

In 2006, a \$50,000 draw was taken in December on a newly acquired line of credit loan agreement with National City Bank. The proceeds of the draw were used to fund the acquisition of molds. A \$25,000 payment on the line was made in September of 2007.

Total interest paid for both loans in 2007 (\$4,363) increased from 2006 (\$2,589) due to the balance outstanding on the line of credit. This increase was offset by liquidation of the Peoples loan and reduction of the amount outstanding line of credit.

National Cambridge Collectors, Inc.

4. Museum

All Funds

A. Public operations	Actual			2007 Budget		
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07
1) Admissions	3,485.50	3,748.00	(263)	4,000	(515)	3,486
2) Staffing						
Wages	(8,668.50)	(7,861.00)	(808)	(8,500)	(169)	(8,669)
Payroll taxes:						
Withholdings	1,666.04	1,580.63	85			
Payments	(3,135.11)	(2,570.28)	(565)			
	<u>(1,469.07)</u>	<u>(989.65)</u>	<u>(479)</u>	<u>(1,095)</u>	<u>(374)</u>	<u>(1,469)</u>
Staffing	(10,137.57)	(8,850.65)	(1,287)	(9,595)		(10,138)
	(6,652.07)	(5,102.65)	(1,549)	(5,595)	(1,057)	(6,652)

B. Building						
1) Utilities						
Electric	(5,237.90)	(4,474.20)	(764)	(4,800)	(438)	(5,238)
Telephone	(626.58)	(608.62)	(18)	(600)	(27)	(627)
Security	(422.00)	(391.40)	(31)	(400)	(22)	(422)
Water	(115.94)	(242.60)	127	(250)	134	(116)
	<u>(6,402.42)</u>	<u>(5,716.82)</u>	<u>(686)</u>	<u>(6,050)</u>		<u>(6,402)</u>
2) Maintenance and Improvements						
Repairs and maintenance	(2,323.08)	(6,811.21)	4,488	(1,500)	(823)	(2,323)
Supplies	(709.65)	(410.74)	(299)	(450)	(260)	(710)
	<u>(3,032.73)</u>	<u>(7,221.95)</u>	<u>4,189</u>	<u>(1,950)</u>		<u>(3,033)</u>
	(9,435.15)	(12,938.77)	3,504	(8,000)	(1,435)	(9,435)

C. Contents						
Glass purchases	(762.00)	(3,450.00)	2,688	(1,500)	738	(762)
Factory business records	0.00	0.00	0	0	0	0
Factory equipment	0.00	(50,615.23)	50,615	0	0	0
Display materials	(874.99)	(36.34)	(839)	0	(875)	(875)
Furniture and equipment	0.00	0.00	0	0	0	0
	<u>(1,636.99)</u>	<u>(54,101.57)</u>	<u>52,465</u>	<u>(1,500)</u>	<u>(137)</u>	<u>(1,637)</u>

(Continued next page)

National Cambridge Collectors, Inc.

4. Museum (continued)

All Funds

	Actual			2007 Budget		
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07
D. Parking space rentals	3,172.50	3,982.50	(810)	3,983	(810)	3,173
E. Storage building						
Electric	(251.65)	(236.29)	(15)	(245)	(7)	(252)
Supplies	(7.66)	(18.24)	11	0	(8)	(8)
Repairs and improvements	(2,577.35)	(253.73)	(2,324)	(1,950)	(627)	(2,577)
	(2,836.66)	(508.26)	(2,328)	(2,195)	(642)	(2,837)
F. Insurance	(3,646.00)	(3,500.00)	(146)	(3,500)	(146)	(3,646)
G. Financing						
1) Interest						
Peoples	(958.37)	(2,075.14)	1,117	(1,305)	347	(958)
National City	(3,404.68)	(514.32)	(2,890)	(3,839)	434	(3,405)
	(4,363.05)	(2,589.46)	(1,774)	(5,144)		(4,363)
2) Principal						
Peoples	(26,400.00)	(7,600.00)	(18,800)	(26,400)	0	(26,400)
National City	(25,000.00)	0.00	(25,000)	0	(25,000)	(25,000)
	(51,400.00)	(7,600.00)	(43,800)	(26,400)		(51,400)
3) Financing costs	0.00	(285.50)	286	0	0	0
4) Loan draws	0.00	50,000.00	(50,000)	0	0	0
	(55,763.05)	39,525.04	(95,288)	(31,544)	(24,219)	(55,763)
Total	(76,797.42)	(32,643.71)	(44,154)	(48,352)	(28,446)	(76,797)



5. Administration

Overview

The Administration function has responsibility for the overall management of the organization. Day-to-day administrative functions are based out of an office in the Museum. A paid part-time employee executes the office management tasks. These tasks include mail, bookkeeping, payroll, and receipt and disbursement of funds. Financial reporting, compliance reporting, and asset management are performed by the Treasurer/volunteer.

Also in this function are the overhead operations for the Development function. This includes shipping for sales, collection and remittance of sales tax, as well as the costs associated with internet commerce. Museum employees and the office manager perform the sales shipping operation.

Administration income predominantly comes from the management of cash and investments. Investment income is functionalized to the Administration function since it is attributable to the management of assets. All assets and associated income are treated as unrestricted with the exception of the Endowment fund. The Endowment fund has ownership in assets and the income from those assets.

2007 Results

	12/31/07	12/31/06	More (Less) Cash
A. Staffing	(4,025.68)	(2,340.82)	(1,685)
B. Office	(2,574.78)	(4,344.40)	1,770
C. Operations support	(958.84)	(649.69)	(309)
D. Organization	(900.00)	(1,400.00)	500
E. Unclassified	(306.11)	(59.51)	(247)
	(8,765.41)	(8,794.42)	29
F. Income	5,291.06	1,837.35	3,454
	(3,474.35)	(6,957.07)	3,483

Administration functions, excluding income, consumed \$8,765. This amount is less than the comparable 2006 amount by \$29. Included in the net change was a \$1,474 increase in staffing costs for the employee office manager. The office manager position worked 375 hours in 2007. This is a 62% increase from 231.5 hours worked in 2006 and is due to an increase in responsibilities.

Administration (continued)

The most significant decrease is attributable to reductions in office machine expense. Another reduction was the discontinuance of the payment (\$500) to an outside accounting professional for preparation of the IRS Form 990. This function is now being performed by the Treasurer/volunteer.

Investment income of \$5,291 increased over the 2006 amount of \$1,837 with the majority attributable to the restructuring of the banking and investment accounts.

National Cambridge Collectors, Inc.

5. Administration**All Funds**

A. Staffing	Actual			2007 Budget		
	12/31/07	12/31/06	More (Less)	Budget	More (Less)	12/31/07
Wages	(3,492.00)	(2,083.50)	(1,409)	(2,600)	(892)	(3,492)
Payroll taxes:						
Withholdings	570.90	312.16	259			
Payments	(1,104.58)	(569.48)	(535)			
	(533.68)	(257.32)	(276)	(335)	(199)	(534)
	(4,025.68)	(2,340.82)	(1,685)	(2,935)	(1,091)	(4,026)
B. Office						
Telephone						
Verizon	(711.56)	(632.33)	(79)	(635)	(77)	(712)
Other	0.00	(263.09)	263	0	0	0
Supplies	(123.90)	(529.38)	405	(500)	376	(124)
Postage	(417.80)	(516.21)	98	(500)	82	(418)
Licenses, fees, and dues	(134.00)	(200.00)	66	(250)	116	(134)
Office Machines						
Supplies	(195.98)	(572.60)	377	(450)	254	(196)
Software	(215.56)	(389.11)	174	(300)	84	(216)
Hardware	0.00	(310.41)	310	(300)	300	0
Repairs and maintenance	0.00	(425.31)	425	(300)	300	0
DSL	(513.00)	(490.96)	(22)	(490)	(23)	(513)
Bank charges	(262.98)	(15.00)	(248)	0	(263)	(263)
	(2,574.78)	(4,344.40)	1,770	(3,725)	1,150	(2,575)
C. Operations						
Shipping for sales						
Collected	996.63	1,430.63	(434)	0	997	997
Paid	(796.55)	(1,418.24)	622	0	(797)	(797)
Sales tax						
Collected	920.18	968.64	(48)	0	920	920
Paid	(1,403.73)	(806.90)	(597)	0	(1,404)	(1,404)
Internet commerce						
Paypal	(108.41)	(202.49)	94	(200)	92	(108)
Ebay	(466.68)	(596.49)	130	(550)	83	(467)
Website	(167.28)	(56.31)	(111)	(57)	(110)	(167)
Cash over/short	67.00	31.47	36	0	67	67
	(958.84)	(649.69)	(309)	(807)	(152)	(959)
D. Organization						
Insurance - D&O	(900.00)	(900.00)	0	(900)	0	(900)
Professional fees	0.00	(500.00)	500	0	0	0
	(900.00)	(1,400.00)	500	(900)	0	(900)
E. Unclassified	(306.11)	(59.51)	(247)	0	(306)	(306)
Expenses	(8,765)	(8,794)	29	(8,367)	(398)	(8,765)
F. Income						
Other	339.30	5.57	334	200	139	339
Unrestricted investment	2,439.67	467.61	1,972	2,800	(360)	2,440
Endowment investment	2,512.09	1,364.17	1,148	2,785	(273)	2,512
	5,291.06	1,837.35	3,454	5,785	(494)	5,291
Total	(3,474.35)	(6,957.07)	3,483	(2,582)	(892)	(3,474)