



National Cambridge Collectors

**Budget**  
for

Year ending

**December 31, 2011**



## Budget 2011

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*The National Cambridge Collectors*  
P.O. Box 416 ~ Cambridge, Ohio 43725

January 1, 2011

Dear Friends:

The Board of Directors is responsible for making an action plan of what activities NCC will undertake during an upcoming calendar year. In order to come up with that plan, we discuss what's working, what isn't, what would we like to do new, what do we want to quit, but most of all – what can we do to make NCC a better organization. Once we have an action plan, we convert it to dollars. The monetized action plan is the budget.

The budget for 2010 was a refreshing break for the Treasurer. We had no major financial goals other than to maintain and operate our organization in an efficient fashion with an eye to the future. Financially, 2010 was a successful year. We finished with a positive cash flow of \$37,338 and moved \$50,000 of unrestricted funds into the endowment, bringing the endowment to \$150,000. I think we also made headway in analyzing our operations.

Operational efficiency is also our goal for 2011. I am optimistic a long contemplated management restructuring will take place in 2011. The restructuring is designed to get more individuals involved and provide clear lines of communication and responsibilities. Hopefully this will lead to new ideas and sources of revenue which should strengthen our long-term prospects. I continue to hope we can figure out how to use our museum gift shop for greater financial assistance.

The annual fund is always our biggest sensitivity in budgeting since it is the single largest source of support for NCC. Last year I under-budgeted member generosity through the annual fund. Actually, I was too conservative in a few revenue areas. All areas seemed to hold in 2010 so that I have assumed similar revenue stability in the 2011 budget.

On the expenditure side, the 2011 budget includes our base amount for museum maintenance and improvements of \$5,000. We have included an additional \$5,000 for storage improvements and space conditioning units. The museum contents is a very modest \$1,000.

If the revenue holds, and we stick to our expenditure plans, the results from the operation of the 2011 budget will produce \$20,000 in additional cash. If that happens, I will in all likelihood propose we transfer another \$25,000 to the endowment fund at year end.

NCC as an organization has always been striving to get to a higher level. We started in the early 1970's as a local group of individuals who banded together to appreciate their common interest in collecting Cambridge Glass. From those discussions came the formation of NCC and the publication of the first Crystal Ball in 1973. In 1982 the first museum opened. In 2002 the South 9<sup>th</sup> Street museum opened. In 2006 we purchased the last remaining large group of molds. No more debt in 2008 and the endowment reached \$100,000 in 2009, and then \$150,000 in 2010. All of which brings us to the 2011 Budget. I am excited we have the opportunity to carry NCC into the future through planning. Our plans will bring long-term financial stability to NCC, improve our operational efficiency, and make better Friends of all of us.

Sincerely,



Mike Strebler  
Treasurer



Section 1

Summary



## Summary

### Budget for calendar year ending December 31, 2011

This report is a presentation of the budgeted results of operations for the calendar year ending December 31, 2011 for the National Cambridge Collectors, Inc. (NCC). NCC is membership owned and organized for the study and preservation of all aspects of the Cambridge Glass Company which was located in Cambridge, Ohio and operated from 1902 until final closing in 1958. Oversight is provided by a twelve member Board of Directors that meets four times per year. The Board of Directors is elected by the membership to four-year terms. NCC is governed and managed exclusively by volunteers and supported by a small number of part-time paid staff.

The organization is a registered corporation in the state of Ohio. The organization is exempt from income taxation due to its qualification under Section 501(c)(3) of the Internal Revenue Code. Gifts to NCC are allowed as a tax deduction under Section 170 of the Internal Revenue Code. All real and personal property owned by NCC is exempt from property taxes.

The financial operations of NCC are presented in the material that follows. All transactions are presented on a cash basis. The primary method of measuring the results of operations is a **Statement of Activity** report. Cash is defined as currency and marketable securities and are reported as **Cash and Investments**. No other assets are measured in this report. For purposes of this report, **Debt** is defined as the amount owed to financial institutions. Increases and decreases to debt are included in the cash flows based on their effect of increasing or decreasing cash. **Net Assets** are the amount of Cash and Investments without a claim from Debt. Cash and Investments, Debt, and Net Assets are collectively referred to as the Balance Sheet. The analysis compares the budget for calendar year 2011 to the budget for calendar year 2010.

### 2011 Budget

Cash receipts are budgeted to exceed cash disbursements for the calendar year reporting period ended December 31, 2010. The amount of excess is budgeted to be \$20,000 which is \$10,061 more than the prior year budget. Budgeted cash from operations is generated from the Development (\$63,300) and Education functions (\$2,450). Cash and Investment decreases from operations are budgeted for the Membership (\$25,800), Museum (\$14,526), and Administration



## Summary (Continued)

(\$5,424) functions. These amounts are elaborated on further in the report. The organization will continue to operate debt free in 2011. The prior year budget focused on investing excess cash generated into the endowment fund. The 2011 budget is designed to maintain existing operations with an additional \$5,000 for museum improvements and non-routine maintenance. The budget includes a total of \$10,200 for museum building maintenance and improvements.

The key variable in this and every NCC budget is member generosity. Nearly 54% of revenue is budgeted to come from gifts made to the Annual Fund or special restricted gifts. The organization continues to focus on this key aspect by making everyone a Friend of Cambridge through membership programs and just plain old friendship among collectors.

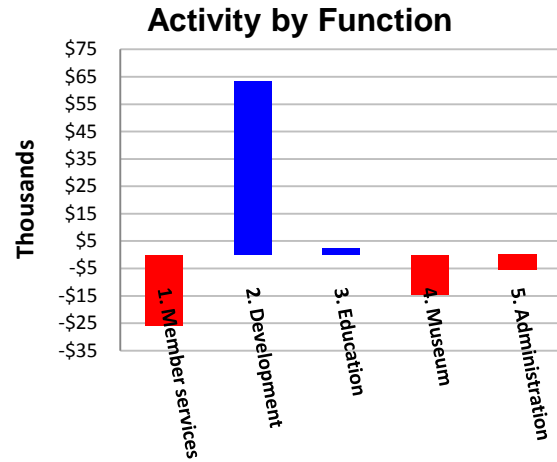
Finally, financial assets will have grown to \$197,623 by December 31, 2011. The endowment will constitute \$151,750 of that amount. Other assets that are proudly owned, and some on loan, but not included in the budget, are scheduled in this budget as information and currently insured for \$2.4 million.





# Budget 2011 Summary

<b>I. Statement of Activity</b>		Budget 2011
1. Membership		(25,800)
2. Development		
Fundraising		49,300
Events		14,000
		63,300
3. Education		2,450
4. Museum		(14,526)
5. Administration		(5,424)
Increase (decrease)		<b>20,000</b>



<b>II. Cash and Investments</b>	Current Yr.		
	12/31/11	Change	1/1/11
Checking	41,332	19,064	22,268.38
Paypal	100	(864)	964.41
Imprest	50	(150)	200.00
Brokerage			
Unrestricted	4,390	200	4,190.02
Endowment	151,750	1,750	150,000.00
	<b>197,622</b>	<b>20,000</b>	<b>177,622.81</b>

<b>III. Debt</b>	Current year change			
	12/31/11	Payments	Draws	1/1/11
PNC Bank	0.00	0	0	0
			0	

<b>IV. Net Assets</b>	Current year change			
	1/1/11	Cash Flows	Debt	1/1/11
Unrestricted	38,455	18,350		20,105.73
Temporarily restricted	7,417	(100)		7,517.08
Endowment	151,750	1,750		150,000.00
	197,622	20,000		177,622.81
Debt	0		0	0.00
	<b>197,622</b>	<b>20,000</b>	<b>0</b>	<b>177,622.81</b>

20,000



## Budget Variances

### 2011 Budget

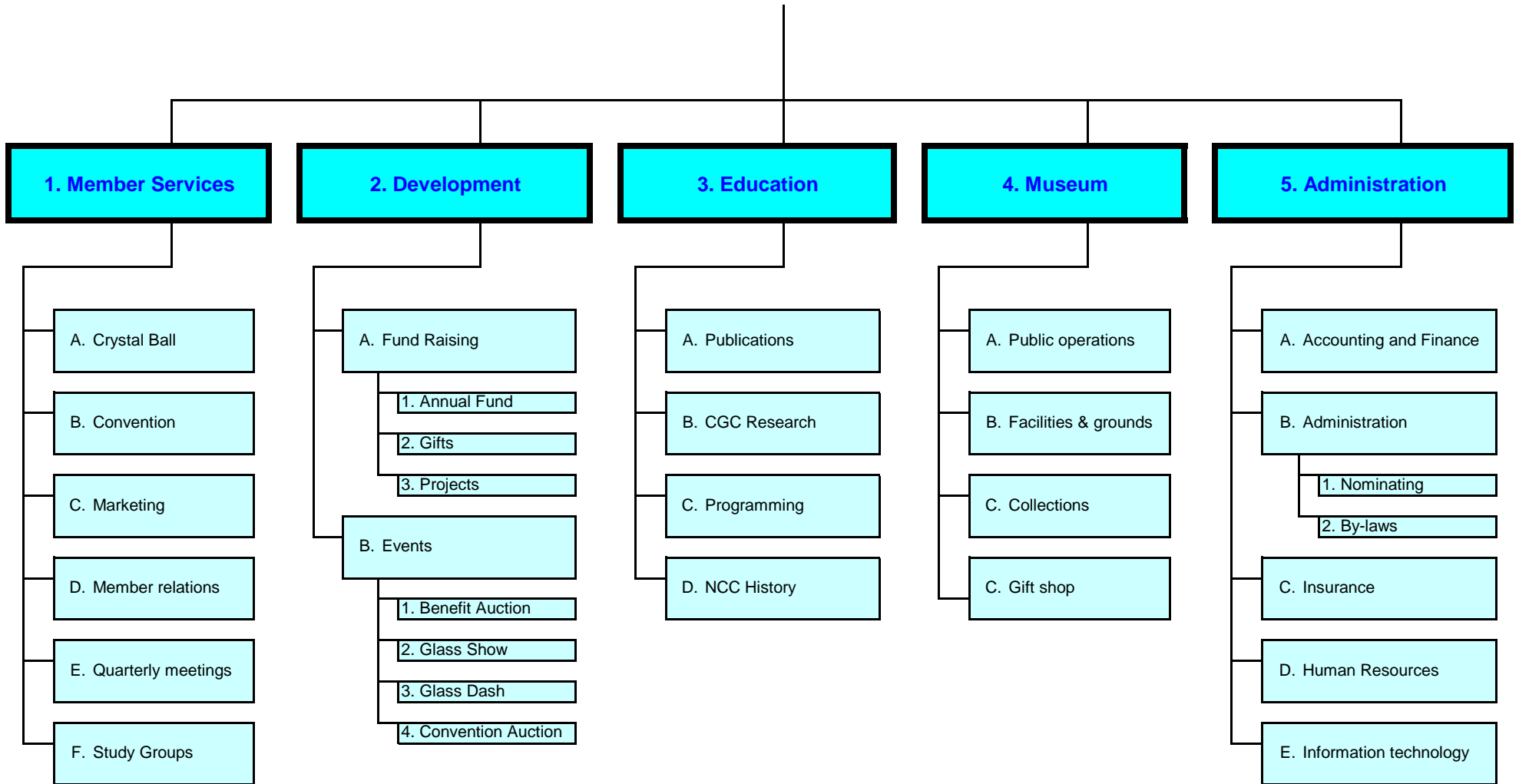
	Budget	Cash	2010		
	2011	More (less)	Budget	More (Less)	12/31/10
<b>More cash than prior year budget</b>					
Annual Fund	46,500	6,500	40,000	11,054	51,054.00
Museum contents	(1,000)	4,000	(5,000)	4,250	(750.00)
Crystal Ball operations	(16,150)	3,250	(19,400)	4,792	(14,608.12)
Resale Glass	6,000	2,000	4,000	2,443	6,443.07
Public operations	(4,013)	1,788	(5,800)	2,027	(3,772.86)
Publications	3,100	1,200	1,900	(388)	1,512.44
Glass Show	4,500	1,000	3,500	1,839	5,338.98
	38,938	19,738	19,200	26,018	45,217.51

	Budget	Cash	2010		
	2011	More (less)	Budget	More (Less)	12/31/10
<b>Less cash than prior year budget</b>					
Museum maintenance & impr.	(10,200)	(5,000)	(5,200)		(3,359.40)
Special Gifts	2,500	(2,000)	4,500	(3,204)	1,295.75
Utilities	(8,515)	(1,290)	(7,225)		(7,848.97)
	(16,215)	(8,290)	(7,925)	(3,204)	(9,912.62)

Net budget decrease detailed above	11,447
Unscheduled above	<u>(1,387)</u>
2011 increase from 2010 budget	<u><u>10,061</u></u>



# Board of Directors





## Section 2

# Financial Statements



## 2011 Budget

### I. Statement of Activity

The Statement of Activity is budgeted to increase cash \$20,000 for the twelve months ending December 31, 2011. This is \$10,061 more than the comparable 2010 budget amount.

The **Membership** function is budgeted to consume \$25,800 in 2011. This is \$2,500 less than the 2010 budget and is attributable to a reduction in the Crystal Ball newsletter operations.

The 2011 **Development** function is budgeted to provide \$63,300. This is an increase of \$4,800 from the 2010 budget. The increase is primarily due to increased expectations from the Annual Fund program.

The **Education** function is projecting a positive \$2,450 cash flow for 2011. This is a higher amount than the 2010 budget and is due to expected drops in book sales not materializing. No new publications are included in the budget.

**Museum** operations are budgeted to consume \$14,526 of resources in the 2011 budget. This is \$2,110 less than the amount in the 2010 budget. The biggest expenditure decrease is the inclusion of \$1,000 for contents in the 2011 budget which is a reduction of \$4,000 in the 2010 year budget. The maintenance and improvements budget offsets the reduction with an additional \$5,000 budget for museum facility improvements. Utilities are also budget to increase over the prior year budget. Merchandise sales are budgeted with a \$3,000 increase over the 2010 budget. Expected drops in museum sales reflected in the 2010 budget did not materialize.

The **Administration** function had little variation from the prior year budget will a total outflow of \$5,424.

In summary, the National Cambridge Collectors budget for 2011 provides for a solid increase in cash consistent with the 2010 budget. The budget contains relatively conservative estimates for revenue, no additions to debt, and no major acquisitions. The biggest focus will be on improvements to the museum facility.



## I. Statement of Activity 2011 Budget

	Budget	Cash	2010 Budget		
	2011	More (less)	Budget	More (Less)	12/31/10
<b>1. Membership</b>					
A. Crystal Ball operation	(16,150)	3,250	(19,400)	4,792	(14,608)
B. Convention	(1,750)	(250)	(1,500)	(115)	(1,615)
C. General marketing	(6,850)	(350)	(6,500)	1,559	(4,941)
D. Member services	(1,050)	(150)	(900)	255	(645)
	<b>(25,800)</b>	2,500	(28,300)	6,490	(21,810)
<b>2. Development</b>					
A. Fundraising					
1) Annual Giving	46,500	6,500	40,000	11,054	51,054
2) Gifts	2,500	(2,000)	4,500	(3,204)	1,296
3) Projects	300	(200)	500	425	925
4) Grants	0	0	0	0	0
	<u>49,300</u>	4,300	<u>45,000</u>	8,275	<u>53,275</u>
B. Events					
1) Benefit Auction	6,000	0	6,000	(331)	5,669
2) Glass Show	4,500	1,000	3,500	1,839	5,339
3) Glass Dash	2,000	0	2,000	(50)	1,950
4) Convention Auction	1,500	(500)	2,000	250	2,250
	<u>14,000</u>	500	<u>13,500</u>	1,708	<u>15,208</u>
	<b>63,300</b>	4,800	58,500	9,983	68,483
<b>3. Education</b>					
A. Publications					
1) Sales	3,300	900	2,400	1,468	3,868
2) Cost of sales	(500)	0	(500)	(1,902)	(2,402)
3) Production costs	0	0	0	0	0
4) Royalties	300	300	0	47	47
	<u>3,100</u>	1,200	<u>1,900</u>	(388)	<u>1,512</u>
B. Miscellaneous sales	50	0	50	48	98
C. Research & programming	(700)	0	(700)	654	(46)
	<b>2,450</b>	1,200	1,250	315	1,565



**I. Statement of Activity** (continued)  
**2011 Budget**

	Budget	Cash	2010 Budget		
	2011	More (less)	Budget	More (Less)	12/31/10
<b>4. Museum</b>					
A. Public operations					
1) Admissions	8,379	3,379	5,000	3,333	8,333.00
2) Staffing	(12,392)	(1,592)	(10,800)	(1,306)	(12,105.86)
	<u>(4,013)</u>	<u>1,788</u>	<u>(5,800)</u>	<u>2,027</u>	<u>(3,772.86)</u>
B. Building and grounds					
1) Museum facility					
a. Utilities	(8,515)	(1,290)	(7,225)	(624)	(7,848.97)
b. Maintenance & Improv.	(10,200)	(5,000)	(5,200)	1,841	(3,359.40)
	<u>(18,715)</u>	<u>(6,290)</u>	<u>(12,425)</u>		<u>(11,208.37)</u>
2) Storage building	(275)	(50)	(225)	(49)	(273.62)
	<u>(18,990)</u>	<u>(6,340)</u>	<u>(12,650)</u>	<u>(49)</u>	<u>(11,481.99)</u>
C. Merchandise sales					
1) Resale glass	6,000	2,000	4,000	2,443	6,443.07
2) Miscellaneous	5,000	1,000	4,000	3,672	7,672.33
	<u>11,000</u>	<u>3,000</u>	<u>8,000</u>	<u>6,115</u>	<u>14,115.40</u>
D. Parking space rentals	3,173	(78)	3,250	(78)	3,172.50
E. Contents	(1,000)	4,000	(5,000)	4,250	(750.00)
F. Insurance and taxes	(4,596)	(260)	(4,336)	(232)	(4,567.71)
G. Financing	(100)	0	(100)	0	(100.00)
	<b>(14,526)</b>	2,110	(16,636)	12,035	(3,384.66)
<b>5. Administration</b>					
A. Staffing	(3,605)	(330)	(3,275)	(307)	(3,581.92)
B. Office	(1,914)	(414)	(1,500)	(130)	(1,629.73)
C. Operations	0	0	0	(1,688)	(1,687.94)
D. Organization	(900)	0	(900)	0	(900.00)
E. Unclassified	(55)	(55)	0	0	0.00
	<u>(6,474)</u>	<u>(799)</u>	<u>(5,675)</u>	<u>(2,125)</u>	<u>(7,799.59)</u>
F. Investment income	1,050	350	700	(415)	284.80
	<b>(5,424)</b>	(449)	(4,975)	(2,540)	(7,514.79)
<b>Change in cash</b>	<b>20,000</b>	10,161	<u>9,839</u>	26,283	<u>37,338.45</u>



## II. Balance Sheet

### 2011 Budget

#### Cash and Investments

Cash and Investments are budgeted to increase \$20,000 for the calendar year ending December 31, 2011. The primary checking account is projected to be \$40,333 at year end with an additional \$4,390 available from the unrestricted brokerage account. The endowment brokerage account is projected to be \$151,750 at December 31, 2011.

#### Debt

Debt of NCC is an open ended line of credit (LOC) facility for \$75,000 under a loan agreement with PNC Bank (PNC). The PNC debt facility was originated during 2006 to support financial flexibility. The highest balance outstanding was \$50,000 to support the purchase of original Cambridge Glass Company molds in December of 2006. The line was fully repaid in 2008. The 2011 budget provides for no advances of principal or related interest charges. The organization does not expect to owe amounts other than museum utilities and periodic payroll and sales tax remittances.

#### Net Assets

**Nets Assets** are the budgeted amounts of **Cash and Investments**, \$197,623 not claimed by **Debt** outstanding. Net Assets are expected to increase \$20,000 for the 2011 budget year. Unrestricted net assets are projected to be \$38,456 and temporarily restricted net assets \$7,417 at 12/31/11. Restricted net assets for the endowment are projected to be \$151,750 at the same point in time.





## II. Balance Sheet 2011 Budget

Cash and Investments	Actual	More (Less)	Budgeted
	1/1/11		12/31/11
Checking			
PNC Bank	21,884.19	18,448	40,332
Peoples Bank	384.19	616	1,000
Paypal	964.41	(864)	100
Imprest	200.00	(150)	50
Brokerage			
Schwab Unrestricted	4,190.02	200	4,390
Schwab Endowment	150,000.00	1,750	151,750
<b>Total Assets</b>	<u>177,622.81</u>	20,000	<u>197,622</u>

### Debt

PNC Bank	0.00	0	0
3.750% (Prime+ .5%)			

### Net Assets

Unrestricted funds	20,105.73	18,350	38,455
Temporarily restricted funds	7,517.08	(100)	7,417
Endowment fund	150,000.00	1,750	151,750
Less: Debt	0.00	0	0
	<u>177,622.81</u>	20,000	<u>197,622</u>
<b>Total Debt and Net Assets</b>	<u>177,622.81</u>	20,000	<u>197,622</u>



**II. Balance Sheet**  
**Debt**  
**2011 Budget**

**PNC Bank**

1/1/11 \$0 (Open line of credit)

	Debt Service		Costs	Draws
	Principal	Interest		
JAN				
FEB			100	
MAR				
APR				
MAY				
JUN				
JUL				
AUG				
SEP				
OCT				
NOV				
DEC				
	0	0	100	0

12/31/11 \$0.00 out of maximum \$75,000  
 3.750%  
 Prime+ .5%



**II. Balance Sheet**  
**Net Assets**  
**2011 Budget**

	1/1/11 Beginning Balance	Income	Board Restricted	Released from Restriction	12/31/11 Ending Balance
<b>Funds</b>					
<b>A. <u>Unrestricted</u></b>	20,105.73	17,250	0	1,100	38,455
<b>B. <u>Restricted</u></b>					
<b>1) <u>Temporarily restricted</u></b>					
Museum	4,800.00	0		0	4,800
Education	2,416.73	0		0	2,417
Acquisitions	0.00	800		(800)	0
Other	300.35	200	0	(300)	200
	7,517.08	1,000	0	(1,100)	7,417
<b>2) <u>Endowment</u></b>					
Gifts	246.00	1,000			
Transfer from unrestricted	49,954.23		0		
Investments	(200.23)	750			
	150,000.00	1,750	0	0	151,750
Total Restricted	157,517.08	2,750	0	(1,100)	159,167
All funds	<b>177,622.81</b>	20,000	0	0	<b>197,622</b>
Less: Debt	<b>0.00</b>	0			<b>0</b>
<b>Net Assets</b>	<b>177,622.81</b>	20,000	0	0	<b>197,622</b>



### III. Non-financial assets 2011 Budget

#### 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

#### C. Collections

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

#### D. Education

Library  
Films and slides  
Research and other educational material

#### E. General

Furniture and equipment  
Office hardware and software  
Kitchen equipment



## Section 3

# Operating Functions



## **1. Membership**

### **Overview**

The Membership function provides the interface between NCC and the outside world. 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.

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 same dates as the Convention. The facility is under contract through 2012. 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.

### **2011 Budget**

The total budgeted costs of the function are \$25,800 which is a decrease of \$2,500 from the 2010 budget. The primary 2011 budget item is \$16,150 for the publication and distribution of the Crystal Ball. The Crystal Ball is budgeted to be published ten times in 2010 by the same South Carolina based printer used in 2010. June/July and November/December will be combined issues. The publishing plan includes two color issues for coverage of the Benefit Auction and the Convention. The color issues cost approximately three to four times more than a black and white issue. The budget includes delivery of the Crystal Ball directly from the printer. The 2011 budget for Crystal Ball operations is \$16,150 which is \$3,250 less than the prior year budget. The difference is due to over budgeting the amount in 2010.



## 1. Membership (Continued)

The Convention will be held June 21<sup>st</sup>, through the 25<sup>th</sup> at the Pritchard Laughlin Civic Center in Cambridge, Ohio. The cost of the 2011 Convention is budgeted to be approximately \$1,750 which is \$250 higher than the 2010 convention.

The 2011 budget also reflects continued efforts at participation and cooperation with other economic development and tourism organizations in the local and regional areas. Planned activities include the Annual Holiday parade in downtown Cambridge. These items are included in the \$6,850 General marketing budget. Also included in this budget item is solicitation costs for the Annual Fund program for a primary and secondary solicitation. The budget assumes a Friend of Cambridge will process the solicitation materials. The member relations 2011 budget includes \$500 for developing member relations programs.

A quarterly meeting is planned to be held in Cambridge, Ohio on November 5<sup>th</sup>, 2011. The meeting will include a mini flea market at the Museum in the afternoon and an evening dinner program at the Cambridge Country Club.





# 1. Membership

## 2011 Budget

	Budget	Cash	2010 Budget		
	2011	More (less)	Budget	More (Less)	12/31/10
<b>A. Crystal Ball operations</b>					
Publishing	(12,000)	1,000	(13,000)	2,551	(10,449.39)
Delivery	(4,500)	2,500	(7,000)	2,515	(4,484.73)
Software	0	0	0	0	0.00
Advertising revenue	350	(250)	600	(274)	326.00
	(16,150)	3,250	(19,400)	4,792	(14,608.12)
<b>B. Convention</b>					
Convention revenue					9,076.00
Food					(6,217.70)
Facility rent					(3,642.00)
Favors (all current year)					(203.10)
All other expense					(628.66)
	(1,750)	(250)	(1,500)	(115)	(1,615.46)
<b>C. General marketing</b>					
Advertising	(3,500)	0	(3,500)	992	(2,508.03)
Annual giving	(2,600)	0	(2,600)	766	(1,834.09)
Support of other organizations	(750)	(350)	(400)	(199)	(599.25)
	(6,850)	(350)	(6,500)	1,559	(4,941.37)
<b>D. Member services</b>					
Printing	(50)	0	(50)	43	(7.25)
Postage	(150)	(50)	(100)	(32)	(132.00)
Relations	(500)	(150)	(350)	(145)	(494.94)
Century Club	(250)	0	(250)	174	(76.00)
Meetings					
Receipts	0	0	0	1,250	1,250.00
Expense	(100)	50	(150)	(1,035)	(1,184.98)
	(1,050)	(150)	(900)	255	(645.17)
<b>Total</b>	<b>(25,800)</b>	<b>2,500</b>	<b>(28,300)</b>	<b>6,490</b>	<b>(21,810.12)</b>



## **2. Development**

### **Overview**

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

### **A. Fundraising**

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. In general, there is no difference in benefits associated with membership levels.

The classification of Special Gifts represents cash gifts that are designated for a specific 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.

### **B. Events**

The organization operates four events during a given year. An all Cambridge glass Benefit Auction is held on a Saturday in 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 which 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 convention auction is more volatile depending on the items available for auction and the form of the auction. Each event is managed by a volunteer.



## 2. Development (Continued)

### **2011 Budget**

The Development function is projected to provide \$66,500 for the 2010 budget. Fundraising is the main cash generator for this function as well as the entire organization.

Fundraising is projected to provide \$49,300 for 2011. This is an increase of \$4,300 from the 2010 budget. The increase is attributable to the 2010 experience from the Annual Fund program. The Annual Fund budget is \$46,500 which is \$6,500 more than the 2010 budget. The amount is \$4,500 less than actually achieved in 2010. The main reason for the increase is the expectations for participation at the Benefactor level have been increased based on \$51,054 received in 2010. There are no active revenue producing projects planned in 2011.

Events are projected to provide \$14,000 in 2011. This is an increase of \$500 from 2010. The improvement results from increased dealer revenue from the Glass Show.





## 2. Development

### 2011 Budget

#### A. Fundraising

	Budget 2011	Cash More (less)	2010 Budget		
			Budget	More (Less)	12/31/10
<b>1) Annual Giving</b>					
Patron level 25.8%	12,000	(600)	12,600	384	12,984.00
Century					12,950.00
Mardi Gras					7,500.00
Japonica					4,000.00
President's Circle level					12,250.00
Benefactor level 73.1%	34,000	7,000	27,000	9,700	36,700.00
Special tributes 1.1%	500	100	400	970	1,370.00
	100.0% 46,500	6,500	40,000	11,054	51,054.00
<b>2) Special Gifts</b>					
Unrestricted	500	0	500	(205)	295.00
Temporarily restricted	1,000	(1,000)	2,000	(1,245)	754.75
Endowment	1,000	(1,000)	2,000	(1,754)	246.00
	2,500	(2,000)	4,500	(3,204)	1,295.75
<b>3) Projects</b>					
Scotties					
Cobalt					300.00
Prior year colors					425.00
Crystal Opalescent					200.00
Sales	300		500	425	925.00
Production	0		0	0	0.00
	300	(200)	500	425	925.00
<b>4) Grants</b>	0	0	0	0	0.00
<b>Total Fund Raising</b>	<b>49,300</b>	4,300	45,000	8,275	53,274.75



## 2. Development 2011 Budget

### B. Events

	Budget	Cash More (less)	2010 Budget		
	2011		Budget	More (Less)	12/31/10
<b>1) Benefit Auction</b>					
Floor sales					34,844.00
Mail bids					1,265.00
NCC owned glass					0.00
Gift glass					0.00
Consignment payments					(28,192.00)
Auctioneer fee					(1,573.20)
Gross income					<u>6,343.80</u>
Admission fees					237.00
Facility rental					(600.00)
All other					(311.40)
	<u>6,000</u>	<u>0</u>	<u>6,000</u>	<u>(331)</u>	<u>5,669.40</u>
<b>2) Glass Show</b>					
Exhibitor fees					5,256.25
Admission fees					<u>701.00</u>
Gross income					<u>5,957.25</u>
Security					0.00
Advertising expense					(618.27)
Other					0.00
	<u>4,500</u>	<u>1,000</u>	<u>3,500</u>	<u>1,839</u>	<u>5,338.98</u>
<b>3) Glass Dash</b>					
Exhibitor fees					1,355.00
Admission fees					<u>1,170.00</u>
Gross income					<u>2,525.00</u>
Miscellaneous receipts					(29.55)
All other expense					(70.39)
Facility rental					(475.00)
	<u>2,000</u>	<u>0</u>	<u>2,000</u>	<u>(50)</u>	<u>1,950.06</u>
<b>4) Convention Auction</b>	<u>1,500</u>	<u>(500)</u>	<u>2,000</u>	<u>250</u>	<u>2,250.00</u>
<b>Total Events</b>	<u><u>14,000</u></u>	<u>500</u>	<u><u>13,500</u></u>	<u>1,708</u>	<u><u>15,208.44</u></u>



### **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 main 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.

#### **2011 Budget**

The Education function is budgeted to provide \$2,450 in 2011. This is a \$1,200 increase from the 2010 budget. Sales in 2010 remained steady without any new titles. The budget includes \$700 for research and programming. There are no new publications planned for the 2011 budget.





### 3. Education

#### 2011 Budget

A. Publications	Budget	Cash	2010 Budget		
	2011	More (less)	Budget	More (Less)	12/31/10
<b>1) Sales</b>					
<b>a. Catalog reprints</b>					
Nearcut					141.55
1903					31.00
1927					49.75
1930-34					107.15
1940					155.00
1949-53					117.80
1956-58					12.95
<b>b. Color books</b>					678.54
<b>c. Etchings, cuttings, and decorates</b>					
Rosepoint					610.45
Etchings book 1					206.40
Etchings book 2 (non-cataloged)					137.56
Etchings booklets					35.00
Rock Crystal Engravings & Listings					123.85
Cambridge Decorates					134.05
Charlton Decorates					-
<b>d. Lines &amp; types</b>					
Caprice					546.65
Candlesticks					231.83
Stemware					79.85
<b>e. Other book sales</b>					
Museum tour guide brochures					200.68
Florence					116.80
Price guides					104.00
Miscellaneous					33.00
Reflections					14.50
	3,300	900	2,400	1,468	3,868.36



### 3. Education (continued)

#### 2011 Budget

Publications (continued)	Budget 2011	Cash More (less)	2010 Budget		
			Budget	More (Less)	12/31/10
A. 1) Sales (from previous page)	3,300	900	2,400	1,468	3,868.36
2) Cost of book sales					
a. Catalog reprints					0.00
b. Colorbooks					(1,251.75)
c. Etchings, cuttings, and decorates					0.00
d. Lines & types					(521.25)
e. Other book sales					(629.42)
	(500)	0	(500)	(1,902)	(2,402.42)
3) Production costs	0	0	0	0	0.00
4) Royalties	300	300	0	47	46.50
<b>Total Publications</b>	<b>3,100</b>	<b>1,200</b>	<b>1,900</b>	<b>(388)</b>	<b>1,512.44</b>
<b>B. Miscellaneous sales</b>					
Crystal Lady, binders, pamphlets, etc.					98.00
Inventory purchases					0.00
	50	0	50	48	98.00
<b>C. Research &amp; Programming</b>					
Research materials					(45.61)
Educational resources					0.00
Sponsored events					0.00
Workers reunion					0.00
	(700)	0	(700)	654	(45.61)
<b>Total</b>	<b>2,450</b>	<b>1,200</b>	<b>1,250</b>	<b>315</b>	<b>1,564.83</b>



#### **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 downtown businesses.

The organization sells merchandise through its museum gift shop, an eBay store, and its newsletter. 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



## Museum (Continued)

merchandise includes jewelry, pictures, postcards, pins, patches, pencils, and a small assortment of other items. Jewelry made from Cambridge glass is the primary sales item. Other miscellaneous merchandise sales are relatively insignificant.

### **2011 Budget**

The Museum function is projected to consume \$14,526 of cash which is \$2,110 less than the prior year. The budget has three significant variances from the 2010 budget. The first item is an expense increase of \$5,000 for improvements. The majority of the improvements are storage cabinetry. The second is an expense decrease due to a \$4,000 reduction in the budget for museum contents. Merchandise sales are budgeted to increase \$3,000.

The 2011 cost to open the building to the public (Public operations) is projected to be \$4,013 which is \$1,788 less than the 2010 budget amount. The decrease in costs is due to a higher budget for museum admissions. The 2011 cost of Public operations includes staffing costs of approximately 1,200 hours for seasonal employees. The cost of public operations is offset by the net cash received from museum shop sales reflected in the merchandise sales program from the museum gift shop.

Merchandise is projected to produce \$11,000 for the 2011 budget; \$3,000 more than the 2010 budget. The majority of this amount is expected to come from the sales of original Cambridge Glass and of jewelry made from original Cambridge Glass. The jewelry sales are dependent on the ability of two Friends of Cambridge to continue the program. Both items were under-budgeted in 2010.

Utilities for the museum are budgeted at \$8,515 in 2011, which is \$1,290 higher than the 2010 budget. The base museum building repair and maintenance budget is the same as the prior year at \$5,000. No projects are expected at the storage facility.

Parking space rentals are budgeted to be \$3,173 which represents four quarterly payments. The insurance budget item of \$4,336 is the same as 2010. One new item is a small amount for a tax assessed by a water conservation district.



## 4. Museum 2011 Budget

A. <b>Public operations</b>	Budget	Cash	2010 Budget		
	2011	More (less)	Budget	More (Less)	12/31/10
1) <b>Admissions</b>	8,379	3,379	5,000	3,333	8,333.00
2) <b>Staffing</b>					
Wages	(11,000)	(2,000)	(9,000)	(1,716)	(10,716.27)
Payroll taxes:					
Social Security (6.2%)					
Medicare (1.45%)					
Workmen's comp. insurance (5%)					
Payments					(3,314.71)
Withholdings					1,925.12
	(1,392)	409	(1,800)	410	(1,389.59)
Staffing	(12,392)	(1,592)	(10,800)	(1,306)	(12,105.86)
	(4,013)	1,788	(5,800)	2,027	(3,772.86)
<b>B. Merchandise sales</b>					
1) <b>Resale glass</b>					
Cambridge glass					6,577.50
Mosser					331.00
Boyd					12.00
Global					1,083.34
Shaker tops					42.00
Other					292.00
Convention favors	9,000				135.00
					8,472.84
Inventory purchases	(3,000)				(1,271.05)
Cambridge					(758.72)
Other					
	6,000	2,000	4,000	2,443	6,443.07
2) <b>Miscellaneous</b>					
Jewelry					6,841.00
Christmas					852.24
Miscellaneous					135.85
Printed materials					135.50
Pins and patches					28.00
Inventory purchases					(320.26)
	5,000	1,000	4,000	3,672	7,672.33
	11,000	3,000	8,000	6,115	14,115.40
<b>C. Parking space rentals</b>	3,173	(78)	3,250	(78)	3,172.50



**4. Museum** (continued)  
**2011 Budget**

	Budget 2011	Cash More (less)	2010 Budget		
			Budget	More (Less)	12/31/10
<b>D. Contents</b>					
<b>1) Cambridge Glass Company</b>					
Glass collection purchases					(750.00)
Factory business records					0.00
Materials and equipment					0.00
<b>2) General</b>					
Display materials					0.00
Furniture and equipment					0.00
	(1,000)	4,000	(5,000)	4,250	(750.00)
<b>E. Building and grounds</b>					
<b>1) Museum facility</b>					
<b>a. Utilities</b>					
Electric	(7,500)	(1,500)	(6,000)	(645)	(6,645.49)
Telephone	(422)	253	(675)	171	(503.99)
Security	(450)	0	(450)	(127)	(577.00)
Water	(143)	(43)	(100)	(22)	(122.49)
	(8,515)	(1,290)	(7,225)		(7,848.97)
<b>b. Maintenance &amp; Improvements</b>					
Repairs and maintenance	(10,000)	(5,000)	(5,000)	1,831	(3,168.69)
Supplies	(200)	0	(200)	9	(190.71)
	(10,200)	(5,000)	(5,200)		(3,359.40)
	(18,715)	(6,290)	(12,425)		(11,208.37)
<b>2) Storage building</b>					
Electric	(250)	(50)	(200)	(54)	(253.64)
Supplies	(25)	0	(25)	25	0.00
Repairs and improvements	0	0	0	(20)	(19.98)
	(275)	(50)	(225)		(273.62)
	(18,990)	(6,340)	(12,650)	1,168	(11,481.99)
<b>F. Insurance &amp; taxes</b>					
Property and liability insurance	(4,336)	0	(4,336)	0	(4,336.00)
Property tax	(260)	(260)	0	(232)	(231.71)
	(4,596)	(260)	(4,336)	(232)	(4,567.71)
<b>G. Financing</b>					
<b>PNC</b>					
1) Interest	0	0	0	0	0.00
2) Principal	0	0	0	0	0.00
3) Financing costs	(100)	0	(100)	0	(100.00)
4) Loan draws	0	0	0	0	0.00
	(100)	0	(100)	0	(100.00)
<b>Total</b>	<b>(14,526)</b>	2,110	<b>(16,636)</b>	13,251	<b>(3,384.66)</b>



## **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 our 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.

### **Budget 2011**

The Administration function is composed of two main sections, expenses and income. Expenses are budgeted to consume \$6,474 in 2011, which is \$799 more than the 2010 budget. The major item of expenditure is \$3,605 in staffing costs for 335 hours by the part-time employee office manager. This is slightly more than 2010. The budget also includes \$500 for hardware costs in technology. This amount is intended to upgrade scanning capabilities.

Investment income is budgeted at nominal amounts due to interest rates on our primary investment vehicle, money markets, at near zero. The endowment fund is invested in a certificate of deposit paying .45% which matures in December.



## 5. Administration 2011 Budget

	Budget	Cash	2010 Budget		
	2011	More (less)	Budget	More (Less)	12/31/10
<b>A. Staffing</b>					
Wages	(3,200)	(450)	(2,750)	(416)	(3,166.35)
Payroll taxes:					
Social Security (6.2%)					
Medicare (1.45%)					
Workmen's comp. insurance (5%)					
Payments					(938.69)
Withholdings					523.12
	(405)	120	(525)	109	(415.57)
	(3,605)	(330)	(3,275)	(307)	(3,581.92)
<b>B. Office</b>					
Supplies	(200)	0	(200)	104	(95.96)
Postage	(250)	(50)	(200)	14	(185.59)
Licenses, fees, and dues	(175)	(25)	(150)	(25)	(175.00)
Technology					
DSL	(359)	151	(510)	(112)	(622.48)
Software	0	0	0	(230)	(229.57)
Hardware	(500)	(500)	0	(30)	(30.00)
Repairs & supplies	(250)	0	(250)	75	(174.55)
Bank charges	(180)	10	(190)	73	(116.58)
	(1,914)	(414)	(1,500)	(130)	(1,629.73)
<b>C. Operations</b>					
Web based commerce					
Ebay	(350)	(175)	(175)	(115)	(290.06)
Website	(162)	5	(167)	5	(161.91)
Paypal	(50)	(40)	(10)	(30)	(40.31)
Shipping for sales					
Collected	0	0	0	378	377.81
Paid	0	0	0	(395)	(395.09)
Sales tax					
Collected	0	0	0	1,284	1,284.13
Paid	0	0	0	(2,517)	(2,516.90)
Cash over/short	0	0	0	54	54.39
	0	0	0	(1,196)	(1,687.94)
<b>D. Organization</b>					
Insurance - D&O	(900)	0	(900)	0	(900.00)
Professional fees	0	0	0	0	0.00
	(900)	0	(900)	0	(900.00)
<b>E. Unclassified</b>	(55)	(55)	0	0	0.00
<b>Sub-total</b>	<b>(6,474)</b>	<b>(799)</b>	<b>(5,675)</b>	<b>(1,632)</b>	<b>(7,799.59)</b>
<b>F. Income</b>					
Other	100	0	100	311	410.74
Unrestricted investment	200	(200)	400	(326)	74.29
Endowment investment	750	550	200	(400)	(200.23)
	1,050	350	700	(415)	284.80
<b>Total</b>	<b>(5,424)</b>	<b>(449)</b>	<b>(4,975)</b>	<b>(2,048)</b>	<b>(7,514.79)</b>



## Section 4

### Supplemental Information



## Supplemental Information Revenue

The analysis on the following page shows four types of revenue which comprise the revenues for NCC. The three types are gifts, events, sales, and all other. Clearly the major source of revenue is member generosity. **Gifts** represent **54.2%** of the budgeted revenues for 2011. The Annual Fund is the primary means of receiving gifts.

The second leading type of revenues is **Events** at **15.5%** of the total. The Benefit Auction is the major source of revenue in the events category. The Glass Show is the next highest contributor but slightly more than half the Benefit Auction. The two other events making up the category are roughly equal in amount but steady contributors.

The third highest type of budgeted revenue for 2011 is **Sales** at **15.9%**. The introduction of jewelry sales has led it to become a primary sales type. Sales of original Cambridge glass through the museum gift shop and publications have been a mainstay throughout the life of the organization.

NCC also has **All other** revenue. These other sources collectively represent **14.3%** of the 2011 budgeted revenues. The amount is primarily admissions to the museum. The balance is mostly parking lot revenues. The investment income for the Endowment Fund is not available for operations.

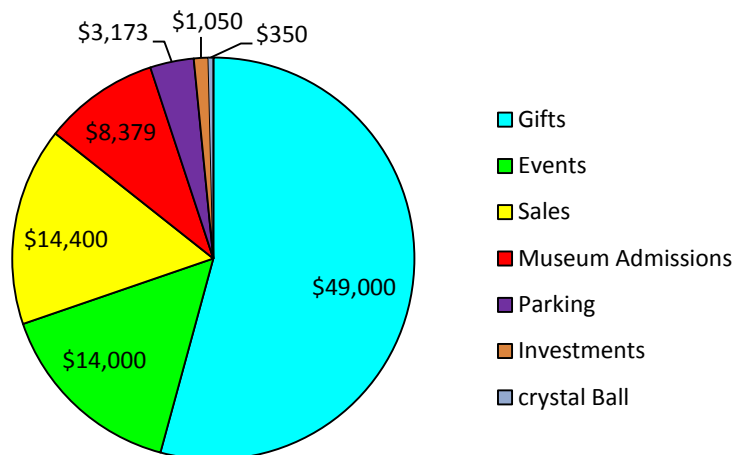


## Sources of Revenues

### 2011 Budget

#### Supplemental Information

		Budget 2011	Actual				
			2010	2009	2008	2007	2006
Annual Giving	51.5%	46,500	51,054.00	45,600	49,314	41,169	31,806
Special gifts	2.8%	2,500	1,295.75	16,031	6,880	16,948	6,626
<b>Gifts</b>	<b>54.2%</b>	<b>49,000</b>	<b>52,349.75</b>	<b>61,631</b>	<b>56,194</b>	<b>58,116</b>	<b>38,431</b>
Benefit Auction	6.6%	6,000	5,669.40	6,475	7,007	7,176	8,733
Glass Show	5.0%	4,500	5,338.98	3,353	3,986	4,102	3,634
Glass Dash	2.2%	2,000	1,950.06	2,244	2,414	2,388	3,015
Convention Auction	1.7%	1,500	2,250.00	2,118	3,585	3,613	6,312
<b>Events</b>	<b>15.5%</b>	<b>14,000</b>	<b>15,208.44</b>	<b>14,191</b>	<b>16,993</b>	<b>17,279</b>	<b>21,694</b>
Merchandise sales			7,274.40	6,349	7,172	8,092	8,206
Jewelry			6,841.00	10,015	2,454	0	0
	12.2%	11,000	14,115.40	16,364	9,626	8,092	8,206
Publications	3.4%	3,100	1,512.44	2,879	3,906	5,182	4,867
Projects	0.3%	300	925.00	688	2,380	4,006	9,335
<b>Sales</b>	<b>15.9%</b>	<b>14,400</b>	<b>16,552.84</b>	<b>19,931</b>	<b>25,538</b>	<b>25,373</b>	<b>30,614</b>
Museum admissions	9.3%	8,379	8,333.00	6,070	4,519	3,486	3,748
Parking rentals	3.5%	3,173	3,172.50	2,363	3,173	3,173	3,983
Investment income	1.2%	1,050	284.80	(915)	1,966	5,291	1,837
Crystal Ball advertising	0.4%	350	326.00	876	776	911	1,358
Grants	0.0%	0	0.00	0	0	2,500	0
<b>All other</b>	<b>14.3%</b>	<b>12,952</b>	<b>12,116.30</b>	<b>8,393</b>	<b>10,434</b>	<b>15,360</b>	<b>10,926</b>
	100.0%	<b>90,352</b>	<b>96,227.33</b>	<b>104,146</b>	<b>109,159</b>	<b>116,128</b>	<b>101,665</b>





Supplemental Information  
**Staffing**

The analysis shows a total staffing cost of \$15,996 in the 2011 budget. Wages represent 87% of that amount. The amount is relatively modest for an organization with the large operational scope represented in the budget. This amount will be impacted the most from loss of volunteers, not wage increases. A breakdown of the cost follows:

Office manager       \$ 3,605  
 Museum staff       \$12,392

Administration	Budget	Actual				
	2011	2010	2009	2008	2007	2006
Wages	(3,200)	(3,166.35)	(2,796)	(3,290)	(3,492)	(2,084)
Payroll taxes:						
Payments		(938.69)	(931)	(992)	(1,105)	(569)
Withholdings		523.12	451	561	571	312
	(405)	(415.57)	(480)	(431)	(534)	(257)
	(3,605)	(3,581.92)	(3,276)	(3,721)	(4,026)	(2,341)
<b>Museum</b>						
Wages	(11,000)	(10,716.27)	(9,783)	(9,179)	(8,669)	(7,861)
Payroll taxes:						
Withholdings		1,925.12	1,755	1,742	1,666	1,581
Payments		(3,314.71)	(3,446)	(2,913)	(3,135)	(2,570)
	(1,392)	(1,171.42)	(1,692)	(1,171)	(1,469)	(990)
	(12,392)	(11,887.69)	(11,474)	(10,351)	(10,138)	(8,851)
<b>Total</b>						
Wages	(14,200)	(13,882.62)	(12,579)	(12,469)	(12,161)	(9,945)
Payroll taxes:						
Withholdings		2,448.24	2,205	2,303	2,237	1,893
Payments		(4,253.40)	(4,377)	(3,905)	(4,240)	(3,140)
	(1,796)	(1,586.99)	(2,171)	(1,603)	(2,003)	(1,247)
	<b>(15,996)</b>	(15,469.61)	(14,750)	(14,072)	(14,163)	(11,191)



## Clubhouse

The Clubhouse scenario shows a cost of \$15,336 to maintain the museum without being open to the public. The difference between the Clubhouse and the 2010 budget for the Museum, is that staffing and admissions are excluded from the Clubhouse. Clubhouse if the minimum amount an endowment would need to provide to keep the museum afloat even if the membership aspects of the organization disbanded.

	Budget 2011	Cash More (less)	2010 Budget		
			Budget	More (Less)	12/31/10
<b>Museum Building</b>					
<b>Utilities</b>					
Electric	(7,500)	(2,000)	(5,500)	(1,145)	(6,645.49)
Telephone	(422)	213	(635)	131	(503.99)
Security	(450)	0	(450)	(127)	(577.00)
Water	(143)	7	(150)	28	(122.49)
	<u>(8,515)</u>	<u>(1,780)</u>	<u>(6,735)</u>		<u>(7,848.97)</u>
<b>Maint. and Improvements</b>					
Repairs and maintenance	(5,000)	0	(5,000)	1,831	(3,168.69)
Supplies	(200)	0	(200)	9	(190.71)
	<u>(5,200)</u>	<u>0</u>	<u>(5,200)</u>		<u>(3,359.40)</u>
	(13,715)	(1,780)	(11,935)	727	(11,208.37)
<b>Storage building</b>					
Electric	(250)	0	(250)	(4)	(253.64)
Supplies	(25)	0	(25)	25	0.00
Repairs and improvements	0	0	0	(20)	(19.98)
	<u>(275)</u>	<u>0</u>	<u>(275)</u>	<u>1</u>	<u>(273.62)</u>
<b>Insurance &amp; taxes</b>	(4,596)	(260)	(4,336)	(232)	(4,567.71)
<b>Parking space rentals</b>	3,250	0	3,250	(78)	3,172.50
<b>Total</b>	<b><u>(15,336)</u></b>	<b>(2,040)</b>	<b><u>(13,296)</u></b>	<b>419</b>	<b><u>(12,877.20)</u></b>



## Board of Directors

2011

### Overview

The Board of Directors is the governing body of the organization and has the power to make such regulation and take such action, not inconsistent with the Constitution and By-laws as, in its judgment, may be necessary for the welfare of the organization. The Board consists of twelve Directors elected by the voting members of the organization for a term of four years. The terms are staggered so that three positions are voted on each year.

The Directors of the organization are elected by mail, prior to the annual meeting each year. The annual meeting is held during the annual convention activities for the installation of elected Directors, the presentation of annual reports and transaction of other business. The term of Directors shall officially begin at the close of business of the annual meeting.

The officers of the organization are the President, Vice President, a Secretary and a Treasurer elected from the Board of Directors by the Board of Directors. All officers hold office for one year or until their successors are elected and qualified.

The **President** is the Chairman of the Board. He calls regular meetings of the Board at least quarterly. The President appoints all committees, presides at all meetings of the organization and the Board of Directors, and performs such other duties as ordinarily pertain to such office. The President is an ex-officio member of all committees except the Nominating Committee.

The **Vice President** has the duty of familiarizing himself with all organization affairs. He works under and in cooperation with the President and presides at meetings in the absence of the President.

The duties of the **Secretary** are to keep the official record of all members, voting and honorary, provide verification of voting members as required, record the attendance at meetings of the organization, record and preserve the minutes of such meetings, make the required reports and perform such other duties as customarily pertain to such office.

The duties of the **Treasurer** are to have custody of all funds, accounting for the activities of the organization at its annual meeting, and at any other time upon demand by the Board of Directors, and to perform such other duties as pertain to this office.



Board of Directors *(Continued)*

**Budget 2011**

The year begins with David Ray as President, Larry Everett as Vice-President, Mike Strebler as Treasurer, and Freeman Moore as Secretary. Board member terms expiring in 2011 are Larry Everett, Lynn Welker, and Sharon Miller.

<b>2014</b>	David Ray <i>(President)</i>	<i>Westerville</i>	<i>Ohio</i>
	Mike Strebler <i>(Treasurer)</i>	<i>Hudson</i>	<i>Ohio</i>
	Frank Wollenhaupt	<i>Dayton</i>	<i>Ohio</i>
<b>2013</b>	Ken Filippini	<i>Midland Park</i>	<i>New Jersey</i>
	Rick Jones	<i>Princeton</i>	<i>New Jersey</i>
	Freeman Moore <i>(Secretary)</i>	<i>Flower Mound</i>	<i>Texas</i>
<b>2012</b>	Cindy Arent	<i>Cambridge</i>	<i>Ohio</i>
	Helen Klemko	<i>Fountain Inn</i>	<i>South Carolina</i>
	Mark Nye	<i>Jackson</i>	<i>Michigan</i>
<b>2011</b>	Larry Everett <i>(Vice President)</i>	<i>Jamestown</i>	<i>Ohio</i>
	Lynn Welker	<i>New Concord</i>	<i>Ohio</i>
	Sharon Miller	<i>Pleasant City</i>	<i>Ohio</i>



Mr. David Ray  
NCC President



**Operating team**  
2011

**1. Membership**

Crystal Ball, Executive Editor	Helen Klemko
Convention	Sharon Miller
Publicity	Frank Wollenhaupt
Membership	Julie Buffenbarger
Membership Database Administrator	Tarzan Deel
By-Laws	Alex Citron
Nominating	Rick Jones
Program	David Ray

**2. Development**

<b>A. Fundraising</b>	
Endowment	Larry Everett
Projects	Carl Beynon
<b>B. Events</b>	
Auction	Jack Thompson Elaine Thompson Lynn Welker
Glass Show	Joy McFadden Mary Beth Hackett
Glass Dash	Larry Everett Susan Everett
<b>C. Merchandise</b>	
	Museum and Acquisitions committees





**Operating team** *(continued)*  
2011

**3. Education**

Archivist	Mark Nye
Publications	Mark Nye
Study Group Advisory	Jeannie Moore Freeman Moore

**4. Museum**

Museum	Cindy Arent
Acquisitions	Lynn Welker
Facilities	Carl Beynon
Staff	Betty Sivard Sandy Rohrbough Sally Slattery

**5. Administration**

Budget and Finance	Mike Strebler
Office Manager	Lisa Neilson
Technology, webmaster	David Adams
Long-Range Planning	Rick Jones



For more information please contact

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