

	4/24/2009										
					Approved	Projected	Approved	Proposed	Proposed	Proposed	
					Budget	Actual	3-Year	Budget	Budget	Budget	
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY	
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12	
	REVENUES:										
1	General Revenue:										
2	Membership Dues (\$5-\$5-\$5)	2,535,727	2,649,148	2,775,890	2,872,167	2,884,167	2,830,337	2,968,027	3,121,980	3,269,289	
3	Semi Annual Fees	1,796	2,394	2,398	2,000	2,000	2,000	2,000	2,000	2,000	
4	Interest	111,727	165,988	159,387	140,000	90,000	80,000	90,000	90,000	90,000	
5	Miscellaneous Revenue	34,950	38,890	1,594	5,000	5,000	5,000	5,000	5,000	5,000	
6	Program Revenue:										
7	Publications-B&B	323,067	288,952	309,364	335,000	317,000	388,500	318,000	336,500	354,500	
8	Online Member Services	10,800	19,610	14,080	80,500	48,500	20,000	51,100	57,640	64,950	
9	Section Coordination	80,146	125	57	0	0	0	95,000	91,300	91,300	
10	Public Education (Mock Trial/Civic Education)	46,400	40,466	41,901	41,500	43,500	46,500	47,500	52,850	52,350	
11	Legislative Relations	38,732	40,955	54,122	40,000	34,000	40,000	35,000	38,000	40,000	
12	Bench Bar/Outreach/Convention	87,124	117,681	114,621	112,000	112,000	108,000	50,700	50,700	50,700	
13	Certification Programs	119,757	99,903	133,208	98,400	98,400	99,100	187,810	187,320	187,810	
14	MSBA Advantage Program	163,696	198,257	193,447	205,763	208,780	188,680	190,049	193,773	197,041	
15	Policy	60,199	99,294	109,045	101,000	101,000	139,300	101,750	94,000	94,000	
16	Diversity							7,627	1,000	1,000	
17	Outside Organizations	21,360	23,810	23,810	36,110	36,110	23,260	73,950	73,950	73,950	
18	Approved Unbudgeted	60,805	4,644	45,695	0	0	0	0	0	0	
19											
20	Total Revenues:	3,696,286	3,790,117	3,978,619	4,069,440	3,980,457	3,970,677	4,223,513	4,396,013	4,573,890	

		4/24/2009									
					Approved Budget	Projected Actual	Approved 3-Year Plan	Proposed Budget	Proposed Budget	Proposed Budget	
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY	
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12	
PROGRAM EXPENSES:											
1	Publications-B&B	784,499	828,274	812,015	790,554	750,349	925,353	750,705	780,679	831,710	
2	Online Member Services	267,232	349,836	659,716	983,536	849,344	406,093	1,091,342	1,121,593	1,173,538	
3	Section Coordination	341,213	343,389	342,215	362,326	347,819	395,931	398,056	413,157	432,927	
4	Public Education (Mock Trial/Civic Education)	176,487	221,544	252,695	263,755	254,172	187,165	257,116	273,379	283,024	
5	Legislative Relations	265,023	276,540	215,942	211,713	216,018	240,329	305,142	309,695	317,399	
6	Association Governance	698,411	846,172	840,717	857,938	818,513	999,446	427,703	452,985	463,313	
7	Bench Bar/Outreach/Convention	219,468	257,068	251,619	237,733	231,144	246,170	192,632	196,098	201,590	
8	Certification Programs	119,757	99,906	133,211	98,400	98,400	99,100	187,810	187,320	187,810	
9	Certification-Development	0	0	35	16,362	16,362	0	0	0	0	
10	MSBA Advantage Program	81,903	61,502	51,793	55,499	53,289	100,106	36,856	38,201	39,976	
11	Policy	203,984	286,974	215,032	263,688	248,646	300,944	435,319	460,897	465,528	
12	Diversity	86	2,245	4,583	8,300	5,600	0	95,873	104,024	91,792	
13	Outside Organizations	49,432	50,703	58,695	49,624	49,624	47,775	77,055	80,017	83,097	
14	Approved Unbudgeted	71,326	36,726	130,071	0	11,500	0	0	0	0	
15	Web Services (moved to overhead IT)	151,316	149,878	203,343	222,801	214,632	157,419	0	0	0	
16											
17											
18	Total Expenses:	3,430,137	3,810,757	4,171,682	4,422,227	4,165,411	4,105,831	4,255,608	4,418,045	4,571,702	
19											
20											
21	Excess Revenues/(Expenses) Before										
22	Other Expenses	266,149	(20,640)	(193,063)	(352,787)	(184,954)	(135,154)	(32,095)	(22,032)	2,188	
23											
24											
25	Add: Expenses Not Requiring	54,325	59,350	(9,107)	70,114	7,049	90,048	74,333	73,091	88,190	
26	Cash (Depreciation)										
27											
28	Non-Operating Budget:										
29	Capital Assets	(74,818)	(82,215)	(64,395)	(100,000)	(55,000)	(80,000)	(20,000)	(100,000)	(100,000)	
30											
31											
32	CASH PROVIDED BY OPERATIONS	245,656	(43,505)	(266,565)	(382,674)	(232,905)	(277,057)	22,238	(48,941)	(9,622)	

	4/24/2009										
					Approved Budget	Projected Actual	Approved 3-Year Plan	Proposed Budget	Proposed Budget	Proposed Budget	
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY	
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12	
	PUBLICATIONS: BENCH & BAR										
	REVENUES:										
1	Advertising										
2	Classified	69,372	71,865	70,436	75,000	60,000	50,000	55,000	65,000	70,000	
3	Display	244,400	207,612	228,185	250,000	247,000	325,000	254,000	262,500	275,500	
4	Miscellaneous Advertising	0	0	0	0	0	0	0	0	0	
5											
6	Total Advert. Revenue	313,772	279,477	298,621	325,000	307,000	375,000	309,000	327,500	345,500	
7	Other Revenue										
8	Subscriptions	3,920	3,973	3,428	4,000	4,000	4,000	4,000	4,000	4,000	
9	Single Copy Sales	1,655	1,935	1,880	2,000	2,000	4,500	0	0	0	
10	Misc. Other	3,720	3,567	5,435	4,000	4,000	5,000	5,000	5,000	5,000	
11											
12	Total Other Revenue	9,295	9,475	10,743	10,000	10,000	13,500	9,000	9,000	9,000	
13											
14	TOTAL B & B REVENUE	323,067	288,952	309,364	335,000	317,000	388,500	318,000	336,500	354,500	
15											
16	EXPENSES:										
17	Direct Editorial Expense:										
18	Committees							500	500	500	
19	Creative Services	12,743	14,089	13,180	15,000	14,000	16,000	16,000	16,500	17,000	
20	Equipment & Supplies	1,226	387	963	1,000	500	750	1,000	1,000	1,000	
21	Mailing Service	7,104	7,435	6,915	8,000	7,500	8,500	7,000	7,500	8,000	
22	Printing - Outside	81,780	77,421	79,499	72,000	72,000	84,500	57,000	59,000	61,000	
23	Paper	73,609	76,970	84,567	90,000	85,000	87,000	60,000	63,000	66,000	
24	Postage	39,602	40,511	49,399	45,000	45,000	46,000	42,000	43,500	45,000	
25	Production Services	1,768	2,036	1,392	1,000	1,000	1,000	1,000	1,500	1,500	
26	Electronic Edition	0	0	0	0	0	0	10,000	10,000	10,500	
27	Misc. Dir. Editorial	5,554	3,453	8,610	4,000	4,000	4,000	5,000	5,000	5,000	
28											
29	Total Dir Editorial Exp.	223,386	222,302	244,525	236,000	229,000	247,750	199,500	207,500	215,500	
30											
31	Direct Advertising Expense:										
32	Ad Sales Promotion	1,223	3,671	10,252	4,000	2,000	9,000	4,000	4,000	11,000	
33	Bad Debt	3,380	0	0	1,500	0	2,000	2,000	2,000	2,000	
34	Collection Costs	0	0	0	0	0	500	500	500	500	
35	Commissions	41,289	41,979	45,740	50,000	48,000	65,000	51,000	52,500	55,000	
36	Production Services	33,821	39,961	43,474	42,000	37,000	44,000	40,000	42,000	44,000	
37	Miscellaneous Advertising	0	0	11	1,500	1,000	0	1,500	1,500	1,500	
38											
39	Total Dir Advert. Exp.	79,713	85,611	99,477	99,000	88,000	120,500	99,000	102,500	114,000	
40											
41	Total Direct Expenses	303,099	307,913	344,002	335,000	317,000	368,250	298,500	310,000	329,500	
42											
43	Net Revenue/Direct Expenses Bench & Bar	19,968	(18,961)	(34,638)	0	0	20,250	19,500	26,500	25,000	
44											
45											

	4/24/2009									
					Approved	Projected	Approved	Proposed	Proposed	Proposed
					Budget	Actual	3-Year	Budget	Budget	Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
84										
85	TOTAL NET REVENUE/DIRECT EXPENSES BENCH & BAR	19,968	(18,961)	(34,638)	0	0	20,250	19,500	26,500	25,000
86										
87	Personnel Expenses:									
88	Salaries	136,758	148,854	134,439	140,281	140,281	156,500	137,723	143,232	148,961
89	FICA & Unemployment	10,122	10,927	9,899	11,203	11,203	12,540	10,998	11,438	11,895
90	Employee Benefits	26,211	27,314	26,566	32,166	32,166	31,413	21,903	22,779	23,690
91	Exp, Travel & Education.	883	2,106	525	1,650	1,650	2,501	1,600	1,664	1,731
92										
93	Total Personnel Expenses	173,974	189,201	171,429	185,301	185,301	202,954	172,224	179,112	186,277
94										
95	Total Dir & Personnel Exp.	477,073	497,114	515,431	520,301	502,301	571,204	470,724	489,112	515,777
96	Overhead Allocation	307,426	331,160	296,584	270,253	248,048	354,149	279,981	291,567	315,933
97										
98	Total B&B Exp.	784,499	828,274	812,015	790,554	750,349	925,353	750,705	780,679	831,710

4/24/2009										
					Approved Budget	Projected Actual	Approved 3-Year Plan	Proposed Budget	Proposed Budget	Proposed Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
Online Member Services (aka Practice Law.Org, LRS, CALR)										
1	REVENUE									
2										
3	Online Advertising:									
4	MyPractice							800	1,000	1,200
5	MNDocs									
6	MNBar							2,000	2,200	2,400
7	Legal News Digest							2,000	2,200	2,400
8	Practicelaw							800	1,000	1,200
9	Mnfindalawyer							500	600	750
10	Listing Fees: Mnfindalawyer	10,800	19,610	14,080	17,500	17,500	20,000	15,000	26,440	30,400
11	Licensing Fees: MNDocs				50,000	30,000		30,000	24,200	26,600
12	Subscriptions				10,000	1,000		0	0	0
13	Other				3,000					
14										
15	Total Revenue				80,500	48,500	20,000	51,100	57,640	64,950
16										
17	EXPENSES:									
18										
19	Advertising:									
20	MyPractice							250	300	320
21	MNDocs							-	-	-
22	Practicelaw							250	300	320
23	Mnfindalawyer							3,000	3,500	4,000
24	Software	2,915	3,101	5,079	3,000	2,000	5,000	3,200	3,500	3,800
25	Creative Services							1,500	1,800	2,100
26	Licensing Fees:									
27	MNDocs			11,180	56,147	30,450		18,500	14,200	15,600
28	Fastcase			120,947	120,000	120,000	23,750	120,000	120,000	120,000
29	Contract Development	5,199	1,875	-	4,000	-	4,000	-	-	-
30	Training	-	-	2,300	3,000	1,500	3,000	2,500	2,500	2,500
31	Web Hosting	-	1,861	824	2,200	2,200	2,500	5,000	5,200	5,500
32	Temporary Help			-	10,000	8,000		7,500	7,800	8,100
33	Miscellaneous	6,754	3,199	4,888	1,000	2,000	1,000	3,000	3,200	3,500
34	Historical:LRS	1,746	6,129	13,395	10,500	7,000	13,000			
35	Historical:CALR									
36	Total Direct Expenses	16,614	16,165	158,613	209,847	173,150	15,500	164,700	162,300	165,740
37										
38	Personnel Expenses:									
39	Salaries	199,010	239,841	325,058	344,447	275,447	306,783	401,913	417,990	434,710
40	FICA & Unemployment	4,975	18,192	24,229	27,698	27,698	25,146	32,244	33,534	34,876
41	Employee Benefits	23,870	38,222	48,321	64,619	64,619	47,226	84,010	87,370	90,865
42	Exp, Travel & Education.	1,553	315	221	700	700	0	1,450	1,508	1,568
43										
44	Total Personnel Expenses	229,408	296,570	397,829	437,465	368,465	379,155	519,618	540,402	562,018
45										
46	Total Dir & Personnel Exp.	246,022	312,735	556,442	647,312	541,615	364,793	684,318	702,702	727,758
47	Overhead Allocation	21,210	37,101	103,274	336,224	307,729	41,300	407,024	418,891	445,779
48										
49	Total	267,232	349,836	659,716	983,536	849,344	406,093	1,091,342	1,121,593	1,173,538

	4/24/2009									
					Approved Budget	Projected Actual	Approved 3-Year Plan	Proposed Budget	Proposed Budget	Proposed Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
SECTION COORDINATION										
REVENUES:										
1	Section \$6 Administrative Fee	80,146	110	57	0	0	0	83,300	83,300	83,300
2	Lobby Fee	0	0	0	0	0	0	4,000	4,000	4,000
3	Law Student Section (Dissolving Transfer)	0	0	0	0	0	0	3,700	0	0
4	Chargeback Staff Time: Title Standards/Time's Up Manual	0	0	0	0	0	0	4,000	4,000	4,000
5	Other	0	15	0	0	0	0	0	0	0
6	Total Section Revenue	80,146	125	57	0	0	0	95,000	91,300	91,300
7										
EXPENSES:										
9	Direct Expense:									
10	Postage	1,024	111	464	1,900	1,900	2,100	700	700	700
11	Copying	622	95	106	350	350	400	250	250	250
12	Supplies	617	1,043	786	600	600	700	1,300	1,300	1,300
13	Printing	0	0	90	600	600	700	500	500	500
14	New Lawyer Section	13,238	13,544	13,616	15,500	11,500	15,500	12,500	12,500	12,500
15	Credit Card Fees	0	0	0	0	0	1,000	0	0	0
16	Miscellaneous	4,628	5,406	5,952	3,500	3,500	3,800	3,000	3,000	3,000
17										
18	Total Direct Expense	20,129	20,199	21,014	22,450	18,450	24,200	18,250	18,250	18,250
19										
20	Personnel Expenses:									
21	Salaries	142,855	142,354	150,927	166,070	166,070	170,913	175,078	182,081	189,364
22	FICA & Unemployment	10,197	9,939	10,683	13,417	13,417	13,846	13,913	14,469	15,048
23	Employee Benefits	31,835	27,990	30,939	35,151	35,151	33,820	41,357	43,011	44,732
24	Exp, Travel & Education.	0	0	221	1,375	1,375	1,622	1,000	1,040	1,082
25										
26	Total Personnel Expenses	184,887	180,283	192,770	216,014	216,014	220,201	231,348	240,602	250,226
27										
28	Total Dir & Personnel Exp.	205,016	200,482	213,784	238,464	234,464	244,401	249,598	258,852	268,476
29	Overhead Allocation	136,197	142,907	128,431	123,862	113,355	151,530	148,458	154,305	164,451
30										
31	Total Section Expenses	341,213	343,389	342,215	362,326	347,819	395,931	398,056	413,157	432,927

	4/24/2009									
					Approved Budget	Projected Actual	Approved 3-Year Plan	Proposed Budget	Proposed Budget	Proposed Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
	PUBLIC EDUCATION (Mock Trial & Civic Education)									
	REVENUES:									
1	Mock Trial Revenue									
2	Mock Trial Fees	36,300	31,858	29,851	32,000	31,000	34,000	32,000	37,350	36,850
3	MSBA Foundation	2,500	3,000	5,000	2,500	2,500	2,500	2,500	2,500	2,500
4	Contributions	3,350	1,583	1,250	2,500	5,500	2,500	5,500	5,500	5,500
5	Civil Litigation	4,000	4,000	4,000	2,500	2,500	2,500	2,500	2,500	2,500
6	Other Sponsor	250	25	1,800	2,000	2,000	5,000	5,000	5,000	5,000
7										
8	Total Mock Trial Revenue	46,400	40,466	41,901	41,500	43,500	46,500	47,500	52,850	52,350
9										
10	EXPENSES:									
11	Direct Expenses:									
12	Mock Trial Direct Expenses:									
13	Awards	7,616	2,439	2,548	2,500	2,500	2,500	3,000	3,500	3,000
14	Certificates	-	155	302	400	400	1,000	400	400	400
15	Committees							500	500	500
16	Conference Fees	100	669	482	750	750	750	550	550	550
17	Facilities Rental	318	2,253	2,782	4,000	2,500	2,400	3,000	3,000	3,000
18	Food & Beverage	6,547	5,537	5,598	7,500	7,500	7,500	7,000	7,000	7,000
19	Mock Trial Camp							-	5,000	5,000
20	Printing/Copying	6,765	7,157	7,015	9,000	9,000	8,000	9,000	9,000	9,000
21	Supplies	428	339	362	500	300	1,000	500	500	500
22	Volunteer/Teacher Training	804	381	2,600	2,600	2,600	3,600	3,000	3,000	3,000
23	Postage	2,971	899	2,194	5,000	5,000	4,000	5,000	5,000	5,000
24	Telephone	298	318	455	650	650	650	650	650	650
25	Temporary Help/Consultants	6,771	-	-	5,650	5,650	6,300	5,650	5,650	5,650
26	Travel	2,489	2,219	3,291	5,500	5,500	5,500	5,500	5,500	5,500
27	Travel -National Team			5,300				3,000	3,000	3,000
28	Miscellaneous	6,093	4,918	681	1,000	600	1,250	600	600	600
29										
30	Mock Trial Total Direct Expenses	41,200	27,284	33,610	45,050	42,950	44,450	47,350	52,850	52,350
31										
32	Civic Ed Direct Expenses:									
33	Civic Ed. National Conference			1,471	1,500	1,500		-	-	-
34	Classroom Involvement				1,500	1,500		-	-	-
35	Committees							-	-	-
36	Computer Services/Support		2,010		600	600		-	-	-
37	Conference Fees							-	-	-
38	Courier Service		29					-	-	-
39	Food and Beverage		961	1,883	3,000	3,000		-	-	-
40	Mileage & Parking		42	529	200	200		-	-	-
41	Partnerships							-	-	-
42	Postage		154	27	180	180		-	-	-
43	Printing/Copying		216	855	300	300		-	-	-
44	Promotional Materials				100	100		-	-	-
45	Supplies		100	169	175	175		-	-	-
46	Telephone		408	243	435	435		-	-	-
47	Temporary/Intern		845					-	-	-
48	Volunteer/Teacher Training							-	-	-
49	Miscellaneous	2,086	1,311	4,441	270	270	10,000	-	-	-
50										
51	Civic Ed Direct Expenses	2,086	6,076	9,618	8,260	8,260	10,000	-	-	-
52										
53	Total Direct Expenses	43,286	33,360	43,228	53,310	51,210	54,450	47,350	52,850	52,350
54										
55	Personnel Expenses:									
56	Salaries	54,969	77,641	83,151	98,355	98,355	81,560	88,252	91,782	95,453
57	FICA & Unemployment	4,184	5,866	6,320	7,980	7,980	6,732	7,158	7,444	7,742

	4/24/2009									
					Approved	Projected	Approved	Proposed	Proposed	Proposed
					Budget	Actual	3-Year	Budget	Budget	Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
58	Employee Benefits	6,677	9,864	15,397	13,945	13,945	13,987	18,463	19,202	19,970
59	Exp, Travel & Education.	47	0	0	0	0	0	0	0	0
60										
61	Total Personnel Expenses	65,877	93,371	104,868	120,279	120,279	102,279	113,873	118,428	123,165
62										
63	Total Dir & Personnel Exp.	109,163	126,731	148,096	173,589	171,489	115,533	161,223	171,278	175,515
64	Overhead Allocation	67,324	94,813	104,599	90,166	82,683	100,970	95,893	102,101	107,509
65										
66	Total Public Education Expenses	176,487	221,544	252,695	263,755	254,172	187,165	257,116	273,379	283,024

	4/24/2009									
					Approved	Projected	Approved	Proposed	Proposed	Proposed
					Budget	Actual	3-Year	Budget	Budget	Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
	LEGISLATIVE RELATIONS									
	REVENUES:									
1	Program Revenue	38,732	40,955	37,372	40,000	34,000	40,000	35,000	38,000	40,000
2	Other			16,750	0	0				
3	Total Program Revenues	38,732	40,955	54,122	40,000	34,000	40,000	35,000	38,000	40,000
4										
5	EXPENSES:									
6	Direct Expenses:									
7	Legislative Rep.	127,894	139,922	125,679	125,000	135,000	125,000	115,000	115,000	115,000
8	NABE Legislative Conference			0	1,500	1,500		0	0	0
9	ABA Day							4,000	4,000	4,000
10	Lawyer/Legislator Event(s)							1,000	1,000	1,000
11	Software (CapWiz)							2,500	2,500	2,500
12	Miscellaneous	841	1,312	976	1,500	1,500	2,500	1,500	1,500	1,500
13										
14	Total Direct Expenses	128,735	141,234	126,655	128,000	138,000	127,500	124,000	124,000	124,000
15										
16	Personnel Expenses:									
17	Salaries	36,340	34,784	7,805	9,015	9,015	16,254	58,412	60,748	63,178
18	FICA & Unemployment	2,751	2,638	582	711	711	1,290	3,674	3,821	3,974
19	Employee Benefits	5,446	4,445	1,458	1,463	1,463	3,307	5,101	5,305	5,517
20	Exp, Travel & Education.	0	0	0	150	150	0	150	156	162
21										
22	Total Personnel Expenses	44,537	41,867	9,845	11,338	11,338	20,851	67,337	70,031	72,832
23										
24	Total Dir & Personnel Exp.	173,272	183,101	136,500	139,338	149,338	148,351	191,337	194,031	196,832
25	Overhead Allocation	91,751	93,439	79,442	72,375	66,680	91,978	113,805	115,664	120,567
26										
27	Total Legislative Exp.	265,023	276,540	215,942	211,713	216,018	240,329	305,142	309,695	317,399

	4/24/2009										
					Approved	Projected	Approved	Proposed	Proposed	Proposed	
					Budget	Actual	3-Year	Budget	Budget	Budget	
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY	
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12	
	ASSOCIATION GOVERNANCE										
1	EXPENSES:										
2	Direct Expenses:										
3	ABA:										
4	Annual Meeting	17,743	25,895	28,248	21,000	25,200	23,000	16,550	18,550	18,550	
5	Mid-Year Meeting	9,685	17,665	17,841	18,000	16,000	19,000	11,300	13,300	13,300	
6	Midwest Regional	7,819	5,423	5,017	7,000	7,000	7,100	6,000	6,000	6,000	
7	Leadership Conf	2,005	5,264	4,368	3,500	3,500	3,600	3,500	3,500	3,500	
8	NABE/ASAE Meetings	562	220	1,242	2,000	1,500	3,000	1,500	1,500	1,500	
9	ABA/NABE/NCBP Dues	1,165	1,799	3,073	2,000	1,000	2,000	2,000	2,000	2,000	
10	Minority Bar Reps.	974	3,250	1,215	4,000	0	4,700	0	0	0	
11	Other	0	1,093	0	1,500	1,000	2,000	1,000	1,000	1,000	
12	ABA Day in Washington	4,895	5,098	6,355	4,650	3,650	4,650	0	0	0	
13	MSBA:										
14	Bar Leadership Conference	4,033	4,548	4,345	5,000	3,900	5,400	4,000	4,000	4,000	
15	Past President's Dinner	0	2,810	0	3,500	3,500	4,200	0	4,200	0	
16	Assembly/Council Meeting	15,084	13,319	0	0	0	0	0	0	0	
17	Council Planning Conference	2,472	4,082	0	0	0	0	0	0	0	
18	Assembly Meetings			8,152	7,200	4,000	8,450	5,000	5,000	5,000	
19	Assembly Committees							1,500	1,500	1,500	
20	Council Meetings		18	3,591	7,000	3,500	7,400	4,000	4,000	4,000	
21	Inter-Org. Relations	14,362	12,164	13,944	10,600	10,600	10,900	8,600	8,600	8,600	
22	District Bar Outreach			9,079	18,000	18,000		0	0	0	
23	Officer Expenses	4,601	3,365	3,083	8,500	8,500	8,500	8,500	8,500	8,500	
24	Council Discretionary Fund	5,774	5,311	857	10,000	10,000	7,500	2,500	2,500	2,500	
25	Senior Counselor's Event	0	0	0	0	0	0	4,000	4,000	4,000	
26	Miscellaneous	2,745	2,471	2,940	2,750	2,750	2,800	2,800	2,800	2,800	
27	Historical: Committee Coordination	35,377	25,252	28,370	28,900	26,900	32,600	0	0	0	
28	Historical: Strategic Change	870	51,448	7,627	0	0	45,200	0	0	0	
29											
30	Total Direct Expenses	129,296	190,495	149,347	165,100	150,500	202,000	82,750	90,950	86,750	
31											
32	Personnel Expenses:										
33	Salaries	119,100	124,525	128,511	133,837	133,837	127,081	139,676	145,263	151,074	
34	FICA & Unemployment	7,265	7,640	7,548	7,968	7,968	7,739	8,743	9,092	9,456	
35	Employee Benefits	18,104	19,144	20,882	29,587	29,587	25,860	35,969	37,408	38,904	
36	Exp. Travel & Education	3,946	1,033	1,309	945	945	633	1,050	1,092	1,136	
37	Historical: Committee Coordination Personnel Expenses	93,783	102,471	166,614	177,246	177,246	157,204	0	0	0	
38	Historical: Strategic Change Personnel Expenses	30,453	25,733	43,441	43,711	43,711	89,305	0	0	0	
39											
40	Total Personnel Expenses	272,651	280,546	368,305	393,294	393,294	407,822	185,438	192,855	200,569	
41											
42	Total Dir & Personnel Exp.	401,947	471,041	517,652	558,394	543,794	609,822	268,188	283,805	287,319	
43	Overhead Allocation	157,288	173,137	172,125	160,259	146,695	177,019	159,515	169,180	175,994	
44	Historical: Committee Coordination Overhead	104,620	123,670	119,163	116,581	106,687	129,211	0	0	0	
45	Historical: Strategic Change Overhead	34,556	78,324	31,777	22,704	21,337	83,394	0	0	0	
46											
47	Total Assn Governance Exp.	698,411	846,172	840,717	857,938	818,513	999,446	427,703	452,985	463,313	

4/24/2009											
					Approved Budget	Projected Actual	Approved 3-Year Plan	Proposed Budget	Proposed Budget	Proposed Budget	
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY	
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12	
BENCH BAR FORUM											
REVENUES:											
1	1st Judicial District							5,200	5,200	5,200	
2	3rd Judicial District							3,900	3,900	3,900	
3	5th Judicial District							2,300	2,300	2,300	
4	6th Judicial District							2,200	2,200	2,200	
5	7th Judicial District							4,000	4,000	4,000	
6	8th Judicial District							2,400	2,400	2,400	
7	9th Judicial District							2,700	2,700	2,700	
8	10th Judicial District							3,000	3,000	3,000	
9	Statewide Event							25,000	25,000	25,000	
10	Historical Annual Convention	87,124	117,681	114,621	112,000	112,000	108,000				
11											
12	Total Revenue	87,124	117,681	114,621	112,000	112,000	108,000	50,700	50,700	50,700	
13											
14	EXPENSES:										
15	1st Judicial District							7,000	7,000	7,000	
16	3rd Judicial District							8,000	8,000	8,000	
17	5th Judicial District							5,000	5,000	5,000	
18	6th Judicial District							6,500	6,500	6,500	
19	7th Judicial District							8,000	8,000	8,000	
20	8th Judicial District							3,500	3,500	3,500	
21	9th Judicial District							3,000	3,000	3,000	
22	10th Judicial District							3,000	3,000	3,000	
23	Statewide Event							25,000	25,000	25,000	
24	Historical Annual Convention	84,645	133,000	124,383	112,000	112,000	108,000				
25											
26	TOTAL DIRECT EXPENSES	84,645	133,000	124,383	112,000	112,000	108,000	69,000	69,000	69,000	
27											
28	NET DIRECT REVENUE/EXPENSE	2,479	(15,319)	(9,762)	0	0	0	(18,300)	(18,300)	(18,300)	
29											
30											
31	PERSONNEL EXPENSE										
32	Salaries	29,303	20,002	24,179	35,666	35,666	37,465	40,221	41,830	43,503	
33	FICA & Unemployment	2,057	1,275	1,808	2,889	2,889	3,098	3,195	3,322	3,455	
34	Employee Benefits	5,561	5,229	5,918	5,908	5,908	3,394	8,023	8,344	8,678	
35	Exp, Travel & Education.	193	0	0	0	0	0	350	364	379	
36											
37											
38	TOTAL PERSONNEL EXPENSES	37,114	26,506	31,905	44,463	44,463	43,956	51,788	53,860	56,014	
39											
40	TOTAL DIRECT & PERSONNEL EXP.	121,759	159,506	156,288	156,463	156,463	151,956	120,788	122,860	125,014	
41											
42	Overhead Allocation	97,709	97,562	95,331	81,270	74,681	94,214	71,843	73,238	76,576	
43											
44											
45	TOTAL EXPENSES	219,468	257,068	251,619	237,733	231,144	246,170	192,632	196,098	201,590	
46											
47											
48											
49	BENCH BAR OUTREACH/CONVENTION SUMMARY:										
50	TOTAL REVENUE	87,124	117,681	114,621	112,000	112,000	108,000	50,700	50,700	50,700	
51	TOTAL DIRECT EXPENSE	84,645	133,000	124,383	112,000	112,000	108,000	69,000	69,000	69,000	
52	TOTAL PERSONNEL EXPENSE	37,114	26,506	31,905	44,463	44,463	43,956	51,788	53,860	56,014	
53	TOTAL OVERHEAD EXPENSE	97,709	97,562	95,331	81,270	74,681	94,214	71,843	73,238	76,576	
54											
55											
56	EXCESS(DEFICIENCY)	(132,344)	(139,387)	(136,998)	(125,733)	(119,144)	(138,170)	(141,932)	(145,398)	(150,890)	

	4/24/2009									
					Approved	Projected	Approved	Proposed	Proposed	Proposed
					Budget	Actual	3-Year	Budget	Budget	Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
	CERTIFICATION PROGRAMS									
1	REVENUES:									
2	Civil Trial	57,211	48,519	66,840	50,900	50,900	51,600	57,185	57,063	57,185
3	Real Property	62,546	51,384	66,368	47,500	47,500	47,500	65,750	65,628	65,750
4	Labor & Employment	0	0	0	0	0	0	31,000	30,878	31,000
5	Criminal Law	0	0	0	0	0	0	33,875	33,751	33,875
6	Other	0	0	0	0	0	0	-	-	-
7										
8	Total Revenues	119,757	99,903	133,208	98,400	98,400	99,100	187,810	187,320	187,810
9										
10	EXPENSES:									
11	Direct Expenses:									
12	Civil Trial	19,771	15,719	43,161	28,433	28,433	14,987	38,880	38,880	38,110
13	Real Property	28,445	22,651	44,690	29,033	29,033	14,887	38,880	38,880	38,110
14	Labor & Employment	0	0	0	0	0	0	23,000	23,000	22,230
15	Criminal Law	0	0	0	0	0	0	25,310	25,310	24,540
16	Miscellaneous	0	0	0	0	0	0	-	-	-
17										
18	Total Direct Expenses	48,216	38,370	87,851	57,466	57,466	29,874	126,070	126,070	122,990
19										
20	Personnel Expenses:									
21	Salaries	40,900	34,842	20,758	22,964	22,964	39,410	31,896	33,172	34,499
22	FICA & Unemployment	3,566	2,706	1,506	1,970	1,970	3,212	2,654	2,760	2,871
23	Employee Benefits	9,075	7,988	5,096	0	0	10,604	3,190	3,318	3,450
24	Exp, Travel & Education.	0	0	0	0	0	0	0	0	0
25										
26	Total Personnel Expenses	53,541	45,536	27,360	24,934	24,934	53,226	37,740	39,250	40,820
27										
28	Total Dir & Personnel Exp.	101,757	83,906	115,211	82,400	82,400	83,100	163,810	165,320	163,810
29	Overhead Allocation	18,000	16,000	18,000	16,000	16,000	16,000	24,000	22,000	24,000
30										
31	Total Civil Trial Cert Exp.	119,757	99,906	133,211	98,400	98,400	99,100	187,810	187,320	187,810
	CERTIFICATION-DEVELOPMENT									
	Personnel Expenses:									
	Salaries	0	0	0	15,000	15,000	0	0	0	0
	FICA & Unemployment	0	0	0	1,362	1,362	0	0	0	0
	Employee Benefits	0	0	0	0	0	0	0	0	0
	Exp, Travel & Education.	0	0	35	0	0	0	0	0	0
	Total Personnel Expenses	0	0	35	16,362	16,362	0	0	0	0
	Total Dir & Personnel Exp.	0	0	35	16,362	16,362	0	0	0	0

	4/24/2009										
					Approved	Projected	Approved	Proposed	Proposed	Proposed	
					Budget	Actual	3-Year	Budget	Budget	Budget	
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY	
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12	
	MSBA ADVANTAGE PROGRAM										
1	REVENUES:										
2	Membership Lists	24,128	40,643	34,021	33,100	34,100	31,827	33,100	33,100	33,100	
3	Insurance Royalties	97,627	124,898	102,964	106,943	120,000	107,880	111,221	113,445	115,713	
4	MLM Insurance			15,000	15,000	15,000		15,000	15,000	15,000	
5	Office Max			0	1,500	0		0	0	0	
6	ABA Publishing			0	3,500	3,500		0	0	0	
7	Travel Programs	6,125	3,724	5,790	4,680	4,680	4,867	500	2,000	3,000	
8	MBNA Affinity Credit Card	31,348	28,892	35,305	35,540	26,000	36,606	30,000	30,000	30,000	
9	AVIS Car rental	254	100	146	1,000	1,000	2,000	228	228	228	
10	Miscellaneous	4,214	0	221	4,500	4,500	5,500	0	0	0	
11											
12	Total Revenues	163,696	198,257	193,447	205,763	208,780	188,680	190,049	193,773	197,041	
13											
14	EXPENSES:										
15	Direct Expenses:										
16	Promotional Materials	980	0	0	7,500	7,500	7,500	2,000	2,000	2,000	
17	Advertising	0	0	0	0	0	0	520	520	520	
18	Target Mailings	0	0	0	0	0	0	0	0	0	
19	Unrelated Business Income Tax (UBIT)	16,186	0	0	0	0	14,000	0	0	0	
20	Vendor Sponsorship	0	0	0	0	0	0	0	0	0	
21	Miscellaneous	1,703	730	1,459	4,000	3,425	6,240	0	0	0	
22											
23	Total Direct Expenses	18,869	730	1,459	11,500	10,925	27,740	2,520	2,520	2,520	
24											
25	Net Revenue/Expense	144,827	197,527	191,988	194,263	197,855	160,940	187,529	191,253	194,521	
26											
27	Personnel Expenses:										
28	Salaries	26,009	20,677	21,700	20,511	20,511	27,849	15,682	16,310	16,962	
29	FICA & Unemployment	2,016	1,559	1,635	1,804	1,804	2,422	1,275	1,326	1,379	
30	Employee Benefits	5,220	2,956	3,166	2,636	2,636	3,750	3,558	3,701	3,849	
31	Exp, Travel & Education.	0	1,227	0	75	75	32	75	78	81	
32											
33	Total Personnel Expenses	33,245	26,419	26,501	25,027	25,027	34,054	20,590	21,414	22,271	
34											
35	Total Dir & Personnel Exp.	52,114	27,149	27,960	36,527	35,952	61,794	23,110	23,934	24,791	
36	Overhead Allocation	29,789	34,353	23,833	18,973	17,337	38,312	13,746	14,267	15,185	
37											
38	Total MSBA Advantage Program	81,903	61,502	51,793	55,499	53,289	100,106	36,856	38,201	39,976	

	4/24/2009									
					Approved	Projected	Approved	Proposed	Proposed	Proposed
					Budget	Actual	3-Year	Budget	Budget	Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
	Policy									
	REVENUES:									
1	Legal Services Program Contracts	37,544	80,000	79,980	80,000	80,000	76,000	80,000	80,000	80,000
2	ProJusticeMN.org: MSB Foundation	5,000	5,000	5,000	5,000	5,000	5,000	5,750	4,000	4,000
3	ProJusticeMN.org: MVAP	15,000	8,000	24,000	16,000	16,000	15,000	16,000	10,000	10,000
4	Other	2,655	6,294	65			43,300			
5	Total Revenue	60,199	99,294	109,045	101,000	101,000	139,300	101,750	94,000	94,000
6										
7	EXPENSES									
8	Direct Expenses:									
9	Committee Meetings							2,500	2,500	2,500
10	NLADA Conf	2,339	344	0	2,000	0	2,000	1,500	1,500	1,500
11	Equal Justice Conference	2,182	2,491	320	3,000	3,000	3,000	1,500	1,500	1,500
12	TIG Conference			1,273	0	0		0	0	0
13	Becker Awards	1,756	2,204	3,552	3,600	3,600	3,000	3,000	3,000	3,000
14	Recruitment & Pro Bono Directories	4,215	4,356	476	8,000	3,000	8,200	1,500	1,500	1,500
15	Subscriptions, Dues, Publications	1,190	1,350	1,460	1,500	1,500	2,000	2,000	2,000	2,000
16	Legal Services Contract & Performance	1,333	2,066	1,191	2,000	2,000	2,000	2,000	2,000	2,000
17	ProJusticeMN.org	0	5,000	9	5,000	5,000	5,000	5,750	4,000	4,000
18	Miscellaneous	2,161	3,222	1,017	2,500	2,500	900	2,500	2,500	2,500
19	Civil Gideon Task Force							2,000	0	0
20	LAD Statewide Client Access Research Project							10,000	10,000	10,000
21	Judicial Plebiscite	0	14,462	0	10,000	10,000	10,000	0	10,000	0
22										
23	Total Direct Expenses	15,176	35,495	9,298	37,600	30,600	26,100	34,250	40,500	30,500
24										
25	Personnel Expenses:									
26	Salaries	80,821	115,310	85,779	114,710	114,710	127,544	183,509	190,849	198,483
27	FICA & Unemployment	6,150	8,192	6,423	9,300	9,300	10,174	14,595	15,179	15,786
28	Employee Benefits	12,091	17,287	18,475	13,179	13,179	20,652	37,085	38,568	40,111
29	Exp, Travel & Education.	378	761	1,051	2,175	2,175	1,298	3,525	3,666	3,813
30										
31	Total Personnel Expenses	99,440	141,550	111,728	139,364	139,364	159,667	238,714	248,262	258,193
32										
33	Total Dir & Personnel Exp.	114,616	177,045	121,026	176,964	169,964	185,767	272,964	288,762	288,693
34	Overhead Allocation	89,368	109,929	94,006	86,724	78,682	115,176	162,356	172,135	176,835
35										
36	Total LAD Exp.	203,984	286,974	215,032	263,688	248,646	300,944	435,319	460,897	465,528

	4/24/2009									
					Approved	Projected	Approved	Proposed	Proposed	Proposed
					Budget	Actual	3-Year	Budget	Budget	Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
	Diversity									
	REVENUES:									
1	Other: mnlegaldiversity.org	0	0	0	0	0	0	7,627	1,000	1,000
2	Total Revenues	0	0	0	0	0	0	7,627	1,000	1,000
3										
4	EXPENSES:									
5	Direct Expenses:									
6	SAGE Program	86	-	605	4,300	2,300	4,300	1,500	11,500	1,500
7	MN Minority Clerkship Program	-	2,245	3,978	4,000	3,300	4,000	3,500	3,500	3,500
8	Committee Expenses							500	500	500
9	mnlegaldiversity.org							7,627	1,000	1,000
10	ABA: Minority bar participation							2,900	2,900	2,900
11	Updating Diversity Audit									
12	Minority Bar Summit							1,000	1,000	1,000
13	Diversity pipeline project							1,000	1,000	1,000
14										
15	Total Direct Expenses	86	2,245	4,583	8,300	5,600	8,300	18,027	21,400	11,400
16										
17	Personnel Expenses:									
18	Salaries							33,404	34,740	36,129
19	FICA & Unemployment							2,446	2,544	2,646
20	Employee Benefits							6,240	6,490	6,749
21	Exp, Travel & Education.							0	0	0
22										
23	Total Personnel Expenses	0	0	0	0	0	0	42,090	43,773	45,524
24										
25	Total Dir & Personnel Exp.	86	2,245	4,583	8,300	5,600	0	60,117	65,173	56,924
26	Overhead Allocation	0	0	0	0	0	0	35,757	38,851	34,868
27										
28	Total Diversity Expenses	86	2,245	4,583	8,300	5,600	0	95,873	104,024	91,792

	4/24/2009										
					Approved	Projected	Approved	Proposed	Proposed	Proposed	
					Budget	Actual	3-Year	Budget	Budget	Budget	
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY	
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12	
	OUTSIDE ORGANIZATIONS										
1	REVENUES:										
2	MDLA	5,850	5,850	5,850	5,850	5,850	5,000	5,850	5,850	5,850	
3	MIPLA	13,000	15,600	15,600	15,600	15,600	15,600	35,800	35,800	35,800	
4	MSBA Foundation	2,000	2,000	2,000	14,000	14,000	2,000	32,000	32,000	32,000	
5	District/Affil./Foundations Dues Collection Fee							0	0	0	
6	MVAP (Wills for Hero's)							0	0	0	
7	Miscellaneous (NAPABA)	510	360	360	660	660	660	300	300	300	
8	Total Revenues	21,360	23,810	23,810	36,110	36,110	23,260	73,950	73,950	73,950	
9											
10	EXPENSES:										
11	Direct Expenses:										
12	LRAP	1,260	1,123	675	1,000	1,000	1,000	500	500	500	
13	Lawyers Concerned For Lawyers	15,000	15,000	15,000	5,000	5,000	15,000	2,500	2,500	2,500	
14	Miscellaneous										
15	Total Direct Expenses	16,260	16,123	15,675	6,000	6,000	16,000	3,000	3,000	3,000	
16											
17	Personnel Expenses:										
18	Salaries	25,740	27,037	34,497	34,674	34,674	25,880	56,087	58,331	60,664	
19	FICA & Unemployment	1,836	1,922	1,916	2,817	2,817	2,135	4,537	4,718	4,907	
20	Employee Benefits	5,596	5,621	6,607	5,908	5,908	3,744	12,906	13,422	13,959	
21	Exp, Travel & Education.	0	0	0	225	225	16	525	546	568	
22											
23	Total Personnel Expenses	33,172	34,580	43,020	43,624	43,624	31,775	74,055	77,017	80,097	
24											
25	Total Dir & Personnel Exp.	49,432	50,703	58,695	49,624	49,624	47,775	77,055	80,017	83,097	
26	Overhead Allocation	0	0	0	0	0	0	0	0	0	
27											
28	Total Outside Organizations Exp.	49,432	50,703	58,695	49,624	49,624	47,775	77,055	80,017	83,097	

*LRAP: In addition, MSBA does not charge for the use of office space, Overhead expenses, and furniture estimated at approximately \$2,000.

	4/24/2009									
					Approved	Projected	Approved	Proposed	Proposed	Proposed
					Budget	Actual	3-Year	Budget	Budget	Budget
		Actual	Actual	Actual	FY	FY	Plan	FY	FY	FY
		2005-06	2006-07	2007-08	2008-09	2008-09	2008-09	2009-10	2010-11	2011-12
	OVERHEAD: MEMBERSHIP BILLING									
1	REVENUES:									
2										
3	EXPENSES:									
4	Dues Statements & Programming	4,705	3,862	4,976	4,000	3,000	10,000	4,000	4,000	4,000
5	Postage/Mailing Service	10,825	12,272	11,016	14,500	6,000	23,100	6,000	6,000	6,000
6	Envelopes	1,763	1,364	0	1,500	0	3,200	1,500	1,500	1,500
7	Temporary Help	14	1	0	3,500	0	8,000	0	0	0
8	Lock Box Fees	3,019	2,950	3,177	3,500	3,550	3,308	3,700	3,700	3,700
9	Credit Card Fees	10,604	12,989	17,898	14,000	17,000	10,800	21,500	24,500	26,500
10	Miscellaneous	507	68	1,120	1,000	500	3,100	1,000	1,000	1,000
11										
12	Total Direct Expenses	31,437	33,506	38,187	42,000	30,050	61,508	37,700	40,700	42,700
13										
14	Personnel Expenses:									
15	Salaries	53,552	46,830	52,723	55,485	55,485	39,338	44,124	45,889	47,724
16	FICA & Unemployment	3,854	3,104	3,609	4,496	4,496	3,212	3,583	3,726	3,875
17	Employee Benefits	8,074	7,750	9,335	12,928	12,928	7,875	11,480	11,939	12,417
18	Exp. Travel & Education.	0	0	0	75	75	68	0	0	0
19										
20	Total Personnel Expenses	65,480	57,684	65,667	72,985	72,985	50,493	59,187	61,554	64,017
21										
22	Total Member Bill. Exp.	96,917	91,190	103,854	114,985	103,035	112,001	96,887	102,254	106,717
23										
24	Net Member Bill. Rev./Exp.	(96,917)	(91,190)	(103,854)	(114,985)	(103,035)	(112,001)	(96,887)	(102,254)	(106,717)

4/24/2009										
					Approved Budget FY 2008-09	Projected Actual FY 2008-09	Approved 3-Year Plan 2008-09	Proposed Budget FY 2009-10	Proposed Budget FY 2010-11	Proposed Budget FY 2011-12
		Actual 2005-06	Actual 2006-07	Actual 2007-08						
OVERHEAD: OFFICE										
REVENUES:										
1	Rent Revenue: Subsidy	102,297	125,307	108,294	115,635	115,635	115,635	85,000	85,000	85,000
2	Copying (internal) Revenue	21,403	22,640	22,021	23,000	23,000	22,000	20,000	20,000	20,000
3	Other Office Revenue	1,113	4,283	1,560	1,600	1,600	1,600	1,500	1,500	1,500
4	Total Office Revenues	124,813	152,230	131,875	140,235	140,235	139,235	106,500	106,500	106,500
5										
6	EXPENSES:									
7										
8	Direct Office Expenses:									
9	Depreciation - Leasehold Improve	95,245	99,530	37,602	108,565	45,500	77,996	46,951	56,951	70,451
10	Depreciation - Leasehold Improve (Contra)	(89,538)	(89,538)	(89,538)	(74,615)	(74,615)	(74,615)	0	0	0
11	Depreciation - Office Equipment	9,898	4,986	3,557	769	769	0	5,239	5,239	5,239
12	Depreciation - Office Equipment (Contra)	0	0	0	0	0	0	0	0	0
13										
14	Rent	286,784	286,627	297,382	325,000	325,000	325,000	376,000	401,000	422,000
15										
16	Accounting/Audit/Tax Fees	16,140	19,030	11,100	13,000	13,000	18,762	12,000	12,000	12,000
17	Bank/Trust Fees	8,376	9,971	8,108	10,025	10,025	10,576	10,500	10,500	10,500
18	Consulting Fees/Legal Fees	12,958	18,183	3,069	2,000	3,000	2,000	2,000	2,000	2,000
19	Copier Maintenance/Supplies	4,399	4,861	5,234	5,250	5,250	5,500	4,600	4,600	4,600
20	Insurance	20,972	21,514	22,091	28,000	19,000	25,830	20,000	20,700	21,400
21	Miscellaneous	12,556	12,594	18,301	6,950	4,800	9,950	5,500	5,500	5,500
22	New Employee Expense	356	2,957	2,102	1,000	1,000	1,000	1,000	1,000	1,000
23	Non-Capital Equipment	8,069	2,912	6,243	5,000	5,000	7,000	5,000	7,000	5,000
24	Office General Supplies	10,310	9,625	9,587	9,500	9,000	9,000	9,000	9,500	9,500
25	Office Outside Printed Materials	9,158	4,872	8,204	5,000	4,500	9,500	8,000	8,000	8,000
26	Office Plain Paper Supplies	4,183	4,381	3,579	4,400	4,000	4,400	4,500	3,500	3,500
27	Offsite Storage Fees							1,350	1,350	1,350
28	Payroll Service Fees	5,914	6,311	5,647	6,174	6,174	6,483	6,100	6,100	6,100
29	Postage	13,840	22,077	15,647	12,500	12,500	12,500	12,000	12,000	10,000
30	Repairs	265	819	3,101	1,000	1,000	1,000	1,000	1,000	1,000
31	Staff Training/Meetings	14,605	16,770	10,401	16,000	15,000	8,000	11,000	11,000	11,000
32	Subscriptions/Dues	7,708	7,867	7,627	8,500	8,500	8,500	8,000	8,000	8,000
33	Telephone	10,954	12,510	9,815	11,000	8,000	13,000	10,000	10,000	10,000
34	Temporary Help	17,358	31,074	801	5,000	0	10,000	15,000	15,000	30,000
35										
36	Total Direct Office Exp.	480,510	509,933	399,660	510,018	426,403	491,382	574,740	611,940	658,140
37										
38										
39	Personnel Expenses:									
40	Salaries	272,955	305,840	364,573	322,438	322,438	312,437	319,810	332,603	345,907
41	FICA & Unemployment	30,422	33,034	38,319	23,674	23,674	22,427	24,418	25,395	26,411
42	Employee Benefits	38,770	53,044	60,146	73,923	73,923	63,408	80,508	83,729	87,078
43	Professional Fees		79,335					0	0	0
44	Travel/Education	178	1,460	1,939	1,050	1,050	1,146	1,050	1,092	1,136
45	Auto & Transportation	10,699	10,346	7,884	12,300	12,300	12,300	12,300	12,300	12,300
46	Staff Planning Conf	0	0	0	2,500	2,500	2,500	2,500	2,500	2,500
47	Staff Education	10	1,931	2,579	3,000	3,000	3,000	2,000	2,000	2,000
48										
49	Total Personnel Expenses	353,034	484,990	475,440	438,885	438,885	417,219	442,587	459,618	477,331
50										
51	Total Office Expense	833,544	994,923	875,100	948,903	865,288	908,601	1,017,327	1,071,558	1,135,471
52										
53	Net Office Rev./Exp.	(708,731)	(842,693)	(743,225)	(808,668)	(725,053)	(769,366)	(910,827)	(965,058)	(1,028,971)

