

**Association of Old Crows  
2019 Approved Budget**

	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	Notes
<b>Income</b>					
<b>4200 - Membership</b>					
4211 - New Individual Member	63,684	57,902	55,000	55,000	
4212 - Renew Individual Member	174,512	178,328	174,000	172,000	
4213 - New Industry Member	17,658	22,843	10,000	25,000	
4214 - Renew Industry Member	191,640	178,365	164,000	165,000	
<b>Total 4200 - Membership</b>	<b>447,494</b>	<b>437,438</b>	<b>403,000</b>	<b>417,000</b>	
<b>4400 - Convention</b>					
4411 - Convention Registration	232,981	263,300	195,000	240,000	
4412 - Convention Sponsorship	186,845	177,300	195,000	260,000	
4413 - Convention Show Daily	14,575	17,325	15,000	15,000	
4414 - Convention Exhibits	848,005	972,272	850,000	955,000	
4416 - Exhibitor Hospitality Rooms				20,000	
<b>Total 4400 - Convention Income</b>	<b>1,282,406</b>	<b>1,430,197</b>	<b>1,255,000</b>	<b>1,490,000</b>	
<b>4500 - Conferences</b>					
4511 - Conferences Registration	397,660	396,031	335,000	539,500	increase due to raising conf reg fees by \$75
4512 - Conference Sponsorship	309,600	345,125	300,000	359,000	
4711C - International Conferences	177,336	268,682	180,000	295,000	EW Singapore and EW Europe - increase of \$75K
<b>Total 4500 - Conferences</b>	<b>884,596</b>	<b>1,009,838</b>	<b>815,000</b>	<b>1,193,500</b>	
<b>4600 - Education</b>					
4611 - PDC Registration	133,920	83,840	100,000	120,000	
4612 - Webinar Sponsorship	-	90,625	65,000	111,000	
<b>Total 4600 - Education</b>	<b>133,920</b>	<b>174,465</b>	<b>165,000</b>	<b>231,000</b>	
<b>4650 - Advocacy</b>					
4651 - Advocacy - Industry Partnership Projects	-	-	20,000	90,000	
4652 - Advocacy Sponsorship	-	-	25,000	-	
<b>Total 4650 - Advocacy</b>	<b>-</b>	<b>-</b>	<b>45,000</b>	<b>90,000</b>	Not pursuing separate sponsorships for Advocacy Program.
<b>4750 - Royalties</b>					
4205 - Career Center Royalties (YM)	-	-	-	10,000	
7312 - JED Royalties (Naylor)	149,769	103,564	145,000	145,000	
7345 - JED Web Ads/Buyers Guide	21,730	22,002	15,000	20,000	
<b>Total 4750 - JED Royalties</b>	<b>171,499</b>	<b>125,566</b>	<b>160,000</b>	<b>175,000</b>	
<b>4760 - JED Subscriptions</b>					
4218 - e-Crow Royalty	8,608	5,037	5,500	5,500	
7311 - JED Subscriptions	42,685	36,179	45,000	45,000	
7313 - Royalties - Misc.	398	276	400	400	
<b>Total 4760 - JED Subscription</b>	<b>51,691</b>	<b>41,492</b>	<b>50,900</b>	<b>50,900</b>	
<b>4850 - Sales</b>					
7320 - Jewelry & Mementos	4,244	4,312	1,500	4,000	
7325 - History Books	869	1,223	500	500	
7330 - Misc. Pubs	1,450	3,675	1,000	3,000	
<b>Total 4850 - Sales</b>	<b>6,563</b>	<b>9,210</b>	<b>3,000</b>	<b>7,500</b>	
<b>7600 - Other</b>					
4900 - Rental income	113,218	-	-	-	

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7600 - Other revenue	4,223	15,746	500	-	
<b>Total 7600 - Other</b>	<b>\$ 117,441</b>	<b>15,746</b>	<b>500</b>	<b>-</b>	

**Subtotal Income \$ 3,095,610 \$ 3,243,952 \$ 2,897,400 \$ 3,654,900**

**Investment from Reserves**

xxx - Investment Income	121,843	196,199		100,000	approx 2% interest on reserve fund
<b>TOTAL INCOME</b>	<b>3,217,453</b>	<b>3,440,151</b>		<b>3,754,900</b>	

**Expense**

<b>5000 - Convention</b>					
5011 - Temps & Volunteers	5,000	5,000	10,000	5,000	
6620 - Contract Labor	88,823	61,434	60,500	-	not needed due to new sales position
6626 - Staff Development	1,768	1,629	4,000		included in staff professional development line 6626
5030 - Supplies		1,356	6,000	6,000	
5040 - Convention Travel	3,266	3,690	3,000	3,000	
5044 - Gratuities/Licenses	1,355	1,943	1,500	2,000	
5051 - Giveaways/Sponsor Branded Items	12,184	10,459	12,000	15,000	key cards, lanyards, banners, clings, cups, etc. Not doing bags in 2019
5052 - Photography	4,500	4,995	5,000	6,000	
5053 - Video Production		1,645	8,000	8,000	
5054 - Entertainment	17,102	21,477	20,000	10,000	innovation stage chair rental, flags, centerpieces, etc.
5059 - Freight Shipping Courier			5,000	5,000	
5062 - Design and printing - Onsite Program	4,177	4,170	5,000	5,000	
5064A - Convention Marketing	27,927	10,943	15,000	20,000	Increase media buys with Breaking Defense, Defense News, etc.
5712 - Registration Service	16,019	16,037	15,000	22,000	includes \$5K for a2z
5715 - General Contractor	22,648	18,953	20,000	18,000	
5722 - Conv Show Daily	7,109	7,000	7,000	7,500	
5730 - Food & Beverage	362,975	364,973	294,000	350,000	
5731 - Speaker Fees	1,746	1,358	-	-	
5732 - AV Rentals	80,801	83,912	75,000	110,000	2019 - Innovation stage plus two breakout room AV sets, general session room AV set, and banquet room AV set.
5733 - Facility Rent	20,567	11,140	38,000	20,000	
5734 - Equipment Rental	2,258		6,000	-	included in AV line
5736 - Opening Event				60,000	venue rental, food, beer, wine, bus rental - 2018 rates at lucky strike are very affordable, but \$60K is more in line with the other venue options we looked at
5737 - Rigging and Electrical				15,000	
5738 - Crow's Nest				20,000	décor, carpet, charging stations, signage, furniture
5739 - Chapter Donations				5,000	
5762 - Sales Commission	9,185	42,222	-	-	not needed due to new sales position
5769 - Security Guards	14,803	13,858	20,000	15,000	
5773 - Onsite Internet	7,285	6,482	7,500	7,500	
5779 - Medical Services	2,604	3,222	2,500	3,250	
5790 - Miscellaneous	13	13	500	500	
<b>Total 5000 - Convention</b>	<b>714,114</b>	<b>697,909</b>	<b>640,500</b>	<b>738,750</b>	

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<b>5100 - Conferences</b>					
6620 - Staff Support Conferences	33,270	68,648	40,000	65,000	
6620 - Contract Labor	66,000	66,000	66,000	66,000	
5064C - Conference Marketing	2,048	2,362	5,000	7,500	
5782 - Conference Expenses	405,966	492,373	295,000	547,600	
5786 - International Conference Expenses	4,048	13,286	-	5,000	
<b>Total 5100 - Conference</b>	<b>511,333</b>	<b>642,669</b>	<b>406,000</b>	<b>691,100</b>	
<b>5200 - Membership services</b>					
5022 - Staff Support	42,503	12,891	-	-	Not sure. Possible full time hire in '19
5037 - COGS - Jewelry & Mementos	5,110	5,616	4,000	4,000	
5045 - Travel	2,165	548	4,000	2,500	Plan on more chapter travel by staff - cut \$1500 per GO 9/25
5060 - Postage	27,559		27,000	30,000	Mail out to members we do not have emails for and possible survey, cut \$3500 SF 9/26
5064D - Membership Marketing	18,445	14,932	20,000	25,000	travel to AOC conferences and external shows for membership booth
5065D - Dues/ Subscriptions	-	788	1,000	500	
5742 - Chapter Support					
5742A - Chapter Awards	4,881	3,800	5,000	5,000	
5742B - Chapter Startup	325	175	1,000	4,000	proposing uping it to 1000 per chapter versus the 200 per chapter
5742C - Chapter Sustainment	57,439	54,158	64,000	60,000	
5742D - Regional Director Travel	1,015	548		10,000	More regional directors making site visits
<b>Total 5742 - Chapter Support</b>	<b>63,660</b>	<b>58,680</b>	<b>70,000</b>	<b>79,000</b>	
5750 - Dues Notices	17,175	17,581	20,000	17,000	
<b>5760 - Awards Programs</b>					
5760A - Awards Cost/Shipping	10,624	13,729	12,000	14,000	will be redesigning awards in 2019
5760B - Awards Presentation Travel			5,000	5,000	
5760D - Awards Committee	250		5,000	-	
5760 - Awards Programs - Other			-	-	
<b>Total 5760 - Awards Programs</b>	<b>10,874</b>	<b>13,729</b>	<b>22,000</b>	<b>19,000</b>	
5765 - AOC Legacy Support	1,500	1,500	1,500	1,500	
<b>Total 5200 - Membership services</b>	<b>188,991</b>	<b>125,478</b>	<b>168,500</b>	<b>178,000</b>	
<b>5000 - STEM</b>					
5000 - STEM Outreach Program Expenses	22,159	26,422	20,500	20,000	Rich asked for \$35K
<b>TOTAL 5000 - STEM</b>	<b>22,159</b>	<b>26,422</b>	<b>20,500</b>	<b>20,000</b>	
<b>6100 - Fringe Benefits</b>					
6110 - Fringe Benefits-FICA/Medicare	40,011	46,885	53,763	80,934	
6115 - Fringe Benefits - FUTA	333	1,650	1,040	1,566	
6118 - Fringe Benefits - SUTA	3,928	2,898	4,624	6,961	
6120 - Fringe Benefits-Medical Insuran	74,081	83,002	111,324	138,085	7.5% increase over 2018
6125 - Fringe Benefits - Vision	1,593	1,361	3,232	5,252	
6130 - Fringe Benefits-Retirement Plan	10,306	16,034	13,014	23,516	

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6135 · Fringe Benefits - Plan Fees	5,450	3,283	4,500	4,575	
6145 · Fringe Benefits-Staff Welfare	391	1,740	1,000	750	
6146 · Fringe Benefits- Merit Increase					
6147 · Fringe Benefits - Staff Bonuses					
6150 · Fringe Benefits - Life/Disabili	1,750	1,796	2,380	2,675	
<b>Total 6100 · Fringe Benefits</b>	<b>137,841</b>	<b>158,650</b>	<b>194,877</b>	<b>264,314</b>	includes 5 new full-time professional staff members
<b>6190 · Personnel</b>					
5010 · COGS - Direct Labor	283,502	328,247	445,000	510,000	
5010a · COGS - Direct Labor - STEM/Foundation			-	25,000	
6610 · Admin - Labor	252,803	300,374	355,000	525,000	
<b>Total 6190 · Personnel</b>	<b>536,305</b>	<b>628,621</b>	<b>800,000</b>	<b>1,060,000</b>	includes 5 new full-time professional staff members
<b>6200 · Facilities</b>					
6214 · Real Estate Taxes	33,370	36,058	33,400	-	
6215 · Personal Property Tax	1,791	1,611	1,800	-	
6700 · Realtor Report (Cresa)	-	17,500	-	-	
6218 · Building Lease				124,200	(\$10,350x12)
6692 · Staff Parking	-	-	-	16,200	parking \$150x12x9
6250 · Building Sale - Move			-	-	
6290 · Repairs and Maintenance					
6290 · Repairs and Maintenance - Other	3,119	7,999	1,000	-	
6290A · Heating & A/C Maintenance/Repair	6,123	4,548	4,000	-	
6290B · Elevator Maintenance/Repairs	4,001	3,571	3,500	-	
6290C · Fire Alarm/Security Maintenance	1,346	5,825	1,200	-	
<b>Total 6290 · Repairs and Maintenance</b>	<b>14,589</b>	<b>21,944</b>	<b>9,700</b>	<b>-</b>	
6291 · Utilities	32,768	24,260	41,000		
6292 · Trash and recycling	4,152	4,443	3,800	-	
6293 · Janitorial	10,055	7,995	10,500	-	
6294 · Janitorial Supplies	1,495	571	1,800	-	
6297 · Miscellaneous	-	-	500	-	
<b>Total 6200 · Facilities</b>	<b>98,221</b>	<b>114,381</b>	<b>102,500</b>	<b>140,400</b>	
<b>6300 · Professional Development - Training &amp; Education</b>					
5064B · Education Marketing	-	1,970	3,000	3,000	
5784 · Professional Develop. Expenses					
5700 · Virtual Series Expenses	-	2,500	2,500	5,000	webinar speaker fees
5784 · Professional Develop. Expenses - Other	74,580	46,994	75,000	75,000	instructor fees + AV costs at Convention
<b>Total 5784 · Professional Develop. Expenses</b>	<b>74,580</b>	<b>49,494</b>	<b>77,500</b>	<b>80,000</b>	
<b>Total 6300 · Professional development</b>	<b>74,580</b>	<b>51,464</b>	<b>80,500</b>	<b>83,000</b>	
<b>6600 · Operations Expense</b>					
6626 · Admin - Staff Training/Development	5,427	4,323	12,500	31,600	\$2K per staff (14) + ED \$3600 (taken out of individual departments)
6630 · Admin - Supplies	4,298	5,795	3,000	3,000	

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6632 - Admin - Office Misc.	22	-	200	200	\$3K document scanning
6635 - Admin - Software	570	-	500	12,400	Bloomberg: Annual fee, 2 users (\$11,900); \$500 misc;
6637 - Admin - Website Support	7,576	2,763	2,500	-	rolled into YM fees
6638 - Admin - Tech Support	19,667	19,123	23,000	25,000	IT support
<b>6642 - Admin - YourMembership</b>					
6642A - AMS Database Fees	23,860	24,783	51,879	25,000	
6642B - AMS Database Customization	1,427	8,430	2,500	48,600	Informz Marketing automation & email tool (\$12,600 + \$5,000 implementation); Billing Highway (Chapters and Accounting, \$20K one time); openwater (\$6K); Misc (\$5K)
				(17,500)	no marketing tool(would like to have as it will automate many things)
				(9,100)	cut prof dev training for staff to \$1500 per person (x15) = \$22,500
6642C - AMS consultant fees		12,310	5,000	5,000	
<b>Total 6642 - Admin - CRM/AMS</b>	<b>25,287</b>	<b>45,523</b>	<b>59,379</b>	<b>52,000</b>	
<b>6643 - Admin - AOC Security</b>					
	1,142	1,345	1,000	1,000	
<b>6660 - Admin - Postage</b>					
6660A - Admin - Postage - Lease	2,404	2,617	2,500	3,000	
<b>Total 6660 - Admin - Postage</b>	<b>2,404</b>	<b>2,617</b>	<b>2,500</b>	<b>3,000</b>	
<b>6662 - Admin - Copier Rent/Maint</b>					
	12,877	8,421	8,200	6,000	
<b>6670 - Admin - Commercial Insurance</b>					
	21,715	20,896	21,700	22,000	
<b>6671 - Admin - Workers Compensation</b>					
	3,073	1,699	2,500	3,200	
<b>Total 6600 - Operations Expense</b>	<b>104,058</b>	<b>112,504</b>	<b>136,979</b>	<b>159,400</b>	
<b>6688 - Elections</b>					
6688 - AOC Elections	3,141	3,490	3,490	3,500	planned online elections system for '18 didn't work out; getting a credit in '19
<b>Total 6688 - Elections</b>	<b>3,141</b>	<b>3,490</b>	<b>3,490</b>	<b>3,500</b>	
<b>6695 - Advocacy and Outreach</b>					
6695 - Industry Outreach	-	1,602	18,500	33,000	GIR/Sales, Travel, professional memberships, networking
6695B - Industry Outreach Consultant	95,374	51,062	-	-	
5785 - Government Affairs	3,960	8,121	23,075	42,000	events, admin, continuing education
<b>Total 6695 - Government/Industry Affairs</b>	<b>99,334</b>	<b>60,785</b>	<b>41,575</b>	<b>75,000</b>	
<b>6750 - Administration</b>					
5059A - Freight, Shipping, Courier			1,000	-	
5795 - Bad Debt Expense	3,825	(1,006)	1,000	-	write off's on unpaid A/R
<b>6680 - BoD Operations</b>					
6680A - Admin - Leadership Travel	19,432	121	5,000	25,000	
6680C - Admin - Directors	89,158	90,523	90,000	90,000	3 F2F BoD meetings
6680D - Admin - Past Presidents	1,034	1,855	1,500	-	

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6680E - Admin - Executive Director	112	3,892	3,000	7,500	travel to BoD mtgs, chapter meetings, IOM, misc
6680F - Admin - Executive Committee	231		1,000	-	included in 6680C
6680G - Audit and Inspection Committee			-		
6680J - Education Foundation Committee	-	1,500	-		
6680-K - EW Experts Travel	8,994	14,350	10,000	5,000	
6680L - International Director Travel	1,506	208	8,000		included in 6680C
6680Z - SAB Travel	-	-	-	2,500	
6680B - BoD Operations - Other (building travel)	-	-	5,000	-	
<b>Total 6680 - BoD Operations</b>	<b>120,467</b>	<b>112,449</b>	<b>123,500</b>	<b>130,000</b>	
6690 - Admin - Other	1,299	(2,493)	300	300	
<b>Total 6750 - Administration</b>	<b>\$ 125,590</b>	<b>108,951</b>	<b>125,800</b>	<b>130,300</b>	
<b>6800 - Office Costs</b>					
5063 - AOC Marketing	7,395	4,046	1,500	2,400	
5064 - Misc Marketing	-	3,513		-	
5064E - Sponsor Brochures	2,032	3,713	4,500	4,500	
5065D - Dues/ Subscriptions	788	156	1,000	2,500	ASAE membership for staff; misc
6644 - Admin - Legal Fees			-	-	
6644 - Admin - Legal Fees	3,755	4,556	2,500	6,000	
6645 - Admin - Accounting Fees					
6645A - Admin - Accounting Services	55,450	54,900	36,000	38,000	
6645 - Admin - Accounting Fees - Other	-	-	20,000	20,000	
<b>Total 6645 - Admin - Accounting Fees</b>	<b>55,450</b>	<b>54,900</b>	<b>56,000</b>	<b>58,000</b>	
6650 - Admin - Telephone (and backup internet)	11,284	14,375	12,000	8,000	
6652 - Admin - Software/Hardware/Email	2,480	2,392	1,000	2,500	
6653 - Admin - Internet					
6653A - Webex (Adobe)		4,500	6,500	-	
6653 - Admin - Other	4,308	3,772	6,000	2,500	Cdyne (address verification)
<b>Total 6653 - Admin - Internet</b>	<b>4,308</b>	<b>8,272</b>	<b>12,500</b>	<b>2,500</b>	
6655 - Admin - Bank Fees	66,361	72,812	55,000	60,000	
6656 - Admin - Taxes and Licenses	668	461	700	500	
6657 - Admin - Brokerage Fees	10,800	12,816	6,000	7,500	
6658 - Admin - Payroll Fees	3,079	3,170	3,320	4,000	
<b>Total 6800 - Office Costs</b>	<b>168,398</b>	<b>185,182</b>	<b>156,020</b>	<b>158,400</b>	
<b>6900 - Unallowable Expenses</b>					
6912 - Other unallowables					
<b>Total 6900 - Unallowable Expenses</b>					
<b>Total Expense</b>	<b>2,784,064</b>	<b>2,916,505</b>	<b>2,877,241</b>	<b>3,702,164</b>	
<b>Profit/Loss</b>	<b>311,546</b>	<b>327,447</b>	<b>20,159</b>	<b>(47,264)</b>	