


**To:** Board of Directors  
**From:** Derek Poarch   
**Date:** April 17, 2015  
**Re:** **Proposed 2015-16 Budget**

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I am pleased to present on the following pages the proposed APCO budget for the 2015-16 year as developed by the department directors and executive offices. It is being sent to you for ease of reading in the same format as the monthly financial statements you have received this fiscal year. You will receive a budget presentation and request for approval of the budget at your May 6 meeting in Washington, DC.

Highlights of the document include a balanced budget with a projected \$20,852 surplus. APCO revenues are projected to rise from \$10,428,077 this year to \$10,702,390 next year. Overall expenses are projected to be \$10,681,808 this coming fiscal year. The AFC, Knowledge Management, Comm Center & 9-1-1 Services, Member Services and Government Relations Departments all project lowered department expenses for next year. Events, Member Services and the Institute project increased net income next year. The AFC budget has been lowered on the revenue side to better reflect anticipated business levels for the coming year.

A number of personnel restructurings occur in the proposed budget including the elimination of two positions in AFC to reflect current workload, the elimination of an IT position in Administration that continues to be outsourced to a contractor and the moving of a part time contract position in Events to full time. There is a new position projected in GRO that was previously authorized for regulatory matters as well as a new marketing position dedicated exclusively to the Institute along with an additional sales position for the Institute to allow us to better compete with course sales and registrations nationwide. Overall, with shifting positions as needed organizationally our FTE count is projected to only move from 55 to 56 next year.

We are again proposing a 3.5% increase in the salary line item with a proposed range of 0% to 4% for pay for performance. No monies have been included for bonuses as agreed upon this year.

I look forward to discussing this proposal in detail with you on May 6.

APCO  
Fiscal Year 2016 Budget Summary

	AFC	Institute	Events	Member	Knowledge Mgmt	Comm Ctr & 911	MarCom	Admin	Govt Relations	Board of Directors	Projects Committees	FY 2016 Proposed	FY 2015 Approved	FY 2014 Actual
Income	\$2,224,809	\$3,690,321	\$3,596,600	\$1,059,000	\$0	\$87,840	\$0	\$43,820	\$0	\$0	\$0	\$10,702,390	\$10,460,077	\$9,955,224.71
Expenses:														
Conference	\$122,500	\$0	\$2,299,691	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,422,191	\$2,286,640	2,195,535.19
Institute	\$1,300	\$473,284	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$474,584	\$457,290	477,691.59
Cost of Goods Sold	\$0	\$0	\$0	\$2,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,250	\$2,250	1,035.83
Salaries & Benefits	\$792,395	\$749,965	\$354,540	\$159,695	\$271,050	\$435,205	\$331,035	\$1,272,100	\$536,120	\$0	\$0	\$4,902,105	\$4,509,490	3,989,454.15
Temporary Help	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	45,773.76
Travel	\$18,000	\$56,000	\$46,537	\$5,500	\$11,000	\$23,000	\$9,150	\$72,000	\$30,650	\$0	\$0	\$271,837	\$284,317	250,940.47
Employee Training & D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$21,320	\$0	\$0	\$0	\$21,320	\$19,000	20,522.93
Postage and Shipping	\$1,000	\$80,339	\$5,220	\$12,000	\$120	\$600	\$240	\$3,300	\$200	\$0	\$0	\$103,019	\$101,919	103,617.95
Printing	\$4,800	\$225,369	\$3,100	\$10,000	\$360	\$820	\$240	(\$13,000)	\$100	\$0	\$0	\$231,789	\$175,021	207,447.26
Marketing	\$0	\$0	\$0	\$0	\$0	\$0	\$235,811	\$0	\$0	\$0	\$0	\$235,811	\$253,950	132,250.88
Supplies	\$1,500	\$15,000	\$2,800	\$2,400	\$2,400	\$1,000	\$1,200	\$27,160	\$1,000	\$0	\$0	\$54,460	\$57,660	49,747.64
Building & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$210,210	\$0	\$0	\$0	\$210,210	\$228,160	176,823.25
Building Occupancy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,415	\$0	\$0	\$0	\$125,415	\$125,735	119,155.26
Phone & Internet	\$23,885	\$37,795	\$18,220	\$7,765	\$7,125	\$18,810	\$55,420	\$33,400	\$12,600	\$0	\$0	\$215,020	\$192,289	162,495.23
Dues & Subscriptions	\$1,000	\$500	\$1,605	\$295	\$1,619	\$3,495	\$10,200	\$1,559	\$1,267	\$0	\$0	\$21,540	\$21,585	21,195.40
Legal & Accounting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$64,660	\$0	\$0	\$0	\$64,660	\$64,660	56,955.67
Consultants	\$240	\$50,000	\$0	\$0	\$0	\$30,000	\$0	\$82,600	\$10,500	\$0	\$0	\$173,340	\$411,070	305,469.57
Standards Development	\$0	\$0	\$0	\$0	\$0	\$11,495	\$0	\$0	\$0	\$0	\$18,600	\$30,095	\$29,650	22,509.75
Systems Maintenance	\$220,934	\$0	\$0	\$0	\$80,000	\$0	\$0	\$87,980	\$0	\$0	\$0	\$388,914	\$405,283	396,176.82
Insurance	\$0	\$6,500	\$0	\$0	\$0	\$0	\$0	\$35,288	\$0	\$0	\$0	\$41,788	\$36,388	45,847.17
Depreciation	\$11,200	\$3,180	\$1,440	\$660	\$2,520	\$1,800	\$3,000	\$69,720	\$1,800	\$0	\$0	\$95,320	\$121,704	101,810.06
Bank Charges	\$20,000	\$34,000	\$60,000	\$14,320	\$0	\$0	\$0	\$1,875	\$0	\$0	\$0	\$130,195	\$114,795	136,060.54
Projects/Committee	\$0	\$0	\$0	\$0	\$0	\$2,150	\$0	\$0	\$0	\$0	\$175,800	\$177,950	\$177,550	149,795.61
Grant Distributions	\$5,925	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	\$0	\$0	\$0	\$7,425	\$7,425	20,530.43
Executive Committee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$269,920	\$0	\$269,920	\$269,920	368,290.29
Taxes & Licenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$0	\$500	\$500	872.72
Miscellaneous	\$1,100	\$1,850	\$0	\$2,400	\$0	\$0	\$0	\$3,700	\$1,000	\$0	\$0	\$10,050	\$9,650	14,647.40
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$0	\$100	\$1,800	1,322.36
Gain (Loss) on Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	1,373.18
Fiscal Agent Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	15,400.61
Total Expenses	\$1,225,779	\$1,733,782	\$2,793,153	\$217,285	\$376,194	\$528,375	\$646,296	\$2,101,387	\$595,237	\$269,920	\$194,400	\$10,681,808	\$10,385,701	9,590,748.97
Net Income (Loss)	\$999,030	\$1,956,539	\$803,447	\$841,715	(\$376,194)	(\$440,535)	(\$646,296)	(\$2,057,567)	(\$595,237)	(\$269,920)	(\$194,400)	\$20,582	\$74,376	364,475.74