

Prepared. For Life.®

# Interpreting Council Financial Statements



BOY SCOUTS OF AMERICA®



# Table of Contents

<i>Introduction .....</i>	<i>Page 4</i>
<i>Background Information .....</i>	<i>Page 5</i>
<i>Statement of Financial Position .....</i>	<i>Page 6</i>
<i>Statement of Changes in Net Assets .....</i>	<i>Page 18</i>
<i>Statement of Cash Flows .....</i>	<i>Page 46</i>
<i>Statement of Functional Expenses .....</i>	<i>Page 54</i>
<i>Statement of Operations—Unrestricted .....</i>	<i>Page 61</i>
<i>Financial Ratios .....</i>	<i>Page 73</i>
<i>Liquidity Ratio Report .....</i>	<i>Page 76</i>
<i>Restricted Fund Report .....</i>	<i>Page 77</i>
<i>Samples of Other Useful Reports .....</i>	<i>Page 79</i>
<i>Sample Summary Budget Analysis Report .....</i>	<i>Page 81</i>
<i>Sample Project Management Report .....</i>	<i>Page 82</i>
<i>Sample FASB Audit Statement of Financial Position .....</i>	<i>Page 83</i>
<i>Sample FASB Audit Statement of Changes in Net Assets .....</i>	<i>Page 84</i>

# Introduction

---

Background	<p>Local Boy Scout councils produce financial statements to represent the financial standing of the council. These statements are used internally to provide information for the board, officers, and managers of the council to help guide their financial decisions. External distribution may be to major contributors, United Way, foundations, and other interested parties. The financial statements of a not-for-profit organization are unique in the way they account for contributions, donor-restricted gifts, gifts to endow the council’s operations and programs, deferred income from camps and activities, and other reporting options exclusive to not-for-profit operations.</p> <p>This guidebook will provide the reader with adequate information to interpret the local Boy Scout council’s financial statements.</p>
Compliance	<p>Local councils are required to prepare and present financial statements in conformity with Generally Accepted Accounting Principles (GAAP), which are established and promulgated by the Financial Accounting Standards Board (FASB). In addition, the <i>Audit and Accounting Guide: Not-for-Profit Entities</i> published by the American Institute of Certified Public Accountants (AICPA) may be a useful desk reference. Slight differences between other not-for-profit organizations and local Boy Scout councils are based on allowable options defined by the National Council of the Boy Scouts of America. The <i>Local Council Accounting Manual</i> provides guidance to council staff, management, and volunteers in proper fiscal practices and procedures.</p>
How to Use This Guidebook	<p>This guidebook is designed for individual study and as a training aid for classroom groups. It can also be used as a reference guide for analyzing a current set of financial statements. It is designed to expand the knowledge of those who have a need to understand the council’s financial statements.</p> <p><b>Note:</b> Your actual financial statements might not have all the line items included on the samples in this document. A line item will often not be printed on the statement if there is no current-year, last-year, or budgeted figure for that item.</p>

# Background Information

<b>Account Categories</b>	<p>In the council's financial system, as in all accounting systems, every account is classified as one of five categories of accounts. Every financial transaction of the council will be recorded in one or more of these categories:</p> <p><b>Assets</b> are items of value that the organization controls, such as cash, receivables, inventory, or land.</p> <p><b>Liabilities</b> are the claims against the organization, such as accounts payable and loans or mortgages.</p> <p><b>Net Assets</b> are simply the amounts remaining when the liabilities are subtracted from the assets. They are equivalent to retained earnings or equity.</p> <p><b>Revenue</b> is recorded when there is an increase in assets (such as cash) or a decrease in liabilities (such as a payable) with a simultaneous increase in the net assets. Income is segregated into Support (contributions) and Revenues (earned income).</p> <p><b>Expenses</b> are incurred when there is a decrease in assets (such as cash) or an increase in liabilities (such as payables) with a simultaneous decrease in the net assets. Expenses can be expressed in either natural or functional categories.</p>
<b>Accounting Formulas</b>	<p>The accounting system relies on the interactions within these five categories of accounts. There are two mathematical formulas that define the accounting system and allow it to function. These formulas define the relationships within the five categories. The formulas are:</p> <p style="padding-left: 40px;"><b>Assets equal Liabilities plus Net Assets</b></p> <p style="padding-left: 40px;"><b>Revenue minus Expenses equals Change in Net Assets</b></p>
<b>Fund Accounting</b>	<p>The accounting system of the Boy Scouts of America uses three funds to segregate the financial activity of the council based on the specified purpose of the activity. This comes about because donors and governing boards request that certain amounts of money be used for specific purposes. The council has the responsibility to see that the money is spent accordingly; to fulfill this stewardship function, unique funds are established to account for each specified amount of money or other asset.</p> <p>Each fund is an accounting entity complete with its share of assets, liabilities, and net assets. Revenues that are specified as belonging to the fund increase the net assets, while expenses incurred to accomplish the stated purpose of the fund decrease the net assets. The three funds are <i>Operating</i>, <i>Capital</i>, and <i>Endowment</i>. There are specific accounts that may exist only in certain funds, but most accounts are available for use in all three funds.</p>
<b>Descriptions of Funds</b>	<p>The <b>Operating Fund</b> accounts for all the council's financial activity pertaining to the annual operation and delivery of the Scouting program. By rule, the BSA has designated that permanently restricted funds will not exist in the operating fund.</p> <p>The <b>Capital Fund</b> accounts for all fixed assets that the council owns, the related liabilities, if any, and amounts designated or restricted for the purchase of fixed assets. Income and expenses related to fixed assets are also part of this fund.</p> <p>The <b>Endowment Fund</b> is used to account for investments designated by the board as quasi-endowment funds, temporarily restricted by the donor to act as endowment funds, and those that are permanently restricted by the donor as endowment funds.</p>
<b>Release of Net Assets: Reclassification</b>	<p>Contributions and interest income that have a time or purpose restriction placed on them by the donor are recorded as temporarily restricted when received. If the restriction is not met by the end of that fiscal year, the restricted contribution and interest income is processed at year end and moved to temporarily restricted net assets.</p> <p>To use these assets in the following fiscal year, it is necessary to reclassify or release from restriction the temporarily restricted net assets to unrestricted.</p>

# Statement of Financial Position

---

**Overview**

The Statement of Financial Position is a snapshot in time that tells the reader the financial condition of the council as of the date specified. The Statement is the aggregate history of the council from its beginning to the current date of measurement and includes all three funds.

There are separate listings of current and non-current assets and liabilities. Within these two groupings, individual assets and liabilities are listed in order from the most liquid or demanding to the least liquid or demanding.

Net assets are displayed by restriction, including:

- Unrestricted Funds—Funds over which the executive board has total discretion.
- Temporarily Restricted Funds—Funds on which the donor has placed a time or purpose restriction. The executive board has no discretion over these funds.
- Permanently Restricted Funds—Funds on which the donor has placed a permanent restriction. The executive board has no discretion over these funds.

This report can be printed in summary or detail format.

The statement comes with standard schedules of clarifying information of value to the reader and should not be distributed in absence of that schedule information.

The Statement of Financial Position is divided into five columns, and columns 2-5 show current and prior year:

- | 1                                | 2                     | 3         | 4            | 5         |                |        |                    |           |  |
|----------------------------------|-----------------------|-----------|--------------|-----------|----------------|--------|--------------------|-----------|--|
| Take Any Council Council - # 000 | Boy Scouts of America |           |              |           |                |        |                    |           |  |
| Statement of Financial Position  |                       |           |              |           |                |        |                    |           |  |
| Period Ending: December 31, 2018 |                       |           |              |           |                |        |                    |           |  |
|                                  | Operating Fund        |           | Capital Fund |           | Endowment Fund |        | Total of All Funds |           |  |
|                                  | 2018                  | 2017      | 2018         | 2017      | 2018           | 2017   | 2018               | 2017      |  |
| Current assets:                  |                       |           |              |           |                |        |                    |           |  |
| Cash                             | 2,868,518             | 1,842,351 | 0            | 316,032   | 90,729         | 20,944 | 2,959,246          | 2,179,387 |  |
| Short-term investments           | 272,526               | 1,515,972 | 2,504,840    | 1,862,593 |                |        | 2,777,366          | 3,378,564 |  |

Take Any Council Council - # 000				Boy Scouts of America					
Statement of Financial Position									
Period Ending: December 31, 2018									
Most Liquid		Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
		2018	2017	2018	2017	2018	2017	2018	2017
Current assets:									
Cash		2,868,518	1,842,361	0	316,082	90,729	20,944	2,959,246	2,179,387
Short-term investments		272,526	1,515,972	2,504,840	1,862,593			2,777,366	3,378,564
Accounts and notes receivable		203,601	185,706			355		203,956	185,706
Contributions receivable		1,603,027	1,713,142	1,109,124	2,745,861	15,507	15,477	2,727,658	4,474,480
Inventory		271,598	304,599					271,598	304,599
Interfund loans		1,106,515	-284,388	-2,002,687	176,504	896,172	107,884	0	0
Deferred activity expense		23,369	252,035					23,369	252,035
Deferred camp expense		53,772	9,636					53,772	9,636
Deferred special event expense		12,595	414					12,595	414
Prepaid expenses		125,705	189,005		4,390	78,916	67,159	204,620	260,554
<b>Total Current Assets</b>		<b>6,541,225</b>	<b>5,728,482</b>	<b>1,611,277</b>	<b>5,105,430</b>	<b>1,081,679</b>	<b>211,463</b>	<b>9,234,180</b>	<b>11,045,375</b>
Noncurrent assets:									
Contributions receivable	Least Liquid	86,344	12,462			30,000	611,448	116,344	623,910
Unallocated asset acquisition									
Land, buildings and equipment				16,890,414	13,962,366			16,890,414	13,962,366
Long-term investments						34,239,854	36,797,503	34,239,854	36,797,503
Other noncurrent assets				39,526	43,066	4,173,529	4,320,234	4,213,055	4,363,299
<b>Total Non-Current Assets</b>		<b>86,344</b>	<b>12,462</b>	<b>16,929,940</b>	<b>14,005,431</b>	<b>38,443,383</b>	<b>41,729,185</b>	<b>55,459,667</b>	<b>55,747,078</b>
<b>TOTAL ASSETS</b>		<b>6,627,569</b>	<b>5,740,944</b>	<b>18,541,217</b>	<b>19,110,861</b>	<b>39,525,061</b>	<b>41,940,648</b>	<b>64,693,847</b>	<b>66,792,453</b>

Below is an example of the Liabilities section of the report.

		Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
		2018	2017	2018	2017	2018	2017	2018	2017
Current liabilities:	Most Demanding								
Accounts payable		471,140	104,507	47,383	569,711			518,523	674,218
Accrued expenses		84,555		3,999	1,003			88,554	1,003
Taxes and benefits withheld		10,418	12,212					10,418	12,212
Custodial accounts		977,023	878,819					977,023	878,819
Notes and mortgage payable				159,993	153,841			159,993	153,841
Deferred activity revenue		73,803	393,520					73,803	393,520
Deferred camp revenue		118,139	100,299					118,139	100,299
Deferred special event revenue			1,280						1,280
Other deferred revenue									
Other current liabilities		14,978	32,873					14,978	32,873
<b>Total Current Liabilities</b>		<b>1,750,057</b>	<b>1,523,510</b>	<b>211,374</b>	<b>724,555</b>			<b>1,961,431</b>	<b>2,248,065</b>
Noncurrent liabilities	Least Demanding								
Long-term mortgage				2,384,072	2,563,979			2,384,072	2,563,979
Other noncurrent liabilities				617,420	597,136			617,420	597,136
<b>Total Non-Current Liabilities</b>				<b>3,001,492</b>	<b>3,161,115</b>			<b>3,001,492</b>	<b>3,161,115</b>
<b>TOTAL LIABILITIES</b>		<b>1,750,057</b>	<b>1,523,510</b>	<b>3,212,867</b>	<b>3,885,670</b>			<b>4,962,924</b>	<b>5,409,180</b>

In the Net Asset section of the report, note that the assets are listed in three different types.

- Unrestricted Net Assets
- Temporarily Restricted Net Assets
- Permanently Restricted Net Assets

These different types were defined early in the Overview Section.

		Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
		2018	2017	2018	2017	2018	2017	2018	2017
<b>Net Assets</b>									
Unrestricted Net Assets		3,208,745	2,566,163	11,907,214	11,754,729	4,761,677	5,300,867	19,877,636	19,621,760
Temporarily Restricted Net Assets		1,668,767	1,651,271	3,421,136	3,470,462		141,381	5,089,903	5,263,114
Permanently Restricted Net Assets						34,763,384	36,498,399	34,763,384	36,498,399
<b>Total Net Assets</b>		<b>4,877,512</b>	<b>4,217,434</b>	<b>15,328,350</b>	<b>15,225,191</b>	<b>39,525,061</b>	<b>41,940,648</b>	<b>59,730,924</b>	<b>61,383,273</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>6,627,569</b>	<b>5,740,944</b>	<b>18,541,217</b>	<b>19,110,861</b>	<b>39,525,061</b>	<b>41,940,648</b>	<b>64,693,847</b>	<b>66,792,453</b>
Accompanying schedules are an integral part of this financial statement.									

The report has five Standard Schedules attached:

- Contributions Receivable Current
- Contributions Receivable Non-Current
- Land, Buildings, and Equipment
- Custodial Accounts
- Unrestricted Net Assets Designated

Below is an example of a Standard Schedule.

		Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
		2018	2017	2018	2017	2018	2017	2018	2017
<b>Standard Schedules</b>									
<b>Schedule 3: Land, Buildings &amp; Equipment</b>									
Land, Buildings & Equipment-Non Camp				5,235,325	5,271,282			5,235,325	5,271,282
Accumulated Depreciation-Non Camp				-4,177,627	-3,969,250			-4,177,627	-3,969,250
Land, Buildings & Equipment-Camps				26,402,769	20,582,171			26,402,769	20,582,171
Accumulated Depreciation-Camps				-10,594,568	-9,937,608			-10,594,568	-9,937,608
Construction in Progress				24,515	2,015,771			24,515	2,015,771
Capital Leases									
<b>Land, Buildings &amp; Equipment</b>				<b>16,890,414</b>	<b>13,962,366</b>			<b>16,890,414</b>	<b>13,962,366</b>



Below is an example of a complete Statement of Financial Position.

Take Any Council Council - # 000									Boy Scouts of America		
Statement of Financial Position											
Period Ending: December 31, 2018											
	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds				
	2018	2017	2018	2017	2018	2017	2018	2017			
Current assets:											
Cash	2,868,518	1,842,361	0	316,082	90,729	20,944	2,959,246	2,179,387			
Short-term investments	272,526	1,515,972	2,504,840	1,862,593			2,777,366	3,378,564			
Accounts and notes receivable	203,601	185,706			355		203,956	185,706			
Contributions receivable	1,603,027	1,713,142	1,109,124	2,745,861	15,507	15,477	2,727,658	4,474,480			
Inventory	271,598	304,599					271,598	304,599			
Interfund loans	1,106,515	-284,388	-2,002,687	176,504	896,172	107,884	0	0			
Deferred activity expense	23,369	252,035					23,369	252,035			
Deferred camp expense	53,772	9,636					53,772	9,636			
Deferred special event expense	12,595	414					12,595	414			
Prepaid expenses	125,705	189,005		4,390	78,916	67,159	204,620	260,554			
Total Current Assets	6,541,225	5,728,482	1,611,277	5,105,430	1,081,679	211,463	9,234,180	11,045,375			
Noncurrent assets:											
Contributions receivable	86,344	12,462			30,000	611,448	116,344	623,910			
Unallocated asset acquisition											
Land, buildings and equipment			16,890,414	13,962,366			16,890,414	13,962,366			
Long-term investments					34,239,854	36,797,503	34,239,854	36,797,503			
Other noncurrent assets			39,526	43,066	4,173,529	4,320,234	4,213,055	4,363,299			
Total Non-Current Assets	86,344	12,462	16,929,940	14,005,431	38,443,383	41,729,185	55,459,667	55,747,078			
TOTAL ASSETS	6,627,569	5,740,944	18,541,217	19,110,861	39,525,061	41,940,648	64,693,847	66,792,453			
Current liabilities:											
Accounts payable	471,140	104,507	47,383	569,711			518,523	674,218			
Accrued expenses	84,555		3,999	1,003			88,554	1,003			
Taxes and benefits withheld	10,418	12,212					10,418	12,212			
Custodial accounts	977,023	878,819					977,023	878,819			
Notes and mortgage payable			159,993	153,841			159,993	153,841			
Deferred activity revenue	73,803	393,520					73,803	393,520			
Deferred camp revenue	118,139	100,299					118,139	100,299			
Deferred special event revenue		1,280						1,280			
Other deferred revenue											
Other current liabilities	14,978	32,873					14,978	32,873			
Total Current Liabilities	1,750,057	1,523,510	211,374	724,555			1,961,431	2,248,065			
Noncurrent liabilities:											
Long-term mortgage			2,384,072	2,563,979			2,384,072	2,563,979			
Other noncurrent liabilities			617,420	597,136			617,420	597,136			
Total Non-Current Liabilities			3,001,492	3,161,115			3,001,492	3,161,115			
TOTAL LIABILITIES	1,750,057	1,523,510	3,212,867	3,885,670			4,962,924	5,409,180			
Net Assets											
Unrestricted Net Assets	3,208,745	2,566,163	11,907,214	11,754,729	4,761,677	5,300,867	19,877,636	19,621,760			
Temporarily Restricted Net Assets	1,668,767	1,651,271	3,421,136	3,470,462		141,381	5,089,903	5,263,114			
Permanently Restricted Net Assets					34,763,384	36,498,399	34,763,384	36,498,399			
Total Net Assets	4,877,512	4,217,434	15,328,350	15,225,191	39,525,061	41,940,648	59,730,924	61,383,273			
TOTAL LIABILITIES AND NET ASSETS	6,627,569	5,740,944	18,541,217	19,110,861	39,525,061	41,940,648	64,693,847	66,792,453			
Accompanying schedules are an integral part of this financial statement.											

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Standard Schedules</b>								
<b>Schedule 1: Contributions Receivable Current</b>								
Contributions Receivable-Past Years								
Allowance for Uncollectible-Past Years								
Contributions Receivable-Current Year	1,603,027	1,801,142	1,159,165	2,897,060	15,507	15,477	2,777,699	4,713,679
Discounted Contributions Receivable			-50,041	-151,199			-50,041	-151,199
Allowance for Uncollectible-Current		-88,000						-88,000
<b>Net Contributions Receivable Current</b>	<b>1,603,027</b>	<b>1,713,142</b>	<b>1,109,124</b>	<b>2,745,861</b>	<b>15,507</b>	<b>15,477</b>	<b>2,727,658</b>	<b>4,474,480</b>
<b>Schedule 2: Contributions Receivable Non-Current</b>								
Contributions Receivable - Non-Current	86,344	12,462			30,000	611,448	116,344	623,910
Discounted Contributions Receivable								
Allowance for Uncollectible Non-Current								
<b>Net Contributions Receivable Non-Curre</b>	<b>86,344</b>	<b>12,462</b>			<b>30,000</b>	<b>611,448</b>	<b>116,344</b>	<b>623,910</b>
<b>Schedule 3: Land, Buildings &amp; Equipment</b>								
Land, Buildings & Equipment-Non Camp			5,235,325	5,271,282			5,235,325	5,271,282
Accumulated Depreciation-Non Camp			-4,177,627	-3,969,250			-4,177,627	-3,969,250
Land, Buildings & Equipment-Camps			26,402,769	20,582,171			26,402,769	20,582,171
Accumulated Depreciation-Camps			-10,594,568	-9,937,608			-10,594,568	-9,937,608
Construction in Progress			24,515	2,015,771			24,515	2,015,771
Capital Leases								
<b>Land, Buildings &amp; Equipment</b>			<b>16,890,414</b>	<b>13,962,366</b>			<b>16,890,414</b>	<b>13,962,366</b>
<b>Schedule 4: Custodial Accounts</b>								
National Fees & Subscriptions	758,964	732,615					758,964	732,615
Unit Deposits	5,415	7,032					5,415	7,032
Order of the Arrow and NESA	100,851	21,304					100,851	21,304
Other Custodial Accounts	111,793	117,867					111,793	117,867
<b>Total Custodial Accounts</b>	<b>977,023</b>	<b>878,819</b>					<b>977,023</b>	<b>878,819</b>
<b>Schedule 5: Unrestricted Net Assets Designated</b>								
Total Board Designated Net Assets								
Non-Designated Net Assets	3,208,745	2,566,163	11,907,214	11,754,729	4,761,677	5,300,867	19,877,636	19,621,760
<b>Total Unrestricted Net Assets</b>	<b>3,208,745</b>	<b>2,566,163</b>	<b>11,907,214</b>	<b>11,754,729</b>	<b>4,761,677</b>	<b>5,300,867</b>	<b>19,877,636</b>	<b>19,621,760</b>
<b>End of Standard Schedules</b>								
			----- End of Statement -----					

## Statement of Financial Position—Assets

<b>Current Assets</b>	This is the first category listed on the statement. These are council assets that are considered accessible to the council during the current fiscal year. Because these assets are sequenced in their nearness to cash, this is the first place to look for available cash or the possibility of freeing up cash.
<b>Unallocated Interfund Transaction</b>	Normally blank. This line will only appear if there is an error in the posting of an interfund loan or transfer that has left one or more funds out of balance. The value will appear here and needs attention.
<b>Cash</b>	This is cash in checking accounts, cash in savings, payroll checking, depository accounts, petty cash funds, and change funds.
<b>Short-Term Investments</b>	These are current funds that have been invested in short-term vehicles like certificates of deposit and are available with little notice.
<b>Accounts Receivable</b>	These are claims for payment that the council has recorded for goods and/or services provided; they may include receivables from units, like popcorn, along with grants, accrued income from investments, accrued gains (or losses), and miscellaneous receivables, such as returned checks or deposits.
<b>Contributions Receivable</b>	These are commitments that are unpaid from all the fundraising campaigns that the council holds and will display less an allowance for uncollectible pledges and allowance discounted future value (if it applies.) This amount may include pledges yet unpaid from previous campaigns.
<b>Inventories</b>	This is the value, at cost, of the complete list of items held by the council for sale. These may be inventories held for sale at the Council Service Center, camp trading post, product sales, food and other commissary supplies at camp, and/or donated goods and services held for resale such as auction items.
<b>Interfund Loans</b>	These are the loans from one fund to another fund that are intended to be repaid in the current fiscal period. These may include temporary loans where an item was purchased from one fund for another fund, and the transfer has not been recorded yet. ❖Rule: The “Total All Funds” column for this category must be blank or zero. If there is an amount in this column for interfund loans, then the interfund loans are out of balance because the transaction has <b>not</b> been recorded correctly.
<b>Deferred Expenses</b>	These are purchases (usually supplies or contracts) for activities, camps, or special events to be held at some future time and where the values are recorded in a deferred account. Until the activities, camps, or special events are held, these purchases are assets belonging to the council. When the event is held, the purchases will become expenses of that event. See Deferred Income in the Liabilities section.
<b>Deferred Activity Expenses</b>	Prepaid expenses for activities. As the activity is completed, balances are moved to the appropriate expense lines on the Statement of Operations.
<b>Deferred Camp Expenses</b>	Prepaid expenses for camps. As the camp is completed, balances are moved to the appropriate expense lines on the Statement of Operations.
<b>Deferred Special Events Expenses</b>	Prepaid expenses for special events. As the special event is completed, the balances are moved to the appropriate expense lines on the Statement of Operations.

<b>Prepaid Expenses</b>	These accounts record the value of funds that have been expended to prepay future expenses. This may include insurance premiums that have been paid on an annual basis but retain value as an asset for the months remaining in the premium year. The council could cancel the insurance policy and receive the outstanding month's premiums; therefore, these premiums are an asset of the council. Other examples of prepaid expenses are fundraising expenses, rent, taxes, maintenance or service contracts, and nonsalable inventory, such as office supplies.
<b>Total Current Assets</b>	This is the total of all asset categories listed above.
<b>Noncurrent Assets</b>	An asset that is not expected to be turned into cash within the current fiscal year during the normal course of business or have an extended life of more than one year. Noncurrent assets include contributions, land, buildings, equipment, and long-term investments.
<b>Contribution Receivables</b>	Receivables from council fundraising campaign that are anticipated not to be collected or turned into cash during the current fiscal period. This line will display less an allowance for uncollectible pledges and allowance discounted future value (if it applies).
<b>Interfund Loans</b>	Records the amount of an interfund loan which is to be re-paid in a future year.
<b>Unallocated Asset Acquisition</b>	Normally blank. This account will only appear if fixed asset transaction has not been completed properly. If a value appears, attention is needed.
<b>Land, Building, and Equipment</b>	<p>This is the value of land, buildings, equipment, and capital leases recorded at either purchase price or fair market value when received, less the accumulated depreciation for buildings and equipment. This means that the asset is recorded, when acquired, at a determined fair market value and, except for land, an estimate of the years of useful life is established. For example, a computer may be three years; a vehicle, five years; a building, fifty years. Each year, the value of the asset is reduced by an equal portion of its estimated life. For example, the value of a computer is reduced by one-third each year. At the end of its useful life, the asset is fully depreciated and has no recorded value as an asset of the corporation. Councils use straight-line depreciation.</p> <p>❖Rule: Councils should adopt a "Capitalization Policy." A capitalization policy establishes that a purchase (1) over a minimum expenditure (e.g., \$2,500 per unit) and (2) having a useful life of one year or more be capitalized and expensed (i.e., depreciated) over time. If an expenditure does not meet the capitalization policy, it should be expensed.</p>
<b>Long-Term Investments</b>	These are assets the council has invested with the intention of holding for more than a year. They may include stocks, bonds, real estate, cash, or fixed assets held for resale. They include the endowment investments of the council.
<b>Other Noncurrent Assets</b>	Items that will appear in this line include, for example, beneficial interest in trusts and cash surrender value of life insurance policy.
<b>Total Noncurrent Assets</b>	This is the total of the noncurrent items above.
<b>Total Assets</b>	This is the total of both current and noncurrent assets.

## Statement of Financial Position—Liabilities

<b>Current Liabilities</b>	These are those short-term claims on the council resulting from annual operations.
<b>Accounts Payable</b>	This is the amount of short-term debt due to suppliers and vendors.
<b>Accrued Expenses</b>	<p>The purpose of accrued expense accounts is to record, as a liability, expenses incurred and unpaid for which invoices have not been received at the close of an accounting period. Their use provides for recording significant expenses in the accounting period to which they are chargeable and, thus, the matching of the revenues of an accounting period with the related expenses.</p> <p>An example, the propane tanks at camp are filled at the end of camp in August, but the invoice is not received from the gas company in time to close the August accounting period. The amount, if not known, can be estimated and recorded into the correct expense account for the period the expense was incurred. The chart of account provides a few accrued accounts. Insurance, rent, payroll, and vacation pay are some examples.</p>
<b>Payroll Taxes Withheld</b>	This includes all payroll taxes and benefit withholdings collected from employees but not paid on their behalf. This also includes the council's share of payroll taxes expensed but unpaid.
<b>Custodial Accounts</b>	These accounts include the amount of funds held in custody for an entity other than the council. This includes registration and <i>Boys' Life</i> fees collected and unpaid to the national council, funds held on deposit for units, Order of the Arrow, and World Friendship Fund. These funds are held in custody and should not be expended for operating purposes.
<b>Notes Payable</b>	This is for short-term loans, such as a line of credit or cash flow loan. This should also include the current fiscal year's portion of long-term notes payable, such as mortgages and capital lease obligations.
<b>Deferred Income</b>	Participation fees for activities, camps, or special events that will be held at some future time. Until the activities, camps, or special events are held, this income is considered liability, because it is refundable to the participant if the council fails to produce the event. When the event is completed, the balance is moved to the appropriate income lines of the Statement of Operations.
<b>Deferred Activity Income</b>	Fees paid for participation in activities. When the activity is completed, the balances are moved to the appropriate income lines on the Statement of Operations.
<b>Deferred Camp Income</b>	Fees paid for participation in camps. When camp is completed, the balances are moved to the appropriate income lines on the Statement of Operations.
<b>Deferred Special Events Income</b>	All income and direct benefit expenses for special events. When the special event is completed, the balances are moved to the appropriate income lines on the Statement of Operations.
<b>Other Current Liabilities</b>	A collection of items that do not appropriately fit into one of the above categories but are current liabilities. They include sales and use tax payables, funds of inactive units, unclaimed wages, garnishments and child support payments collected but unpaid, Scout bucks or gift certificates issued but unclaimed, and other current liabilities.
<b>Total Current Liabilities</b>	This is the total of the current liabilities listed above.
<b>Noncurrent Liabilities</b>	These are liabilities that extend beyond the current fiscal year.

<b>Long-Term Indebtedness</b>	This is the portion of long-term notes payable or mortgages that extend beyond this current fiscal year. This year's portion would be found in the Notes Payable section.
<b>Other Noncurrent Liabilities</b>	This is for long-term indebtedness other than notes or mortgages, such as capital lease obligations that extend beyond the current fiscal year.
<b>Total Noncurrent Liabilities</b>	The total of the noncurrent liability categories listed above.
<b>Total Liabilities</b>	The total of both current and noncurrent liabilities.

## Statement of Financial Position—Net Assets

<b>Net Assets</b>	<p>Like owner's equity or retained earnings, the net assets section denotes the value of the nonprofit. Net assets are the result of revenues and expenses that change the nature of either assets or liabilities over time.</p> <p style="text-align: center;"><b>Revenues minus Expenses equals Change in Net Assets</b></p> <p>This value, however, is further divided on the Statement of Financial Position into restrictions—either unrestricted net assets, temporarily restricted net assets, or permanently restricted net assets. These classifications are used to segregate funding based on any restriction(s) imposed by each <b>original donor</b> as to how the funds can be spent.</p> <p>Restrictions cannot be placed on the net assets by any other entity, including the executive board, with the one rare exception of state law. Many states have adopted the Uniform Management of Institutional Funds Act (UMIFA), which allows and/or requires organizations to spend and/or retain unrestricted appreciation from permanently restricted endowment gifts.</p> <p>Unrestricted Net Assets</p> <ul style="list-style-type: none"> <li>• No donor restrictions</li> <li>• Board has full discretion and can designated for purpose</li> <li>• Can exist in operating, capital and endowment funds</li> </ul> <p>Temporarily Restricted Net Assets</p> <ul style="list-style-type: none"> <li>• Donor restricted for time/purpose</li> <li>• Released when council fulfills donor intent and meet restrictions</li> <li>• Can exist in operating, capital and endowment funds</li> </ul> <p>Permanently Restricted Net Assets</p> <ul style="list-style-type: none"> <li>• Donor restrictions permanent</li> <li>• Corpus cannot be released</li> <li>• Available only in capital and endowment funds</li> </ul>
-------------------	--

<b>Unrestricted Net Assets</b>	<p>Unrestricted net assets represent the net worth of the council free of any donor-imposed restrictions:</p> <p>In the <b>Operating</b> fund, this is the net worth of unrestricted operations.</p> <p>In the <b>Capital</b> fund, this is usually the value of depreciated fixed assets less any liabilities against those fixed assets and/or any unrestricted or board-designated funds available for the purpose of purchasing fixed assets.</p> <p>In the <b>Endowment</b> fund, this is usually the value of unrestricted or board-designated funds “acting as endowment” less any liabilities. These could be original gifts, appreciation, or interest/dividend income transferred back to the Endowment fund from the Operating fund. Although these funds may be unrestricted, they may be invested with a trustee using a trust agreement that does not allow the executive board to access these funds.</p> <p><b>Note:</b> If it is determined that the council is subject to Uniform Prudent Management of Institutional Funds Act (UPMIFA), it is required to reclassify unrestricted net assets associated with the affected endowment fund to temporarily restricted net assets. The net assets would remain restricted until the council’s executive board appropriates them for expenditure, at which point they would be reclassified to unrestricted net assets.</p>
<b>Temporarily Restricted Net Assets</b>	<p>This represents the net worth of the council that has a donor’s restriction on the original gift, or use of appreciation, or interest/dividends. The restrictions can be met by either the passage of time or the occurrence of a specific event.</p> <p>In the <b>Operating</b> fund, this is usually time-restricted contributions (FOS or United Way for next year) or purpose-restricted contributions and revenue (appreciation, interest/dividends).</p> <p>In the <b>Capital</b> fund, this is usually unexpended funds raised through a capital campaign and, therefore, restricted for the purpose of the campaign. Once the funds are used to complete the construction or to acquire the fixed assets, the funds become unrestricted investments in fixed assets.</p> <p>In the <b>Endowment</b> fund, the donor has restricted the use of the funds, and until the restriction is met, the funds are to function as endowment funds. This may include original gifts, appreciation, or interest/dividends.</p>
<b>Permanently Restricted Net Assets</b>	<p>This represents the net worth of the council that has a donor’s restriction on the original gift and use of appreciation or interest/dividends that the executive board can never remove.</p> <p>In the <b>Operating</b> fund, this net asset is not available. Because the council has other funds in which to record endowment gifts, there is no use for this net asset in the Operating fund. It is BSA policy that permanently restricted net assets cannot be recorded in the operating fund.</p> <p>In the <b>Capital</b> fund, this net asset is used to record assets that are permanently restricted by the donor. This would be only assets and not unexpended funds because those funds would be recorded in the Endowment fund.</p> <p><b>In the Endowment</b> fund, this net asset represents the true endowment of the council, those funds permanently restricted by the donor as endowment funds. This may include original gifts and appreciation or interest/dividends that carry a specific donor restriction.</p>
<b>Total Net Assets</b>	<p>This is the total of the unrestricted, temporarily restricted, and permanently restricted net assets and represents the total net worth of the council as defined by the mathematical formula: <i>Total Assets Less Total Liabilities equals Total Net Assets.</i></p>
<b>Total Liabilities and Net Assets</b>	<p>This is the sum of total liabilities and total net assets.</p> <p>❖Rule: The Statement of Financial Position is sometimes called a Balance Sheet. The reason is that the two lines, <b>Total Assets</b> and <b>Total Liabilities and Net Assets</b>, must always be equal or balance each other. If the two lines are not the same, then the statement is out of balance. (Rounding computations may cause the lines to be off by one or two dollars, which is not enough to declare the statement out of balance.)</p>

**Special Note on  
Display of Net Assets**

Accounting standards define the layout for **audited financial statements**. When viewing your audit or the Audit Format Statement in PeopleSoft you will see only two net asset categories: “net assets without donor restrictions” and “net assets with donor restrictions.” Statements used for management of the council will continue to show all three categories. See page 79.

## Analysis of the Statement of Financial Position

**Is Your Statement in Balance?** Remember that this statement is a presentation of the mathematical equation *Total Assets equals Total Liabilities Plus Net Assets*. Therefore, the Total Assets line must equal the Total Liabilities and Net Assets line. If these two lines do not show the same number in each column, then your statement is out of balance.

**Note:** Because of the way the numbers are summarized for the statement, there may be a difference of a couple dollars due to rounding. This does not mean that you are out of balance.

**Interfund Loans** An interfund loan is a loan of money from one fund to a second fund. To appropriately record an interfund loan, the fund that borrowed the money will have a negative asset equal to the loan amount and the fund that loaned the money will have a positive asset of the same amount. The net result in the Total All Funds column must always be zero (or a blank space).

A quick check of the Total All Funds column will tell you if your interfund loans are in balance. Is it blank?

**Negative Numbers** Except for the Interfund Loan line, there should be no negative numbers in the Assets and Liabilities sections. A negative asset is, by definition, a liability and a negative liability is an asset.

If one or more of the funds of the council is financially insolvent, there may be a negative number in the Unrestricted Net Assets line. This of course should be a major concern to the council. The only time a negative number would appear in the Temporarily Restricted Net Asset line is when losses have been recorded for a restricted investment; otherwise both the Temporarily and Permanently Restricted Net Asset lines should always be positive numbers.

**Cash and Short-Term Investments** A quick review of lines 1 and 2 on the statement will give you an idea of the availability of cash and short-term investments. Ask these questions:

Is there enough cash? Is there too much cash in the checking account? Does the cash amount exceed the FDIC insurance level? Should some of the cash in the checking account be moved to short-term investments for a better return on the money? Is the cash appropriately distributed among the funds?

Are there enough short-term investments? Should some of the investments be moved to the checking account? Are there short-term investments that should be moved to long-term investments?

**Review Current Assets and Current Liabilities** Do the amounts in the Current Assets categories and the Current Liabilities categories make sense, and can you explain what they are?

If you have questions as to what makes up a specific amount, print a Detailed Statement of Financial Position for the fund in question. It will list each account included in the summary statement line.

**Use of Correct Funds** Land, building, and equipment items should all be in the Capital Fund (Fund 2) along with any associated long-term indebtedness on the assets.

Long-term investments should usually be in the Endowment Fund (Fund 3).



## **Review the Net Assets**

Unrestricted Net Assets can be in all three funds. These amounts are available to the board to be transferred between funds as the executive board designates. This requires board action and is recorded in the minutes of the executive board meeting.

**Note:** Even though there are unrestricted net assets in the Endowment fund, they may not be available for transfer, because they have been placed in a trust that the executive board cannot access.

Temporarily restricted net assets can also be found in any or all three funds. If it is unclear why these amounts are restricted, the council can print a Restricted Fund Report for one or all funds. This detailed report is printed by project code for temporarily restricted net assets. (An example of this report is in Appendix A.)

Permanently restricted net assets should never be in the Operating fund (Fund 1), and rarely in the capital fund (Fund 2). In Fund 2, permanent restrictions on fixed assets are usually land assets that cannot be sold. The Endowment fund (Fund 3) represents the council's true endowment with donor restricted as part of the endowment gift.

# Statement of Changes in Net Assets

<b>Compare This Year with Last Year</b>	<p>Compare each line amount with the amount from last year at the same time. If they differ significantly, determine the reason for the difference.</p> <p>For example, if inventory has increased by \$14,788, or 27 percent, ask why. Has the council done something different this year that would explain the increase?</p>
<b>Overview</b>	<p>This statement (often called Statement of Activities) is designed to show the reader the total income and expense for all funds and for all fund restrictions. It is an accurate representation of what the total corporation has accomplished for the specified period.</p> <p>In addition to showing income and expense, it also shows the type of income, with unrestricted, temporarily restricted, and permanently restricted contributions, and net assets that flow from those contributions.</p> <p>The report shows comparative data by year and by fund. The comparison is with the same month, one year earlier, from the specified date of the statement.</p> <p>The second purpose of the report is to show what changes in net assets have occurred and the source of that change since the beginning of the year being measured.</p> <p>The report shows the net assets as of the beginning of the year and any changes to net assets, as well as transfers, that have occurred during the period being measured.</p> <p>Ending net assets on this report are the same net assets reported on the Statement of Financial Position.</p> <p>The increase or decrease of net assets for all funds is the beginning point for the Statement of Cash Flows.</p>

## Statement of Changes in Net Assets—Report Layout

The Statement of Changes in Net Assets is divided into five columns, and each column shows current and prior year:

1. Description of the of the line items
2. Operating Fund
3. Capital Fund
4. Endowment Fund
5. Total of All Funds

1	2	3	4	5
Take Any Council Council - #000				Boy Scouts of America
Statement of Activities and Changes in Net Assets				
Period Ending: December 31, 2018				
	Operating Fund	Capital Fund	Endowment Fund	Total of All Funds
	2018	2017	2018	2017
	2018	2017	2018	2017
Change in Unrestricted Net Assets - Continued from previous page				
Support and Revenue				
Direct Support				
Friends of Scouting				
FOS contributions				
	1,809,303	1,991,253	0	0
	0	0	0	0
	1,809,303	1,991,253		

The report is divided into five selections:

1. Changes in Unrestricted Net Assets
2. Changes in Temporarily Restricted Net Assets
3. Changes in Permanently Restricted Net Assets
4. Net Asset Summary of all classes of Net Assets
5. Schedules

Take Any Council Council - #000								Boy Scouts of America
Statement of Activities and Changes in Net Assets								
Period Ending: December 31, 2018								
	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
Change in Unrestricted Net Assets - Continued from previous page								
Support and Revenue								
Total Other Revenue								
	297,845	275,560	800	0	0	0	298,645	275,560
Total Support and Revenue								
	10,000,395	9,516,370	138,272	440,242	245,323	1,675,496	10,383,990	11,632,108
Total Expenses								
	9,329,406	9,266,373	1,049,802	1,050,423	212	0	10,379,419	10,316,796
Inc/Dec in Unrestricted Net Assets								
	670,990	249,997	-911,530	-610,180	245,111	1,675,496	4,571	1,315,312
Change in Temporarily Restricted Net Assets								
Support and Revenue								
Inc/Dec in Temporarily Restricted Net Assets								
	-10,921	-17,752	14,695	991,510	0	0	3,774	973,758
Change in Permanently Restricted Net Assets								
Support and Revenue								
Inc/Dec in Permanently Restricted Net Assets								
	0	0	0	0	-1,660,699	1,189,184	-1,660,699	1,189,184
Net Asset Summary								
Total Net Assets - End of Period								
	4,877,512	4,217,434	15,328,350	15,225,191	39,525,061	41,940,648	59,730,924	61,383,273
Schedules								

On the following eight pages you will see an example of the complete Statement of Changes in Net Assets. The example is divided in the sections listed above.

## Section 1 Change in Unrestricted Net Assets

Take Any Council Council - #000

Boy Scouts of America

### Statement of Activities and Changes in Net Assets Period Ending: December 31, 2018

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Change in Unrestricted Net Assets</b>								
<b>Support and Revenue</b>								
<b>Direct Support</b>								
Friends of Scouting								
FOS contributions	1,809,303	1,991,253	0	0	0	0	1,809,303	1,991,253
Net assets released fos	12,886	45,640	0	0	0	0	12,886	45,640
Provision uncoll fos	0	-88,000	0	0	0	0	0	-88,000
<b>Total Friends of Scouting</b>	<b>1,822,189</b>	<b>1,948,893</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,822,189</b>	<b>1,948,893</b>
<b>Total Direct Mail</b>								
Project sales								
Project sales contributions	118,542	45,123	11,080	0	0	0	129,622	45,123
<b>Total Project Sales</b>	<b>118,542</b>	<b>45,123</b>	<b>11,080</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>129,622</b>	<b>45,123</b>
<b>Capital campaign</b>								
Capital contributions	0	0	1,310	300,000	0	0	1,310	300,000
Capital disc future value	0	0	0	-1,831	0	0	0	-1,831
Capital accretion of fv disc	0	0	101,157	0	0	0	101,157	0
<b>Total Capital Campaign</b>	<b>0</b>	<b>0</b>	<b>102,467</b>	<b>298,169</b>	<b>0</b>	<b>0</b>	<b>102,467</b>	<b>298,169</b>
<b>Special events</b>								
Special event contributions	552,802	437,885	0	0	0	0	552,802	437,885
Net assets release spec events	-100	0	0	0	0	0	-100	0
Spec event prov uncollectible	0	0	0	0	0	0	0	0
Spec event fees collected	800	0	0	0	0	0	800	0
Spec event cost direct benefit	-75,767	-48,086	0	0	0	0	-75,767	-48,086
<b>Total Special Events</b>	<b>477,735</b>	<b>389,799</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>477,735</b>	<b>389,799</b>
<b>Total Legacies and Bequests</b>								
<b>Foundations and trusts</b>								
Foundations and trusts	10,000	30,770	0	0	30,000	1,242,847	40,000	1,273,617
<b>Total Foundations and Trusts</b>	<b>10,000</b>	<b>30,770</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>1,242,847</b>	<b>40,000</b>	<b>1,273,617</b>
<b>Other direct</b>								
Other direct contributions	26,593	-15,245	20,000	61,989	405,764	244,696	452,357	291,440
Net assets release other direc	547	34,155	0	28,724	0	0	547	62,879
<b>Total Other Direct</b>	<b>27,140</b>	<b>18,911</b>	<b>20,000</b>	<b>90,712</b>	<b>405,764</b>	<b>244,696</b>	<b>452,903</b>	<b>354,319</b>
<b>Total Direct Support</b>	<b>2,455,606</b>	<b>2,433,496</b>	<b>133,547</b>	<b>388,881</b>	<b>435,764</b>	<b>1,487,543</b>	<b>3,024,917</b>	<b>4,309,921</b>
<b>Indirect Support</b>								
<b>Total Associated Organizations</b>								
<b>United way</b>								
United way contributions	58,508	80,373	0	0	0	0	58,508	80,373
Net assets released united way	1,656,176	1,612,599	0	0	0	0	1,656,176	1,612,599
<b>Total United Way</b>	<b>1,714,684</b>	<b>1,692,972</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,714,684</b>	<b>1,692,972</b>
<b>Total Unassociated Organizations</b>								
<b>Other indirect contributions</b>								
Other ind contributions gross	241	34	0	0	0	0	241	34
<b>Total Other Indirect</b>	<b>241</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>241</b>	<b>34</b>
<b>Total Government Fees and Grants</b>								
<b>Total Indirect</b>	<b>1,714,924</b>	<b>1,693,007</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,714,924</b>	<b>1,693,007</b>

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Change in Unrestricted Net Assets - Continued from Previous Page</b>								
<b>Support and Revenue</b>								
Sales of supplies - net								
Sale of supplies gross	82,631	59,896	0	0	0	0	82,631	59,896
Sale of supplies cost of goods	-64,241	-48,456	0	0	0	0	-64,241	-48,456
<b>Total Sale of Supplies</b>	<b>18,391</b>	<b>11,440</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,391</b>	<b>11,440</b>
Product sales								
Product sales	2,532,075	2,178,544	0	0	0	0	2,532,075	2,178,544
Prov doubtful accounts/returns	0	0	0	0	0	0	0	0
Product sales cost of goods	-644,895	-586,544	0	0	0	0	-644,895	-586,544
Product sales unit commissions	-901,511	-718,883	0	0	0	0	-901,511	-718,883
<b>Total Product Sales</b>	<b>985,668</b>	<b>873,118</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>985,668</b>	<b>873,118</b>
Investment income								
Investment income current	1,811,355	1,545,529	41,832	28,867	-82,969	11,974	1,770,217	1,586,370
Net assets released invest Inc	0	0	0	0	0	0	0	0
<b>Total Investment Income</b>	<b>1,811,355</b>	<b>1,545,529</b>	<b>41,832</b>	<b>28,867</b>	<b>-82,969</b>	<b>11,974</b>	<b>1,770,217</b>	<b>1,586,370</b>
<b>Total Realized Gain/Loss on Investing</b>	<b>-1,059</b>	<b>1,792</b>	<b>-1,146</b>	<b>1,554</b>	<b>3,791</b>	<b>28,478</b>	<b>1,585</b>	<b>31,823</b>
Unrealized gain/loss on invest								
Unrealized gain/loss	3,268	-4,125	-56,860	20,940	-111,262	147,501	-164,855	164,315
Net assets release unreal gain	0	0	0	0	0	0	0	0
<b>Total Unrealized Gain/Loss on Investing</b>	<b>3,268</b>	<b>-4,125</b>	<b>-56,860</b>	<b>20,940</b>	<b>-111,262</b>	<b>147,501</b>	<b>-164,855</b>	<b>164,315</b>
Camping:								
Camp revenues	1,979,726	1,789,649	20,099	0	0	0	1,999,825	1,789,649
Camp trading post sales	244,614	212,787	0	0	0	0	244,614	212,787
Camp TP cost of goods sold	-217,786	-92,229	0	0	0	0	-217,786	-92,229
Camp refunds and discounts	-143,555	0	0	0	0	0	-143,555	0
<b>Total Camping</b>	<b>1,862,999</b>	<b>1,910,206</b>	<b>20,099</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,883,098</b>	<b>1,910,206</b>
Activities:								
Activity revenues	849,639	758,858	0	0	0	0	849,639	758,858
Activity trading post sales	29,946	22,927	0	0	0	0	29,946	22,927
Activity TP cost of goods	-14,757	-5,438	0	0	0	0	-14,757	-5,438
Activity unit commissions	0	0	0	0	0	0	0	0
Activity refunds and discounts	-13,430	0	0	0	0	0	-13,430	0
<b>Total Activities</b>	<b>851,398</b>	<b>776,347</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>851,398</b>	<b>776,347</b>
<b>Total Other Revenue</b>	<b>297,845</b>	<b>275,560</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>298,645</b>	<b>275,560</b>
<b>Total Revenue</b>	<b>5,829,865</b>	<b>5,389,868</b>	<b>4,724</b>	<b>51,361</b>	<b>-190,441</b>	<b>187,952</b>	<b>5,644,148</b>	<b>5,629,181</b>
<b>Total Support and Revenue</b>	<b>10,000,395</b>	<b>9,516,370</b>	<b>138,272</b>	<b>440,242</b>	<b>245,323</b>	<b>1,675,496</b>	<b>10,383,990</b>	<b>11,632,108</b>

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Change in Unrestricted Net Assets - Continued from Previous Page</b>								
<b>Expenses</b>								
Employee compensation:								
Salaries	3,879,875	3,889,578	0	0	0	0	3,879,875	3,889,578
Employee benefits	696,187	696,028	0	0	0	0	696,187	696,028
Payroll taxes expense	363,828	332,742	0	0	0	0	363,828	332,742
Employee related expenses	48,015	64,047	0	0	0	0	48,015	64,047
<b>Total Employee Compensation</b>	<b>4,987,904</b>	<b>4,982,395</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,987,904</b>	<b>4,982,395</b>
Other Expenses:								
Professional fees	259,182	185,186	36,161	20,000	0	0	295,342	205,186
Program and other supplies	1,042,571	1,185,980	0	0	0	0	1,042,571	1,185,980
Telephone and communications	157,724	150,000	0	0	0	0	157,724	150,000
Postage and shipping expense	65,689	94,910	0	55	0	0	65,689	94,966
Occupancy expense	735,609	701,474	14	0	0	0	735,623	701,474
Rental and maintenance of equi	222,519	221,565	0	0	0	0	222,519	221,565
Publication and media expense	92,343	76,580	0	10	0	0	92,343	76,589
Travel expense	367,733	318,746	0	72	0	0	367,733	318,819
Conferences and meeting exp	108,721	118,973	0	0	0	0	108,721	118,973
Specific assistance to individ	161,420	208,994	0	0	0	0	161,420	208,994
Recognition and awards expense	274,793	255,002	0	0	0	0	274,793	255,002
Interest expense	0	148	92,327	98,122	0	0	92,327	98,270
Insurance expense	283,944	243,912	4,390	4,390	0	0	288,334	248,302
Other expenses	502,705	451,362	-7,964	55,766	212	0	494,954	507,128
Depreciation and amortizati ex	0	0	924,873	872,007	0	0	924,873	872,007
National charter and serv fees	66,548	71,148	0	0	0	0	66,548	71,148
<b>Total Other Expenses</b>	<b>4,341,501</b>	<b>4,283,979</b>	<b>1,049,802</b>	<b>1,050,423</b>	<b>212</b>	<b>0</b>	<b>5,391,515</b>	<b>5,334,401</b>
<b>Total Expenses</b>	<b>9,329,406</b>	<b>9,266,373</b>	<b>1,049,802</b>	<b>1,050,423</b>	<b>212</b>	<b>0</b>	<b>10,379,419</b>	<b>10,316,796</b>
<b>Inc/Dec in Unrestricted Net Assets</b>	<b>670,990</b>	<b>249,997</b>	<b>-911,530</b>	<b>-610,180</b>	<b>245,111</b>	<b>1,675,496</b>	<b>4,571</b>	<b>1,315,312</b>

## Section 2 Change in Temporarily Restricted Net Assets

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Change in Temporarily Restricted Net Assets</b>								
<b>Support and Revenue</b>								
<b>Direct Support</b>								
Friends of Scouting								
FOS contributions	110,715	12,837	0	0	0	0	110,715	12,837
Net assets released fos	-12,886	-45,640	0	0	0	0	-12,886	-45,640
<b>Total Friends of Scouting</b>	<b>97,829</b>	<b>-32,803</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>97,829</b>	<b>-32,803</b>
<b>Total Direct Mail</b>								
Project sales								
Project sales contributions	10,000	0	0	0	0	0	10,000	0
<b>Total Project Sales</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>
Capital campaign								
Capital contributions	0	0	12,195	1,008,750	0	0	12,195	1,008,750
<b>Total Capital Campaign</b>	<b>0</b>	<b>0</b>	<b>12,195</b>	<b>1,008,750</b>	<b>0</b>	<b>0</b>	<b>12,195</b>	<b>1,008,750</b>
Special events								
Special event contributions	11,000	-100	0	0	0	0	11,000	-100
Net assets release spec events	100	0	0	0	0	0	100	0
<b>Total Special Events</b>	<b>11,100</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,100</b>	<b>-100</b>
<b>Total Legacies and Bequests</b>								
Foundations and trusts								
Foundations and trusts	0	0	0	0	0	0	0	0
<b>Total Foundations and Trusts</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other direct								
Other direct contributions	6,984	5,733	2,500	0	0	0	9,484	5,733
Net assets release other direc	-547	-34,155	0	-28,724	0	0	-547	-62,879
<b>Total Other Direct</b>	<b>6,438</b>	<b>-28,423</b>	<b>2,500</b>	<b>-28,724</b>	<b>0</b>	<b>0</b>	<b>8,938</b>	<b>-57,147</b>
<b>Total Direct Support</b>	<b>125,367</b>	<b>-61,326</b>	<b>14,695</b>	<b>980,026</b>	<b>0</b>	<b>0</b>	<b>140,062</b>	<b>918,700</b>
<b>Indirect Support</b>								
<b>Total Associated Organizations</b>								
United way								
United way contributions	1,519,888	1,656,173	0	0	0	0	1,519,888	1,656,173
Net assets released united way	-1,656,176	-1,612,599	0	0	0	0	-1,656,176	-1,612,599
<b>Total United Way</b>	<b>-136,288</b>	<b>43,574</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-136,288</b>	<b>43,574</b>
<b>Total Unassociated Organizations</b>								
<b>Total Other Indirect</b>								
<b>Total Government Fees and Grants</b>								
<b>Total Indirect Support</b>	<b>-136,288</b>	<b>43,574</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-136,288</b>	<b>43,574</b>

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Change in Temporarily Restricted Net Assets - Continued from Previous Page</b>								
Investment income								
Investment income current	0	0	0	11,484	0	0	0	11,484
Net assets released invest Inc	0	0	0	0	0	0	0	0
<b>Total Investment Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,484</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,484</b>
<b>Total Realized Gain/Loss on Investing</b>								
Unrealized gain/loss on invest								
Unrealized gain/loss	0	0	0	0	0	0	0	0
Net assets release unreal gain	0	0	0	0	0	0	0	0
<b>Total Unrealized Gain/Loss on Investing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,484</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,484</b>
<b>Total Support and Revenue</b>	<b>-10,921</b>	<b>-17,752</b>	<b>14,695</b>	<b>991,510</b>	<b>0</b>	<b>0</b>	<b>3,774</b>	<b>973,758</b>
<b>Inc/Dec in Temporarily Restricted Net Assets</b>	<b>-10,921</b>	<b>-17,752</b>	<b>14,695</b>	<b>991,510</b>	<b>0</b>	<b>0</b>	<b>3,774</b>	<b>973,758</b>



### Section 3 Change in Permanently Restricted Net Assets

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Change in Permanently Restricted Net Assets</b>								
<b>Support and Revenue</b>								
<b>Direct Support</b>								
Total Direct Mail								
Total Project Sales								
Total Capital Campaign								
Total Special Events								
Total Legacies and Bequests								
Total Foundations and Trusts								
Other direct								
Other direct contributions	0	0	0	0	44,185	32,170	44,185	32,170
<b>Total Other Direct</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,185</b>	<b>32,170</b>	<b>44,185</b>	<b>32,170</b>
<b>Total Direct Support</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,185</b>	<b>32,170</b>	<b>44,185</b>	<b>32,170</b>
<b>Indirect Support</b>								
Total Associated Organizations								
Total United Way								
Total Unassociated Organizations								
Total Other Indirect								
Total Government Fees and Grants								
<b>Total Indirect Support</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Investment income								
Investment income current	0	0	0	0	-717,961	-586,474	-717,961	-586,474
<b>Total Investment Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-717,961</b>	<b>-586,474</b>	<b>-717,961</b>	<b>-586,474</b>
<b>Total Realized Gain/Loss on Investing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>164,912</b>	<b>288,584</b>	<b>164,912</b>	<b>288,584</b>
Unrealized gain/loss on invest								
Unrealized gain/loss	0	0	0	0	-1,151,835	1,454,904	-1,151,835	1,454,904
<b>Total Unrealized Gain/Loss on Investing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,151,835</b>	<b>1,454,904</b>	<b>-1,151,835</b>	<b>1,454,904</b>
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,704,884</b>	<b>1,157,014</b>	<b>-1,704,884</b>	<b>1,157,014</b>
<b>Total Support and Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,660,699</b>	<b>1,189,184</b>	<b>-1,660,699</b>	<b>1,189,184</b>
<b>Inc/Dec in Permanently Restricted Net Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,660,699</b>	<b>1,189,184</b>	<b>-1,660,699</b>	<b>1,189,184</b>
<b>Inc/Dec in Total Net Assets</b>	<b>660,068</b>	<b>232,245</b>	<b>-896,835</b>	<b>381,330</b>	<b>-1,415,588</b>	<b>2,864,680</b>	<b>-1,652,355</b>	<b>3,478,254</b>

## Section 4 Net Asset Summary

	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Net Asset Summary</b>								
<b>Unrestricted Net Asset Summary</b>								
UR Net Assets - Beginning of Year	2,566,163	2,455,315	11,754,729	9,047,533	5,300,867	3,950,676	19,621,760	15,453,523
Change in UR Net Assets	670,990	249,997	-911,530	-610,180	245,111	1,675,496	4,571	1,315,312
Adjustments to UR Net Assets	-28,407	10,851	64,015	3,167,377	215,698	-325,304	251,306	2,852,924
Transfer of UR Net Assets	0	-150,000	1,000,000	150,000	-1,000,000	0	0	0
<b>Unrestricted Net Assets - End of Period</b>	<b>3,208,745</b>	<b>2,566,163</b>	<b>11,907,214</b>	<b>11,754,729</b>	<b>4,761,677</b>	<b>5,300,867</b>	<b>19,877,636</b>	<b>19,621,760</b>
<b>Temp Restricted Net Asset Summary</b>								
TR Net Assets - Beginning of Year	1,651,271	1,697,390	3,470,462	5,646,328	141,381	141,381	5,263,114	7,485,100
Change in TR Net Assets	-10,921	-17,752	14,695	991,510	0	0	3,774	973,758
Adjustments to TR Net Assets	28,417	-28,367	-64,021	-3,167,377	-141,381	0	-176,985	-3,195,744
<b>Temp Restricted Net Assets - End of Period</b>	<b>1,668,767</b>	<b>1,651,271</b>	<b>3,421,136</b>	<b>3,470,462</b>	<b>0</b>	<b>141,381</b>	<b>5,089,903</b>	<b>5,263,114</b>
<b>Perm Restricted Net Asset Summary</b>								
PR Net Assets - Beginning of Year	0	0	0	0	36,498,399	34,983,911	36,498,399	34,983,911
Change in PR Net Assets	0	0	0	0	-1,660,699	1,189,184	-1,660,699	1,189,184
Adjustments to PR Net Assets	0	0	0	0	-74,316	325,304	-74,316	325,304
<b>Perm Restricted Net Assets - End of Period</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,763,384</b>	<b>36,498,399</b>	<b>34,763,384</b>	<b>36,498,399</b>
<b>Total Net Asset Summary</b>								
Total Net Assets - Beginning of Year	4,217,434	4,152,705	15,225,191	14,693,861	41,940,648	39,075,969	61,383,273	57,922,535
Change in Total Net Assets	660,068	232,245	-896,835	381,330	-1,415,588	2,864,680	-1,652,355	3,478,254
Adjustments to Total Net Assets	10	-17,516	-6	0	1	0	5	-17,516
Transfer of Total Net Assets	0	-150,000	1,000,000	150,000	-1,000,000	0	0	0
<b>Total Net Assets - End of Period</b>	<b>4,877,512</b>	<b>4,217,434</b>	<b>15,328,350</b>	<b>15,225,191</b>	<b>39,525,061</b>	<b>41,940,648</b>	<b>59,730,924</b>	<b>61,383,273</b>

## Section 5 Schedules

### Schedule 1

Program Services	8,030,423	7,837,826	967,188	960,542	177	0	8,997,787	8,798,368
Support Services	1,232,435	1,357,399	82,614	89,881	35	0	1,315,084	1,447,280
Fundraising Expenses	774,032	635,891	56,984	50,107	19	0	831,036	685,997
Management/General Expenses	458,403	721,509	25,630	39,774	16	0	484,048	761,283
<b>Total Functional Expenses</b>	<b>9,262,858</b>	<b>9,195,226</b>	<b>1,049,802</b>	<b>1,050,423</b>	<b>212</b>	<b>0</b>	<b>10,312,871</b>	<b>10,245,648</b>
Note: Total is exclusive of National Charter and Service Fees			<b>Per Cent of Functional Expense by Type:</b>					
<b>Time Study Percentages used in Calculation:</b>						<b>Program Services 87.25% 85.87%</b>		
Program	83.37%	84.20%				<b>Support Services 12.75% 14.13%</b>		
Fundraising	9.13%	6.80%				Fundraising Expense 8.06% 6.70%		
Management/General	7.50%	9.00%				Management/General 4.69% 7.43%		

### Schedule 2 - Total Net Assets Released

Net Assets Released - Unrestricted	1,669,508	1,692,394	0	28,724	0	0	1,669,508	1,721,118
Net Assets Released - Temporarily Restricted	-1,669,508	-1,692,394	0	-28,724	0	0	-1,669,508	-1,721,118
Net Assets Released - Permanently Restricted	0	0	0	0	0	0	0	0

### Schedule 3: Change in Unrestricted Net Assets Designated

General	-28,407	10,851	-27,954	0	74,317	0	17,956	10,851
Capital Campaign Fndrsng	0	0	-255,000	205,000	0	0	-255,000	205,000
Endowment	0	0	0	0	141,381	0	141,381	0
Camp Maintance	0	0	14,150	0	0	-325,304	14,150	-325,304
Council Service Center	0	0	19,193	0	0	0	19,193	0
Camp Properties General	0	0	171,659	2,690,776	0	0	171,659	2,690,776
Special Camp Project Funds	0	0	141,967	271,601	0	0	141,967	271,601
<b>Total Change in Board Designated UR Net Assets</b>	<b>-28,407</b>	<b>10,851</b>	<b>64,015</b>	<b>3,167,377</b>	<b>215,698</b>	<b>-325,304</b>	<b>251,306</b>	<b>2,852,924</b>

## Statement of Changes in Net Assets—Unrestricted Transactions

<b>Friends of Scouting</b>	Total gross unrestricted contributions to the Friends of Scouting campaign.
<b>Net Assets Released Friends of Scouting</b>	Net Assets released from restrictions contributed to Friends of Scouting. (Reclassification)
<b>Provision for Uncollectible Contributions</b>	Total amount of Friends of Scouting pledges not expected to be collected. <b>Note:</b> The audited Statement of Changes in Net Assets Friends of Scouting will be shown as net, and there will be no Provision for Uncollectible Pledges stated.
<b>Friends of Scouting Contribution Discounted for Future Value</b>	Used to discount long-term contribution to Net Present Value. <i>(Discounting future value is the process for long-term receivables that are anticipated to be paid no earlier than one year and no later than five years. This process involves discounting the value of contributions receivable because current cash is more valuable than future cash. (Debit Balance))</i>
<b>Friends of Scouting Contribution Accretion of the Discounted Future Value</b>	Used to record the reduction of cash discount for future Friends of Scouting campaign contributions. (Credit Balance)
<b>Total Friends of Scouting</b>	Net unrestricted contributions received for Friends of Scouting. (Gross Friends of Scouting Contributions minus provision for Uncollectible and discounts plus net assets released)
<b>Direct Mail</b>	Total gross unrestricted contributions received by direct mail.
<b>Net Assets Released Direct Mail</b>	Net Assets released from restrictions contributed to direct mail. (Reclassification)
<b>Total Direct Mail</b>	Total unrestricted contributions received by direct mail. (Contributions plus net assets released)
<b>Project Sales</b>	Total gross unrestricted contributions to project sales Campaign.
<b>Provision for Uncollectible Contributions</b>	Total amount of project sales pledges not expected to be collected
<b>Net Assets Released Project Sales</b>	Net Assets released from restrictions contributed to project sales. (Reclassification)
<b>Total Project Sales</b>	Net Project Sales. (Gross unrestricted contributions project sales minus provision for uncollectible contributions plus net assets released)
<b>Capital Campaign</b>	Total gross unrestricted capital campaign contributions.
<b>Net Assets Released Capital Campaign</b>	Net Assets released from restrictions contributed to capital campaign. (Reclassification)
<b>Provision for Uncollectible Contributions</b>	Total amount of capital campaign pledges not expected to be collected.

<b>Net Assets Released Project Sales</b>	Net Assets released from restrictions contributed to project sales. (Reclassification)
<b>Total Project Sales</b>	Net Project Sales. (Gross unrestricted contributions project sales minus provision for uncollectible contributions plus net assets released)
<b>Capital Campaign</b>	Total gross unrestricted capital campaign contributions.
<b>Net Assets Released Capital Campaign</b>	Net Assets released from restrictions contributed to capital campaign. (Reclassification)
<b>Provision for Uncollectible Contributions</b>	Total amount of capital campaign pledges not expected to be collected.
<b>Capital Contribution Discounted for Future Value</b>	Use to discount long-term contribution to Net Present Value. <i>(Discounting future value is the process for long-term receivables that are anticipated to be paid no earlier than one year and no later than five years. This process involves discounting the value of contributions receivable because current cash is more valuable than future cash. (Debit Balance))</i>
<b>Capital Contribution Accretion of the Discounted Future Value</b>	This account is used to record the reduction of cash discount for future capital campaign contributions. (Credit Balance)
<b>Total Capital Campaign</b>	Net campaign total. (Gross unrestricted pledges minus provision for uncollectible contributions and discounts plus net assets released)
<b>Special Event Contributions</b>	Total gross unrestricted contributions to special events.
<b>Special Event Fees</b>	Total gross fees paid to special event
<b>Net Assets Released Special Events</b>	Net Assets released from restrictions contributed to special events. (Reclassification)
<b>Provision for Uncollectible Contributions</b>	Total amount of special event contributions not expected to be collected.
<b>Special Event Contribution Discounted for Future Value</b>	Use to discount long-term contribution to Net Present Value. <i>(Discounting future value is the process for long-term receivables that are anticipated to be paid no earlier than one year and no later than five years. This process involves discounting the value of contributions receivable because current cash is more valuable than future cash. (Debit Balance))</i>
<b>Special Event Contribution Accretion of the Discounted Future Value</b>	Used to record the reduction of cash discount for future special event contributions. (Credit Balance)

<b>Cost of Direct Benefit for Special Event</b>	The amount of the cost for the direct benefit to the donor. Example greens fees, meals, prizes....
<b>Total Special Event</b>	Net special event contributions. (Total all contributions and fees minus provision for uncollectible contributions, discounts and cost of direct benefit plus net assets released)
<b>Legacies and Bequest</b>	Total gross amount of unrestricted legacies and bequest contributions.
<b>Net Assets Released Legacies and Bequests</b>	Net Assets released from restrictions contributed to legacies and bequests. (Reclassification)
<b>Provision for Uncollectible Contributions</b>	Total amount of legacies and bequests contributions not expected to be collected.
<b>Total Legacies and Bequests</b>	Net total legacies and bequests. Gross contributions less provision for uncollectible plus Net Assets Released.
<b>Foundations and Trusts</b>	Total gross amount of unrestricted Foundations and Trusts Contributions.
<b>Net Assets Released Foundations and Trusts</b>	Net Assets released from restrictions contributed to other direct support. (Reclassification)
<b>Provision for Uncollectible Contributions</b>	Total amount of other direct support contributions not expected to be collected.
<b>Foundations and Trusts Contribution Discounted for Future Value</b>	Records the reduction of cash discount for future foundations and trusts contributions. (Credit Balance)
<b>Total Foundations and Trusts</b>	Net contributions foundations and trusts. (Gross contribution minus provision for uncollectible contributions and discounts plus net assets released)
<b>Other Direct Support</b>	Total gross amount of unrestricted other direct support contributions. Examples of other direct includes contributions to Learning for Life and donations of goods and services.
<b>Net Assets Released Other Direct Support</b>	Net Assets released from restrictions contributed to other direct support. (Reclassification)
<b>Provision for Uncollectible Contributions</b>	Total amount of other direct support contributions not expected to be collected.
<b>Other Direct Support Contribution Discounted for Future Value</b>	Use to discount long-term contribution to Net Present Value. <i>(Discounting future value is the process for long-term receivables that are anticipated to be paid no earlier than one year and no later than five years. This process involves discounting the value of contributions receivable because current cash is more valuable than future cash. (Debit Balance))</i>

<b>Other Direct Support Contribution Accretion of the Discounted Future Value</b>	Records the reduction of cash discount for future other direct support contributions. (Credit Balance)
<b>Total Other Direct Support</b>	Net contributions other direct support. (Gross contributions other direct support minus provision for uncollectible contributions and discounts plus net assets released)
<b>Total Direct Support</b>	Net total of Friends of Scouting, direct mail, project sales, capital campaign, special events, foundations and trusts, legacies and bequests and other direct support.
<b>Associated Organizations Contributions</b>	Total amount of unrestricted associated organizations pledges. Examples of these are contributions Order of the Arrow, National Council, and LFL Foundation.
<b>United Way Allocations and Designations</b>	Total gross unrestricted contributions from United Way. This line includes allocations and designations.
<b>Net Assets Released United Ways</b>	Net Assets released from restrictions contributed to United Way. (Reclassification)
<b>Net Assets Released Donor Designated United Way Contributions</b>	Net Assets released from restrictions contributed to Donor Designated United Way. (Reclassification)
<b>Provision for Uncollectible Pledges</b>	Total amount of United Way pledges not expected to be collected.
<b>Net United Way</b>	Net unrestricted United Way contributions. (Gross United Way allocations and designations minus provisions for uncollectible plus allocated and designated net assets released)
<b>Other Indirect Support</b>	Total gross amount of other indirect support contributions.
<b>Fees and Grants from Government Agencies</b>	Total amount of fees and grants from government agencies. (Gross Revenues)
<b>Provision for Uncollectible Contributions</b>	Total amount of fees and government grants contributions not expected to be collected.
<b>Net Assets Released Fees and Government Grants</b>	Net Assets released from restrictions contributed to Government fees and grants. (Reclassification)
<b>Total Fees and Government Grants</b>	Net unrestricted Fees and Government contributions. (Gross contributions plus net assets released)

<b>Total Indirect Support</b>	Total of associated organizations, United Ways, other indirect support, and fees and grants from government agencies.
<b>Sales of Supplies</b>	Total sales from in house store shop.
<b>Cost of Goods Sold</b>	Cost of items sold.
<b>Net Sale of Supplies</b>	Total sales minus cost of goods sold.
<b>Product Sales</b>	The gross dollar amount of products being sold.
<b>Cost of Goods Sold</b>	Cost of product being sold.
<b>Commissions Paid to Units</b>	Amount of money earned by units in selling the products.
<b>Net Product Sales</b>	Net Product Sales. (Total sales minus cost of goods sold and commissions paid to units)
<b>Investment Income</b>	Total investment earnings by all funds for unrestricted purposes. Besides income defined by your council Spending Policy this line includes royalties.
<b>Net Assets Released Investment Income</b>	Net Assets released from restrictions contributed to Investment Income.
<b>Total Investment Income</b>	Net income from investments. (Gross investment income and royalties plus net assets released investment income.)
<b>Realized Gain or Loss on Investments</b>	Total Unrestricted realized gains or losses on invested funds for all funds.
<b>Net Assets Released Realized Appreciation</b>	Net Assets released from restrictions contributed to Realized Gain or Loss on investments.
<b>Total Realized Gain/Loss on Investments</b>	Net income from realized gain or loss on investments. (Total realized gains or losses plus net assets released)
<b>Unrealized Gain or Loss on Investments</b>	Total Unrestricted unrealized gains or losses on invested funds for all funds.
<b>Net Asset Released Unrealized Gain or Loss on Investments</b>	Net Assets released from restrictions contributed to Unrealized Gain or Loss on investments. (Reclassification)
<b>Total Unrealized Gain or Loss on Investments</b>	Net income from unrealized gain of loss on investments. (Total unrealized gains or losses plus net assets released)
<b>Camping Revenues</b>	Total gross of all Camping Revenues, which include summer camp, day camp, year-round rentals, program fees, and other fees and sales.
<b>Camp Trading Post Sales</b>	Gross sales in camp trading post(s) for both year-round and summer camp.
<b>Camp Trading Post Cost of Goods Sold</b>	Cost of items sold.



<b>Camping Refunds and Discounts</b>	Shows the dollar amount for discounts and refunds given in the council's camping program.
<b>Total Camping Revenues</b>	Net camping revenues. (Gross revenues received plus gross camp trading post sales minus trading post cost of goods sold, refunds, and discount)
<b>Activity Revenues</b>	Gross activity revenues participant fees, e.g., sale of meals, concession revenues and sales of tickets.
<b>Activity Trading Post Sales</b>	Gross sales in activity trading post(s).
<b>Activity Trading Post Cost of Goods Sold</b>	Cost of items sold.
<b>Unit Commissions Paid</b>	Commissions paid to units, e.g., commission paid to a unit for selling Scout Show tickets.
<b>Activity Refunds and Discount</b>	Shows the dollar amount for discounts and refunds given for council's activities.
<b>Total Activity Revenue</b>	Net activity revenues. (Gross revenues plus gross activity trading post sales minus trading post cost goods sold, unit commissions, refunds, and discounts)
<b>Other Revenue</b>	Gross revenue from other sources, e.g., income for rents, income from council services, advertising (popcorn marketing money), and gain on the sale of a fix assets and other miscellaneous revenue.
<b>Total Support and Revenue</b>	Total of net direct support, net indirect support, and net revenue.
<b>Expenses</b>	
<b>Salaries</b>	Total gross salaries for professional, staff, camp staff, program help, and maintenance, full and part time.
<b>Employee Benefits</b>	Total benefits include the council's share all benefits medical, retirement, life, and disability insurance.
<b>Payroll Taxes Expense</b>	Total of council paid taxes that include Social Security, unemployment, workers' compensation, and other related taxes.
<b>Employee Related Expense</b>	These expenses include interviewing, relocation, and other employment expenses.
<b>Total Employee Compensation</b>	Total employee compensation including salaries, benefits, taxes, and related expenses.
<b>Professional Fees</b>	These expenses include fees legal, accounting, electronic data processing, LFL License, fundraising/PR Service, and other professional services.
<b>Program and Other Supplies</b>	These expenses include supplies for health and safety, program, food/commissary, janitorial, office, catering, kitchen/camp equipment, and other supplies.
<b>Telephone and Communications</b>	These expenses include telephone, mobile device, and fax.

<b>Postage and Shipping Expense</b>	These expenses include postage, outgoing/incoming freight, and messenger/delivery services.
<b>Occupancy Expense</b>	These expenses include rent, electricity, gas, heating oil, water and sewer, cleaning contracts, real estate taxes, occupancy permits, and other expenses.
<b>Rental and Maintenance of Equipment</b>	These expenses include rental of equipment, service contracts on copies, computer, office and camp equipment, new equipment non-depreciable, and equipment lease.
<b>Publication and Media Expense</b>	These expenses include in-house and outside printing, subscriptions, photography, and publications.
<b>Travel Expense</b>	These expenses include gas, oil, vehicles repair, licenses and leasing, mileage allowance, hotel, meals and incidentals, vehicle rental, transportation fees, and membership dues.
<b>Conferences and Meeting Expense</b>	These expenses include meeting space rental, meeting supplies and food, speaker's fees, registration fees for national, regional and local conferences, and national BSA event fees, e.g., Philmont fees and jamborees.
<b>Specific Assistance to Individual</b>	These expenses include assistance for registration, literature, scholarships, camperships, uniforms, and transportation.
<b>Recognition and Award Expense</b>	Here is where the patches, t-shirts, and hats are expensed. The expenses are in the following categories staff, youth, volunteers, fundraising, units, and others.
<b>Interest Expense</b>	This expense records interest paid on mortgages, capital leases, and other debt.
<b>Insurance Expense</b>	These expenses include liability, building, automobile, directors and officers, participant, business interruption, and fidelity bond insurance, to name a few.
<b>Other Expenses</b>	These expenses include advertising, bank service charges, uncollectible pledges write off, program grants, income tax paid, purchase discounts, and other miscellaneous expenses.
<b>Depreciation and Amortization Expense</b>	These expenses include the depreciation on all the council's depreciable assets, amortization on our capital leases, and loss on the disposal of a fixed asset.
<b>National Charter and Service Fees</b>	Show the total national service fee and charter fee paid to the national council.
<b>Total Other Expenses</b>	Total Other Expenses. (Total of all other expense not including employee compensation.)
<b>Total Expenses</b>	Total Expenses. (Total employee compensation plus total other expenses.)
<b>Increase (Decrease) in Unrestricted Net Assets</b>	Difference between total support and revenue and total expenses.
<b>Special Note</b>	Please see Schedule 1 for functional expenses.
<b>Statement of Changes in Net Assets—Temporarily Restricted Transactions</b>	
<b>Friends of Scouting</b>	Total gross temporarily restricted contributions to Friends of Scouting campaign.

<b>Net Assets Released Friends of Scouting</b>	Contributions to Friends of Scouting contributions, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Contributions</b>	Total amount of Friends of Scouting contributions not expected to be collected.
<b>Total Friends of Scouting</b>	Net temporarily restricted contributions to Friends of Scouting. (Gross contribution Friends of Scouting minus net assets released and provision for uncollectible.)
<b>Direct Mail</b>	Total gross temporarily restricted contributions to direct mail campaign.
<b>Net Assets Released Direct Mail</b>	Contributions to direct mail, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Contributions</b>	Total amount of direct mail contributions not expected to be collected.
<b>Total Direct Mail</b>	Net temporarily restricted contributions direct mail. (Gross contribution minus net assets released and provision for uncollectible.)
<b>Project Sales</b>	Total gross temporarily restricted contributions to project sales campaign.
<b>Net Assets Released Project Sales</b>	Contributions to project sales, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Contributions</b>	Total amount of project sales pledges not expected to be collected.
<b>Total Project Sales</b>	Net temporarily restricted contributions project sales. (Gross contribution minus net assets released and provision for uncollectible.)
<b>Capital Campaign</b>	Total gross temporarily restricted contributions.
<b>Net Assets Released Capital Campaign</b>	Contribution to capital campaign, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Contributions</b>	Total amount of capital campaign pledges not expected to be collected.
<b>Total Capital Campaign</b>	Net temporarily restricted capital contributions. (Gross contribution minus net assets released and provision for uncollectible)
<b>Special Fundraising Events</b>	Total gross temporarily restricted contributions from special fundraising events.
<b>Net Assets Released Special Events</b>	Contributions to special events, received with restrictions and now released from restrictions.

<b>Provision for Uncollectible Contributions</b>	Total amount of special event contributions not expected to be collected.
<b>Total Special Fundraising Events</b>	Net temporarily restricted contributions special events. (Gross contribution minus cost of direct benefits, net assets released and provision for uncollectible)
<b>Legacies and Bequest</b>	Total gross amount of temporarily restricted legacies and bequest contributions.
<b>Net Assets Released</b>	Contributions to legacies and bequests, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Contributions</b>	Total amount of legacies and bequests contributions not expected to be collected.
<b>Total Legacies and Bequest</b>	Net temporarily restricted contributions to legacies and bequests. (Gross contribution minus net assets released and provision for uncollectible)
<b>Foundations and Trusts</b>	Total gross amount of temporarily restricted foundations and trusts contributions.
<b>Net Assets Released</b>	Contributions to foundations and trusts, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Contributions</b>	Total amount of foundations and trusts contributions not expected to be collected.
<b>Total Foundation and Trusts</b>	Net temporarily restricted contributions foundations and trusts. (Gross contribution minus net assets released and provision for uncollectible)
<b>Other Direct Support</b>	Total gross amount of temporarily restricted other direct support contributions.
<b>Net Assets Released Other Direct</b>	Contributions to other direct support, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Contributions</b>	Total amount of other direct support contributions not expected to be collected.
<b>Total Other Direct Support</b>	Net temporarily restricted contributions other direct support. (Gross contribution minus net assets released and provision for uncollectible)
<b>Total Direct Support</b>	Total of temporarily restricted Friends of Scouting, project sales, capital campaign, special events, legacies and bequests, foundations and trusts, and other direct support.
<b>Associated Organizations</b>	Total gross amount of temporarily restricted support associated organizations.
<b>Net Assets Released Associated Organizations</b>	Contributions from associated organizations, received with restrictions and now released from restrictions.

<b>Provision for Uncollectible Support</b>	Total amount of associated organizations' support not expected to be collected.
<b>Total Associated Organizations</b>	Net temporarily restricted support associated organizations. (Gross contribution minus net assets released and provision for uncollectible)
<b>United Way</b>	Total gross temporarily restricted contributions from United Way.
<b>Net Assets Released United Way</b>	Contributions from United Way, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Pledges</b>	Total amount of United Way pledges not expected to be collected.
<b>Total United Way</b>	Net temporarily restricted contributions from United Way. (Gross contribution minus net assets released and provision for uncollectible)
<b>Unassociated Organizations</b>	Total gross amount of temporarily restricted support unassociated organizations.
<b>Net Assets Released Unassociated Organizations</b>	Contributions from unassociated organizations, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Support</b>	Total amount of unassociated organizations' support not expected to be collected.
<b>Total Unassociated Organizations</b>	Net temporarily restricted support from unassociated organizations. (Gross contribution minus net assets released and provision for uncollectible)
<b>Other Indirect Support</b>	Total gross amount of temporarily restricted other indirect support.
<b>Net Assets Released Other Indirect</b>	Contributions to other indirect support, received with restrictions and now released from restrictions.
<b>Provision for Uncollectible Contributions</b>	Total amount of other indirect support not expected to be collected.
<b>Total Other Indirect Support</b>	Net temporarily restricted support other indirect. (Gross contribution minus net assets released and provision for uncollectible)
<b>Fees and Grants from Government Agencies</b>	Total gross amount of temporarily restricted fees and grants from government agencies.
<b>Net Assets Released Fees and Grants from Government Agencies</b>	Contributions of fees and grants from government agencies, received with restrictions and now released from restrictions.

<b>Provision for Uncollectible Contributions</b>	Total amount of fees and government grants contributions not expected to be collected.
<b>Total Fees and Grants from Government Agencies</b>	Net temporarily restricted fees and grants from government agencies. (Gross contribution minus net assets released and provision for uncollectible)
<b>Total Indirect Support</b>	Total of temporarily restricted associated organizations, United Ways, other indirect support, unassociated organizations and fees and grants from government agencies.
<b>Investment income</b>	Total amount of temporarily restricted income from investments.
<b>Net Assets Released from Investment Income</b>	Investment income, received with restrictions and now released from restrictions.
<b>Total Investment Income</b>	Net temporarily restricted investment income. (Gross contribution minus net assets released)
<b>Realized Gain/Loss on Investments</b>	Total amount of temporarily restricted income from realized gain or loss on investments.
<b>Net Assets Released Realized Appreciation</b>	Realized appreciation received with restrictions and now released from restrictions.
<b>Total Realized Gain/Loss on Investments</b>	Net amount of temporarily restricted income from realized gain and loss on investments. (Gross contribution minus net assets released)
<b>Unrealized Gain/Loss on Investment</b>	Total temporarily unrealized gain or loss on investments.
<b>Net Assets Released Unrealized Gain/Loss on Investment</b>	Unrealized gain and loss on investment released from restrictions.
<b>Total Unrealized Gain/Loss on Investments</b>	Net unrealized gain or loss on investment. (Gross contribution minus net assets released)
<b>Total Support and Revenue</b>	Total of contributions, direct and indirect, revenue and reclassification of net assets released from restriction.
<b>Increase (Decrease) in Temporarily Restricted Net Assets</b>	The change in temporarily restricted net assets for the period.

Statement of Changes in Net Assets—Permanently Restricted Transactions	
Direct Mail	Total gross permanently restricted contributions to direct mail campaign.
Provision for Uncollectible	Total amount of direct mail contributions not expected to be collected.
Capital Campaign	Total gross permanently restricted contributions.
Provision for Uncollectible Contributions	Total amount of capital campaign contributions not expected to be collected.
Capital Campaign Contribution Discounted for Future Value	Use to discount long-term contribution to Net Present Value. <i>(Discounting future value is the process for long-term receivables that are anticipated to be paid no earlier than one year and no later than five years. This process involves discounting the value of contributions receivable because current cash is more valuable than future cash. (Debit Balance))</i>
Capital Campaign Contribution Accretion of the Discounted Future Value	This account is used to record the reduction of cash discount for future special event contributions. (Credit Balance)
Total Capital Campaign	Net Capital campaign permanently restricted. (Gross contribution minus discounts and provision for uncollectible)
Special Fundraising Events	Total gross permanently restricted contributions from special fundraising events.
Cost of Direct Benefits Special Events	The amount of the cost for the direct benefit to the donor, e.g., greens fees, meals, and prizes.
Provision for Uncollectible Contributions	Total amount of special event contributions not expected to be collected.
Total Special Events	Net permanently restricted special events. (Gross contribution minus cost of direct benefits and provision for uncollectible)
Legacies and Bequest	Total gross amount of permanently restricted legacies and bequest contributions.
Provision for Uncollectible Contributions	Total amount of legacies and bequest contributions not expected to be collected.
Legacies and Bequest Contribution Discounted for Future Value	Used to discount long-term contribution to Net Present Value. <i>(Discounting future value is the process for long-term receivables that are anticipated to be paid no earlier than one year and no later than five years. This process involves discounting the value of contributions receivable because current cash is more valuable than future cash. (Debit Balance))</i>

<b>Legacies and Bequests Contribution Accretion of the Discounted Future Value</b>	This account is used to record the reduction of cash discount for future special event contributions. (Credit Balance)
<b>Total Legacies and Bequests</b>	Net permanently restricted pledges minus provision for uncollectible. (Gross contribution minus discounts and provision for uncollectible)
<b>Foundations and Trusts</b>	Total gross amount of permanently restricted foundations and trusts contributions.
<b>Provision for Uncollectible Contributions</b>	Total amount of foundations and trusts contributions not expected to be collected.
<b>Foundations and Trusts Contribution Discounted for Future Value</b>	Use to discount long-term contribution to Net Present Value. <i>(Discounting future value is the process for long-term receivables that are anticipated to be paid no earlier than one year and no later than five years. This process involves discounting the value of contributions receivable because current cash is more valuable than future cash. (Debit Balance))</i>
<b>Foundations and Trusts Contribution Accretion of the Discounted Future Value</b>	This account is used to record the reduction of cash discount for future special event contributions. (Credit Balance)
<b>Total Foundations and Trusts</b>	Net amount of permanently restricted foundations and trusts contributions. (Gross contribution minus discounts and provision for uncollectible)
<b>Other Direct Support</b>	Total amount of permanently restricted other direct support contributions. Please note this the transaction area to record James E. West and other endowment contributions.
<b>Provision for Uncollectible Contributions</b>	Total amount of other direct support not expected to be collected.
<b>Other Direct Support Contribution Discounted for Future Value</b>	Use to discount long-term contribution to Net Present Value. <i>(Discounting future value is the process for long-term receivables that are anticipated to be paid no earlier than one year and no later than five years. This process involves discounting the value of contributions receivable because current cash is more valuable than future cash. (Debit Balance))</i>
<b>Other Direct Support Contribution Accretion of the Discounted Future Value</b>	This account is used to record the reduction of cash discount for future special event contributions. (Credit Balance)



<b>Total Other Direct Support</b>	Net permanently restricted other direct support. (Gross contribution minus discounts and provision for uncollectible)
<b>Total Direct Support</b>	The total of all direct support contributions to permanently restricted net assets direct mail, project sales, capital, special events, legacies and bequests, foundations and trusts and other direct.
<b>Associated Organizations</b>	Total gross amount of permanently restricted associated organizations' support.
<b>Provision for Uncollectible Contributions</b>	Total amount of associated organizations not expected to be collected.
<b>Total Associated Organizations</b>	Net amount of permanently restricted associated organizations. (Gross contribution minus discounts and provision for uncollectible)
<b>United Way</b>	Total gross amount of permanently restricted United Way allocations and designations.
<b>Provision for Uncollectible Contributions</b>	Total amount of United Way allocations and designations not expected to be collected.
<b>Total United Way</b>	Net amount of permanently restricted United Way. (Gross contribution minus discounts and provision for uncollectible)
<b>Unassociated Organizations</b>	Total amount of permanently restricted unassociated organizations' support.
<b>Provision for Uncollectible Contributions</b>	Total amount of unassociated organizations not expected to be collected.
<b>Total Unassociated Organizations</b>	Net amount of permanently restricted unassociated organizations. (Gross contribution minus discounts and provision for uncollectible)
<b>Other Indirect Support</b>	Total gross amount of permanently restricted other indirect contributions.
<b>Provision for Uncollectible Contributions</b>	Total amount of other indirect support not expected to be collected.
<b>Total Other Indirect Support</b>	Net amount of permanently restricted other indirect support. (Gross contribution minus discounts and provision for uncollectible)
<b>Fees and Grants from Government Agencies</b>	Total amount of permanently restricted fees and grants from government agencies.
<b>Provision for Uncollectible Contributions</b>	Total amount of fees and grants from government agencies not expected to be collected.

<b>Total Fees and Grants from Government Agencies</b>	Net amount of permanently restricted fees and grants from government agencies. (Gross contribution minus discounts and provision for uncollectible)
<b>Total Indirect Support</b>	The total of all permanently restricted indirect support contributions associated organizations, United Way, unassociated organizations, other indirect support, and fees and grants from government agencies.
<b>Investment Income</b>	Total investment income permanently restricted.
<b>Total Investment Income</b>	Net amount of permanently restricted investment Income.
<b>Realized Gain/Loss on Investments</b>	Total amount of permanently restricted realized gain or loss on investments.
<b>Total Realized Gain/Loss on Investments</b>	Net amount of permanently restricted realized gain or loss on investments.
<b>Unrealized Gain or Loss on Investments</b>	Total amount of permanently restricted unrealized gain or loss on investments.
<b>Total Unrealized Gains or Losses on Investments</b>	Net amount of permanently restricted unrealized gain or loss on investment.
<b>Total Revenues</b>	The total of all revenues that are permanently restricted.
<b>Total Support and Revenue</b>	Total of contributions, direct and indirect, revenue and reclassification of net assets released from restriction.
<b>Increase (Decrease) in Permanently Restricted Net Assets</b>	Total increase or decrease of permanently restricted net assets.
<b>Statement of Changes in Net Assets—Beginning and Ending Balances Summary</b>	
Unrestricted Net Assets Summary	
<b>Unrestricted Net Assets</b>	Total of unrestricted net assets at the beginning of the fiscal year for each fund and total for all funds.
<b>Change in Unrestricted Net Assets</b>	Increase (Decrease) in for the period.
<b>Adjustment to Unrestricted Net Assets</b>	Any needed adjustments. Adjustments are entries made to net asset to correct the balance of the net assets due to prior period(s) transactions.
<b>Transfer of Unrestricted Net Assets</b>	Permanent movement of assets between funds. (All assets are counted as unrestricted transactions.)

<b>Unrestricted Net Assets End of Period</b>	Balance for end of period for unrestricted net assets.
<b>Temporarily Restricted Net Assets Summary</b>	
<b>Temporarily Restricted Net Assets</b>	Total of temporarily restricted net assets at the beginning of the fiscal year for each fund and total for all funds.
<b>Change in Temporarily Restricted Net Assets</b>	Increase (Decrease) in for the period.
<b>Adjustment to Temporarily Restricted Net Assets</b>	Any needed adjustments. Adjustments are entries made to net asset to correct the balance of the net assets due to prior period(s) transactions.
<b>Temporarily Restricted Net Assets End of Period</b>	Balance for end of period for temporarily restricted net assets.
<b>Permanently Restricted Net Assets Summary</b>	
<b>Permanently Restricted Net Assets</b>	Total of permanently restricted net assets at the beginning of the fiscal year for each fund and total for all funds.
<b>Change in Permanently Restricted Net Assets</b>	Increase (Decrease) in for the period.
<b>Adjustment to Permanently Restricted Net Assets</b>	Any needed adjustment. Adjustments are entries made to net asset to correct the balance of the net assets due to prior period(s) transactions.
<b>Permanently Restricted Net Assets End of Period</b>	Balance for end of period for permanently restricted net assets.
<b>Total Net Asset Summary</b>	
<b>Total Net Assets, Beginning of Year</b>	Total of unrestricted, temporarily and permanently restricted net assets at the beginning of the fiscal year.
<b>Changes in Total Net Asset</b>	Increase (Decrease) in for the period for unrestricted, temporarily and permanently restricted net assets.
<b>Total Adjustments to Net Assets</b>	This is the total of unrestricted, temporarily and permanently restricted adjustments to net assets.
<b>Transfers</b>	Permanent movement of assets between funds. (All assets are counted as unrestricted transactions.)

<b>Total Increase or Decrease of Total Net Assets</b>	This is the sum of changes to unrestricted and temporarily and permanently restricted net assets.
<b>Statement of Changes in Net Assets— Schedules</b>	
<b>Schedule 1</b>	Functional Expenses.
<b>Program Services</b>	Total expenses that are related to providing program services to the council.
<b>Total Support Services</b>	Total of management and fundraising expenses.
<b>Management Services</b>	Total expenses that are related to management of the council.
<b>Fundraising</b>	Total expenses that are related to raising money for the council.
<b>Total of Functional Expenses</b>	Total of all expense for the period.
<b>Charter and National Service Fee</b>	The Boy Scouts of America by policy does not including the national service fee and charter fee expenses as allocated expenses in the Statement of Functional Expenses.
<b>Time Study Percentages</b>	These percentages are used to use split unallocated expenses into their functional areas. The percentages are derived from a time study conducted on the professional staff's time. The study should be representative of all four quarters of the year and should be repeated at least every three years.
<b>Percentage of Functional Expense by Type</b>	These are the council's actual percentage for their functional expenses.
<b>Schedule Two</b>	Shows the net assets released from restriction in each fund and a total for all funds.
<b>Schedule Three</b>	Shows any changes in unrestricted board-designated net assets.

# Analysis of the Statement of Changes in Net Assets

---

## **Analysis**

To understand this report, the reader needs to identify five separate sections of the report.

- **Net Assets**—These are at the bottom of the report. This section shows the balance that existed at the beginning of the year and the balance at the end of the year. The next three sections are an explanation of why these changes have occurred.
- **Unrestricted Transactions**—All income, expense, and release of net assets that are unrestricted are shown on this part of the statement.
- **Temporarily Restricted Transactions**—These are income and release of net assets that are temporarily restricted.
- **Permanently Restricted Transactions**—These are income and any net assets that are permanently restricted.
- **Schedules**—Show the functional expenses, net assets released from restriction, and changes in unrestricted board-designated net assets.

## **Unrestricted Transactions**

The income is stated along with net assets released from restrictions. Expenses are stated as natural items (salary, benefits, payroll taxes, etc.) and are shown in function form in Schedule 1 (program, management, and fundraising). By definition unrestricted funds are the only ones that contain expenses.

## **Temporarily Restricted Transactions**

Income is divided between contribution income and revenue and net assets released from restriction. There are no expenses. See the explanation above.

## **Permanently Restricted Transactions**

Income is divided between contribution income and revenue and any change in net assets released. There are no expenses.

## **Increase/ Decrease in Total Net Assets**

This is the total of all three sections and the beginning point for the Statement of Cash Flows.

## **Beginning and Ending Net Assets Summary**

Beginning is the amount of net assets at the start of the fiscal period. Three other items appear between the beginning net assets and ending net assets. These items are changes to net assets, adjustments to net assets and transfers between funds. These items together will make up the ending net asset balance.

# Statement of Cash Flows

---

<b>Overview</b>	<p>The Statement of Cash Flows is a financial statement that shows the council’s sources and uses of cash during a time-period. The statement shows how changes in the Statement of Financial Position, Statement of Operations and other selected transactions affected cash and breaks the analysis down according to operating, investing, and borrowing activities.</p> <p>The Statement of Cash Flows assess:</p> <ul style="list-style-type: none"><li>• the council’s ability to generate positive future cash flow and meet obligations.</li><li>• the differences between net income and cash inflows and outflows.</li><li>• effects of the council’s investing and financing of cash and noncash on financial position.</li></ul> <p>The beginning point for this statement is the net increase (decrease) in net assets as shown on the Statement of Change in Net Assets.</p> <p>The statement is divided into three sections: effects on operations, effects on investment decisions, and effects on borrowing decisions. The report shows each effect as it relates to the Operating, Capital, and Endowment funds and total of all funds.</p> <p>At the bottom of the report are the beginning balances for the cash accounts and the current balance of the cash accounts. The sections leading up to these two balances are an explanation of how these changes in cash flow have occurred.</p>
-----------------	---

The Statement of Cash Flows is divided into five columns and each column shows current and prior year:

1. Description of the of the line items
2. Operating Fund
3. Capital Fund
4. Endowment Fund
5. Total of All Funds

5. Total of All Funds

1	2	3	4	5				
Take Any Council Council - #000	Boy Scouts of America							
	Statement of Cash Flows							
	Period Ending: December 31, 2018							
	Operating Fund		Capital Fund		Endowment Fund		Total All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
Cash Flows from Operating Activities								
Change in Total Net Assets	660,068	232,245	(896,835)	381,330	(1,415,588)	2,864,680	(1,652,355)	3,478,254
Adjustments to reconcile change in net asset to net cash provided (used) by operating activities from January 1 through this period.								
Depreciation			924,873	873,007			924,873	873,007

The report contains three selections:

1. Cash Flows from Operating Activities
2. Cash Flows from Investing Activities
3. Cash Flows from Financing Activities

Take Any Council Council - #000

Boy Scouts of America

Statement of Cash Flows

Period Ending: December 31, 2018

Operating Fund		Capital Fund		Endowment Fund		Total All Funds		
2018	2017	2018	2017	2018	2017	2018	2017	
Cash Flows from Operating Activities								
Change in Total Net Assets	660,068	232,245	(896,835)	381,330	(1,415,588)	2,864,680	(1,652,355)	3,478,254
Adjustments to reconcile change in net asset to net cash provided (used) by operating activities from January 1 through this period.								
Depreciation			924,873	873,007			924,873	873,007
Realized/unrealized (gains) losses on sale of fixed assets			800	(1,000)			800	(1,000)
Adjustments for Changes in Assets and Liabilities								
Net Cash Provided/(Used) by Operating Activities	1,171,395	57,428	1,212,180	1,634,488	394,818	313,224	2,778,392	2,005,139
Cash Flows from Investing Activities								
Proceeds from Sale of Investments	2,209	-	-	22,494	1,463,255	-	1,465,464	22,494
Purchase of Investments	-	(2,333)	(58,007)	-	-	(691,460)	(58,007)	(693,793)
Purchase of Property and Equipment			(3,853,722)	(2,804,834)			(3,853,722)	(2,804,834)
Net Cash Provided/(Used) by Investing Activities	2,209	(2,333)	(3,911,729)	(2,782,341)	1,463,255	(691,460)	(2,446,265)	(3,476,134)
Cash Flows from Financing Activities								
Curtailments of Borrowing	-	-	(153,471)	(89,741)	-	-	(153,471)	(89,741)
Net Asset Adjustments	10	(17,516)	(6)	-	1	-	5	(17,516)
Transfers IN	-	(150,000)	1,000,000	150,000	(1,000,000)	-		
NET OF TRANSFERS	-	(150,000)	1,000,000	150,000	(1,000,000)	-	-	-
Proceeds from Interfund Loans	(1,390,902)	(347,580)	2,179,191	(51,599)	(788,288)	399,179		
NET OF INTER-FUND LOANS	(1,390,902)	(347,580)	2,179,191	(51,599)	(788,288)	399,179	-	0
Net Cash Provided/(Used) by Financing Activities	(1,390,892)	(515,096)	3,025,714	8,660	(1,788,287)	399,179	(153,466)	(107,257)
Net Inc (Dec) in Cash and Temporary Cash Investments								
	(217,289)	(460,002)	326,165	(1,139,193)	69,785	20,944	178,662	(1,578,251)
Cash and Temporary Cash Investments								
Beginning of Year	3,358,333	3,818,334	2,178,675	3,317,868	20,944	-	5,557,951	7,136,202
End of this Period	3,141,044	3,358,333	2,504,840	2,178,675	90,729	20,944	5,736,613	5,557,951

The Statement of Cash Flows opens as all nVision reports do as an Excel file. These tabs appear at the bottom of the worksheet. You will need to click on the “Statement of Cash Flows” tab to see and print your report. Also, you will see three other tabs — “User Input,” Data Worksheet,” and “Instructions.”



The Data Worksheet will show the raw data used to construct your Statement of Cash Flows. This worksheet is also a live Excel Worksheet if you make changes to it you will modify your Statement of Cash Flows.

The other two tabs are related to the following:

- The Financial Accounting Standards Board (FASB) has identified several items that must be displayed on the face of the Statement of Cash Flows that come from information not contained in the general ledger of the council. This information must be entered by the council with reference to other records, statements or reports. Each council situation will be different in that data will not be needed for each item that the FASB has defined, so there may be many items that will be left blank. You display and gather this information by using the “User Input.”

Below is a copy of the “User Input” tab of the items that may or may not apply to your council, along with information about the typical source for gathering the data under the “Instructions” tab. The line numbers correspond with line numbers on the “User Input” tab.

**Note:** As with the “Data Worksheet,” making entries in the “User Input” worksheet will change your Statement of Cash Flow. Remember that the purpose of the “User Input” is to meet the FASB requirement for gross accounting. The entry made MUST net to (equal) the corresponding number on your Statement of Cash Flows. If not, your Statement will no longer balance.

Take Any Council Council - #000			Period Ending: December 31, 2018					
			2018			2017		
			Operating Fund	Capital Fund	Endowment Fund	Operating Fund	Capital Fund	Endowment Fund
Line 1	Cash Contributions Restricted for LT Purposes this year	C9						
Line 2	Cash Income Reinvested for LT Purposes new this year	C10						
			2018			2017		
			Operating Fund	Capital Fund	Endowment Fund	Operating Fund	Capital Fund	Endowment Fund
Line 3	(Enter positive numbers only in this section) Gross Proceeds From Sale of Investments	C16						
Line 4	Gross Purchases of Investments	C17						
Line 5	Gross Proceeds from the Sale of Property and Equipment	C18						
Line 6	Gross Purchases of Property and Equipment	C19						
		C20						
			2018			2017		
			Operating Fund	Capital Fund	Endowment Fund	Operating Fund	Capital Fund	Endowment Fund
Line 7	Proceeds from Borrowing (Enter Positive Numbers)	C24						
Line 8	Notes Payable Curtailments (Enter Negative Numbers)	C25						
<b>TRANSFERS - Gross Values Each Direction</b>			<b>If Cells below are "red", the Transfers are not in balance.</b>					
Line 9	Transfers INTO Fund 1 (Enter Positive Numbers)	C28						
Line 10	Transfers OUT OF Fund 1 (Use Negative Numbers)	C29						
<b>INTER-FUND LOANS - Gross Values Each Direction</b>			<b>If Cells below are "red", the Loans are not in balance.</b>					
Line 9	Loan Values to the fund this year (Positive Numbers)	C32						
Line 10	Loan Values from the fund this year (Negative Numbers)	C33						

On the following page is an example of a complete Statement of Cash Flow:



Take Any Council Council - #000							Boy Scouts of America			
Statement of Cash Flows										
Period Ending: December 31, 2018										
			Operating Fund		Capital Fund		Endowment Fund		Total All Funds	
			2018	2017	2018	2017	2018	2017	2018	2017
Cash Flows from Operating Activities										
Change in Total Net Assets			660,068	232,245	(896,835)	381,330	(1,415,588)	2,864,680	(1,652,355)	3,478,254
Adjustments to reconcile change in net asset to net cash provided (used) by operating activities from January 1 through this period.										
Depreciation					924,873	873,007			924,873	873,007
Realized/unrealized (gains) losses on sale of fixed assets					800	(1,000)			800	(1,000)
Realized/unrealized (gains) losses on sale of investments			(2,209)	2,333	58,007	(22,494)	1,094,394	(1,919,466)	1,150,192	(1,939,627)
Adjustments for Changes in Assets and Liabilities										
Accounts and Notes Receivable			(17,895)	(39,553)	-	-	(355)	-	(18,250)	(39,553)
Contributions Receivable			36,233	(37,240)	1,636,737	(119,887)	581,418	(511,448)	2,254,389	(668,575)
Inventory			33,000	(77,124)	-	-	-	-	33,000	(77,124)
Deferred Activity Expense			228,666	(160,158)	-	-	-	-	228,666	(160,158)
Deferred Camp Expense			(44,135)	(9,636)	-	-	-	-	(44,135)	(9,636)
Deferred Special Event Expense			(12,180)	679	-	-	-	-	(12,180)	679
Prepaid Expenses			63,300	9,594	4,390	(4,390)	(11,757)	-	55,933	5,204
Other Assets			-	-	3,540	3,540	146,705	(120,541)	150,244	(117,002)
Accounts Payable			366,633	(12,929)	(522,328)	524,293	-	-	(155,695)	511,363
Accrued Expenses			84,555	(29,176)	2,996	88	-	-	87,551	(29,088)
Taxes and Benefits Withheld			(1,794)	2,378	-	-	-	-	(1,794)	2,378
Other Liabilities			(17,896)	1,938	-	-	-	-	(17,896)	1,938
Custodian Accounts			98,204	128,697	-	-	-	-	98,204	128,697
Deferred Activity Revenue			(319,717)	150,668	-	-	-	-	(319,717)	150,668
Deferred Camp Revenue			17,840	(72,371)	-	-	-	-	17,840	(72,371)
Deferred Special Event Revenue			(1,280)	1,280	-	-	-	-	(1,280)	1,280
Other Deferred Revenue			-	(34,195)	-	-	-	-	-	(34,195)
Contributions Restricted for Long-Term Purposes			-	-	-	-	-	-	-	-
Income Reinvested for LT Purpose			-	-	-	-	-	-	-	-
Net Cash Provided/(Used) by Operating Activities			1,171,395	57,428	1,212,180	1,634,488	394,818	313,224	2,778,392	2,005,139
Cash Flows from Investing Activities										
Proceeds from Sale of Investments			2,209	-	-	22,494	1,463,255	-	1,465,464	22,494
Purchase of Investments			-	(2,333)	(58,007)	-	-	(691,460)	(58,007)	(693,793)
Proceeds from Sale of Property and Equipment					-	-			-	-
Purchase of Property and Equipment					(3,853,722)	(2,804,834)			(3,853,722)	(2,804,834)
Net Cash Provided/(Used) by Investing Activities			2,209	(2,333)	(3,911,729)	(2,782,341)	1,463,255	(691,460)	(2,446,265)	(3,476,134)
Cash Flows from Financing Activities										
Proceeds from Borrowing			-	-	-	-	-	-	-	-
Curtailments of Borrowing			-	-	(153,471)	(89,741)	-	-	(153,471)	(89,741)
Net Asset Adjustments			10	(17,516)	(6)	-	1	-	5	(17,516)
Contributions Restricted for Long-Term Purposes			-	-	-	-	-	-	-	-
Transfers IN			-	(150,000)	1,000,000	150,000	(1,000,000)	-		
Transfers OUT			-	-	-	-	-	-		
NET OF TRANSFERS			-	(150,000)	1,000,000	150,000	(1,000,000)	-	-	-
Proceeds from Interfund Loans			(1,390,902)	(347,580)	2,179,191	(51,599)	(788,288)	399,179		
Curtailments of Interfund Loans			-	-	-	-	-	-		
NET OF INTER-FUND LOANS			(1,390,902)	(347,580)	2,179,191	(51,599)	(788,288)	399,179	-	0
Net Cash Provided/(Used) by Financing Activities			(1,390,892)	(515,096)	3,025,714	8,660	(1,788,287)	399,179	(153,466)	(107,257)
Net Inc (Dec) in Cash and Temporary Cash Investments			(217,289)	(460,002)	326,165	(1,139,193)	69,785	20,944	178,662	(1,578,251)
Cash and Temporary Cash Investments										
Beginning of Year			3,358,333	3,818,334	2,178,675	3,317,868	20,944	-	5,557,951	7,136,202
End of this Period			3,141,044	3,358,333	2,504,840	2,178,675	90,729	20,944	5,736,613	5,557,951
Check			(217,289)	(460,002)	326,165	(1,139,193)	69,785	20,944	178,662	(1,578,251)

Here are a few tips to help you understand the Statement of Cash Flows:

- When an asset (other than cash) increases, the Cash account decreases.
- When an asset (other than cash) decreases, the Cash account increases.  
— (For a change in assets (other than cash)—the change in Cash account is in the opposite direction.)
- When a liability increases, the Cash account increases.
- When a liability decreases, the Cash account decreases.
- When net assets increase, the Cash account increases.
- When net assets decrease, the Cash account decreases.

<b>Change in Total Net Assets</b>	This figure is taken from the Statement of Changes in Net Assets. This is the beginning point for this report.
<b>Adjustments to Net Assets to reconcile Cash Flows</b>	These are accrual transactions that have occurred from Jan. 1 until the specified date. Transactions that have an accrual basis are backed out to measure their influence on cash.
<b>Depreciation</b>	Depreciation for the period is added back it is an expense and changes Net Assets but it does not impact cash flow.
<b>Realized/ unrealized (gains) losses on sale of fixed assets</b>	Realized and unrealized gains on the sale of fixed assets since Jan. 1. Gains are subtracted, and losses are added back.
<b>Realized/ unrealized (gains) losses on sale of investments</b>	Realized and unrealized gains on the sale of investments since Jan. 1. Gains are subtracted, and losses are added back.
<b>Adjustments for changes in Assets and Liabilities</b>	Shows the changes in assets and liabilities in operating activities since Jan. 1.
<b>Accounts Receivable</b>	Increase or decrease in accounts receivable since Jan. 1.
<b>Contributions Receivable</b>	Increase or decrease in pledge receivables since Jan. 1.
<b>Inventory</b>	Increase or decrease in inventory since Jan. 1.
<b>Deferred Expense, Activities</b>	Increase or decrease in deferred activities expense since Jan. 1.
<b>Deferred Expense, Camps</b>	Increase or decrease in deferred camp expense since Jan. 1.
<b>Deferred Expense, Special Events</b>	Increase or decrease in special fundraising events expense since Jan. 1.
<b>Prepaid Expense</b>	Increase or decrease in prepaid expense since Jan. 1.
<b>Other Assets</b>	Increase or decrease in other assets since Jan. 1.
<b>Accounts Payable</b>	Increase or decrease in accounts payable since Jan. 1.

<b>Accrued Expense</b>	Increase or decrease in accrued expense since Jan. 1.
<b>Taxes and Benefits Withheld</b>	Increase or decrease in payroll taxes since Jan. 1.
<b>Custodial Accounts</b>	Increase or decrease in custodial accounts since Jan. 1.
<b>Deferred Income, Activities</b>	Increase or decrease in deferred activities income since Jan. 1.
<b>Deferred Income, Camp</b>	Increase or decrease in deferred camp income since Jan. 1.
<b>Deferred Income, Special Events</b>	Increase or decrease in special fundraising events income since Jan. 1.
<b>Deferred Income, Other</b>	Increase or decrease in other deferred income since Jan. 1.
<b>Contributions Restricted for Long-Term Purposes</b>	Restricted proceeds received for long-term purposes since Jan. 1. This will be shown as a decrease in cash in the operating activities.
<b>Income Reinvested for LT Purpose</b>	Increase or decrease in net asset adjustments since Jan. 1.
<b>Net Cash Flows Provided/(Used) by Operating Activities</b>	The net of increase/decrease in total net assets minus total adjustments since Jan. 1.
<b>Cash Flows from Investing Activities</b>	This section shows all changes that have occurred in cash flow because of the council's investing activities since Jan. 1.
<b>Proceeds from Sale of Investments</b>	Proceeds received from the sale of investment since Jan. 1. It will show an increase in cash since Jan. 1.
<b>Purchase of Investments</b>	Cash used to purchase investments since Jan. 1. It will show as decrease in cash since Jan. 1.
<b>Proceeds from Sale of Property and Equipment</b>	Proceeds received from the sale of property and equipment since Jan. 1. It will show an increase in cash since Jan. 1.
<b>Purchase of Property and Equipment</b>	Cash used to purchase property and equipment since Jan. 1. It will show as decrease in cash.
<b>Net Cash Provided /(Used) by Investing Activities</b>	Total of all investment-related changes to cash flow since Jan. 1.
<b>Cash Flows from Financing Activities</b>	This section shows all changes that have occurred in cash flow because of the council's borrowing activities since Jan. 1.
<b>Proceeds from Borrowing</b>	All changes that have occurred in cash flow because of the council's borrowing activities since Jan. 1.

<b>Curtailments of Borrowing</b>	Changes that have occurred in cash flow because of the council's curtailment of borrowing activities since Jan. 1.
<b>Net Asset Adjustments</b>	Changes in net assets due to borrowing activities since Jan. 1.
<b>Contributions Restricted for Long-Term Purposes</b>	Restricted proceeds received for long-term purposes since Jan. 1.
<b>Transfers IN</b>	Permanently transferred proceeds into a fund from another fund since Jan. 1. Fund receiving the transfer will show an increase in cash.
<b>Transfer OUT</b>	Permanently transferred proceeds out of a fund into to another fund since Jan. 1. It will show a decrease in cash.
<b>Net of Transfers</b>	Net proceeds from transfers since Jan. 1.
<b>Proceeds Interfund Loans</b>	Increase or decrease in interfund loans since Jan. 1.
<b>Curtailments of Interfund Loans</b>	Curtailment of interfund loans since Jan. 1.
<b>Net of Interfund Loan</b>	Net of proceeds from interfund loans since Jan. 1.
<b>Net Cash Provided /(Used) by Financing Activities</b>	Total of all borrowing transactions that have affected cash flow since Jan. 1.
<b>Net Increase/ (Decrease) in Cash and Temporary Cash Activities</b>	Total of the net cash flows from operations, investments, and borrowing since Jan. 1.
<b>Cash at the Beginning of the Year</b>	Cash position for each fund at the beginning of the fiscal year.
<b>Cash at the End of Period</b>	Current cash position for each fund based on a specified date.
<b>Check</b>	This is the difference between the cash at the beginning of the year and the cash at the end of period for report. This must equal Net Increase (Decrease in Cash and Temporary Cash Activities).

## Analysis of Statement of Cash Flows

<b>Net Cash Flows Provided/(Used) by Operating Activities</b>	Look at this line on your statement. This is the amount of cash that has been consumed or created in excess. At any point in the fiscal year, this will tell you why cash flow has been affected by operations.
<b>Net Cash Provided/(Used) by Investing Activities</b>	This is the amount of cash consumed or generated by changes in investment policy or practice since Jan. 1.
<b>Net Cash Provided/(Used) by Financing Activities</b>	This line tells you the net amount of cash consumed or generated by borrowing or repaying loans.
<b>Cash at the Beginning of the Year</b>	This is the amount of cash shown on the Statement of Financial Position as of Jan. 1 of the years shown.
<b>Cash at the End of the Period</b>	This is the amount available now and should match the figure on the Statement of Financial Position for the current month being measured.

# Statement of Functional Expenses

---

## Overview

This report is one of four required reports for audits. It shows the reader the amount of the council's resources that are devoted to program, management, and fund-raising. This report shows the results of expenses from the Operating, Capital, and Endowment funds. It represents the total effort during the period being measured by functional classification.

The report may be printed with unallocated expenses in a separate column or as a functional report that splits unallocated expenses into program, management, and fund-raising expenses using specified percentages.

These percentages should derive from a properly conducted time study of the professional staff's time. The study should be representative of all four quarters of the year and should be repeated at least every three years.

The report does the math for the functional presentation showing the percentages of expense spent on program, management, and fund-raising.

This report is presented in two different formats, allocated and unallocated. Please note the allocated format will have four columns and the unallocated has five columns. The first example below shows the unallocated format of the Statement of Functional Expenses:

1. Description of the of the line items
2. Expenses Allocated to Program Services
3. Expenses Allocated to Support Services (Management and Fundraising with Total)
4. Unallocated Expenses
5. Total Expenses Current and Prior Periods

1	2	3	4	5
Take Any Council Council - # 000	Statement of Functional Expenses			Boy Scouts of America
	Unallocated			
	Period Ending: December 31, 2018			
Funds 1-3	----- Support Services -----			
	Program	Management	Fundraising	Total Support
	Services	& General		Services
Expenses				Unallocated
				Expenses
Employee Compensation				
Salaries	547,373			3,332,502
Employee Benefits	50,493			645,695
Payroll Taxes	84,594			279,234
Employee Related Expenses				48,015
Total Employee Compensation	682,459			4,305,445
				4,987,904
				4,982,395

1. Description of the of the line items
2. Expenses Allocated to Program Services
3. Expenses Allocated to Support Services (Management and Fundraising with Total)
4. Total Expenses Current and Prior Periods

1	2	3			4	
Take Any Council Council - # 000	Statement of Functional Expenses Allocated by Function Period Ending: December 31, 2018				Boy Scouts of America	
Funds 1-3		----- Support Services -----				
Expenses	Program Services	Management & General	Fundraising	Total Support Services	Total Expenses 2018	2017
Employee Compensation						
Salaries	3,325,680	249,938	304,257	554,195	3,879,875	3,889,578
Employee Benefits	588,808	48,427	58,952	107,379	696,187	696,028
Payroll Taxes	317,391	20,943	25,494	46,437	363,828	332,742
Employee Related Expenses	40,030	3,601	4,384	7,985	48,015	64,047
<b>Total Employee Compensation</b>	<b>4,271,909</b>	<b>322,908</b>	<b>393,087</b>	<b>715,996</b>	<b>4,987,904</b>	<b>4,982,395</b>

The report contains five selections:

1. Total Employee Compensation
2. Total Other Expenses
3. Total Expenses before Depreciation
4. Total Functional Expenses with Depreciation Expense
5. Percentage of Total Expenses by Function

**Take Any Council Council - # 000**

**Boy Scouts of America**

**Statement of Functional Expenses  
Allocated by Function  
Period Ending: December 31, 2018**

**Funds 1-3**

Expenses	Program Services	----- Support Services -----			Total Expenses	
		Management & General	Fundraising	Total Support Services	2018	2017
Employee Compensation						
Salaries	3,325,680	249,938	304,257	554,195	3,879,875	3,889,578
<b>Total Employee Compensation</b>	<b>4,271,909</b>	<b>322,908</b>	<b>393,087</b>	<b>715,996</b>	<b>4,987,904</b>	<b>4,982,395</b>
Other Expenses						
Professional Fees	234,303	12,407	48,632	61,039	295,342	205,186
Supplies	987,180	1,782	53,609	55,391	1,042,571	1,185,980
<b>Total Other Expenses</b>	<b>3,842,080</b>	<b>142,615</b>	<b>415,398</b>	<b>558,014</b>	<b>4,400,093</b>	<b>4,391,246</b>
<b>Expenses Before Depreciation</b>	<b>8,113,989</b>	<b>465,524</b>	<b>808,485</b>	<b>1,274,009</b>	<b>9,387,998</b>	<b>9,373,641</b>
Depreciation Expense	883,798	18,525	22,551	41,075	924,873	872,007
<b>Total Functional Expenses</b>	<b>8,997,787</b>	<b>484,048</b>	<b>831,036</b>	<b>1,315,084</b>	<b>10,312,871</b>	<b>10,245,648</b>
<b>% of Total Expenses by Function *</b>	<b>87.25%</b>	<b>4.69%</b>	<b>8.06%</b>	<b>12.75%</b>	<b>100.00%</b>	
<b>Time Study Percentages</b>	<b>83.37</b>	<b>7.50</b>	<b>9.13</b>			

\* Percentage figures after combining allocated and unallocated expenses

--- End of Report ---

This report is presented in two different formats. The following two pages show examples of the report. The first report is the unallocated format, and the report on the following is the allocated version.

The unallocated format has an extra column that shows unallocated (99 class code) expenses (highlighted).

The second is the functional presentation with unallocated expenses added to the Program, Management, and Fundraising columns. This report does not show any unallocated expenses and has one less column. A time study conducted by the professional staff determines the percentage for allocation of expenses. This report can be run as often as the council wishes.



# Statement of Functional Expenses - Unallocated

Take Any Council Council - # 000						Boy Scouts of America		
Statement of Functional Expenses								
Unallocated								
Period Ending: December 31, 2018								
Funds 1-3								
			----- Support Services -----					
	Program	Management	Fundraising	total Support	Unallocated	Total Expenses		
Expenses	Services	& General		Services	Expenses	2018	2017	
Employee Compensation								
Salaries	547,373				3,332,502	3,879,875	3,889,578	
Employee Benefits	50,493				645,695	696,187	696,028	
Payroll Taxes	84,594				279,234	363,828	332,742	
Employee Related Expenses					48,015	48,015	64,047	
Total Employee Compensation	682,459				4,305,445	4,987,904	4,982,395	
Other Expenses								
Professional Fees	96,384		33,528	33,528	165,431	295,342	205,186	
Supplies	967,367		51,439	51,439	23,765	1,042,571	1,185,980	
Telephone	11,747				145,977	157,724	150,000	
Postage and Shipping	20,315		40,288	40,288	5,087	65,689	94,966	
Occupancy	507,938		1,814	1,814	225,871	735,623	701,474	
Rental and Maintenance of Equipm	54,764		16,129	16,129	151,626	222,519	221,565	
Publications and Media	43,756	376	27,246	27,622	20,964	92,343	76,589	
Travel	82,626	675	1,533	2,208	282,899	367,733	318,819	
Local Conferences and Meetings	39,699	1,514	1,503	3,016	66,005	108,721	118,973	
Specific Assistance to Individuals	161,420					161,420	208,994	
Recognition and Awards	169,837		79,710	79,710	25,246	274,793	255,002	
Interest Expense					92,327	92,327	98,270	
Insurance	134,810	6,800		6,800	146,724	288,334	248,302	
Other Expenses	70,207				424,746	494,954	507,128	
Total Other Expenses	2,360,870	9,365	253,188	262,553	1,776,670	4,400,093	4,391,246	
Expenses Before Depreciation	3,043,330	9,365	253,188	262,553	6,082,115	9,387,998	9,373,641	
Depreciation Expense	677,880				246,994	924,873	872,007	
Total Functional Expenses	3,721,209	9,365	253,188	262,553	6,329,109	10,312,871	10,245,648	
% of Expenses by Function	36.1%	0.1%	2.5%	2.5%	61.4%			
Time Study Percentages	83.37	7.50	9.13					
--- End of Report ---								

## Statement of Functional Expenses - Allocated

Take Any Council Council - # 000						Boy Scouts of America	
Statement of Functional Expenses							
Allocated by Function							
Period Ending: December 31, 2018							
	Funds 1-3						
			----- Support Services -----				
		Program	Management	Fundraising	Total Support	Total Expenses	
Expenses		Services	& General		Services	2018	2017
Employee Compensation							
Salaries	3,325,680	249,938	304,257	554,195	3,879,875	3,889,578	
Employee Benefits	588,808	48,427	58,952	107,379	696,187	696,028	
Payroll Taxes	317,391	20,943	25,494	46,437	363,828	332,742	
Employee Related Expenses	40,030	3,601	4,384	7,985	48,015	64,047	
Total Employee Compensation	4,271,909	322,908	393,087	715,996	4,987,904	4,982,395	
Other Expenses							
Professional Fees	234,303	12,407	48,632	61,039	295,342	205,186	
Supplies	987,180	1,782	53,609	55,391	1,042,571	1,185,980	
Telephone	133,448	10,948	13,328	24,276	157,724	150,000	
Postage and Shipping	24,556	382	40,752	41,134	65,689	94,966	
Occupancy	696,246	16,940	22,436	39,376	735,623	701,474	
Rental and Maintenance of	181,175	11,372	29,972	41,344	222,519	221,565	
Publications and Media	61,234	1,948	29,161	31,109	92,343	76,589	
Travel	318,479	21,892	27,361	49,254	367,733	318,819	
Local Conferences and Me	94,727	6,464	7,529	13,993	108,721	118,973	
Specific Assistance to Ind	161,420	-	-	-	161,420	208,994	
Recognition and Awards	190,885	1,893	82,015	83,908	274,793	255,002	
Interest Expense	76,973	6,925	8,429	15,354	92,327	98,270	
Insurance	257,134	17,805	13,396	31,201	288,334	248,302	
Other Expenses	424,318	31,856	38,779	70,635	494,954	507,128	
Total Other Expenses	3,842,080	142,615	415,398	558,014	4,400,093	4,391,246	
Expenses Before Depreciati	8,113,989	465,524	808,485	1,274,009	9,387,998	9,373,641	
Depreciation Expense	883,798	18,525	22,551	41,075	924,873	872,007	
Total Functional Expenses	8,997,787	484,048	831,036	1,315,084	10,312,871	10,245,648	
% of Total Expenses by Function *	87.25%	4.69%	8.06%	12.75%	100.00%		
Time Study Percentages	83.37	7.50	9.13				
* Percentage figures after combining allocated and unallocated expenses							
--- End of Report ---							

## Statement of Functional Expenses

<b>Salaries</b>	Total gross salaries for professional, staff, camp staff, program help, and maintenance, both full and part time.
<b>Employee Benefits</b>	Total benefits include the council's share of all benefits, including medical, retirement, life and disability insurance.
<b>Payroll Taxes</b>	Total of council-paid taxes that include Social Security, unemployment, workers' compensation, and other related taxes.
<b>Employee Related Expenses</b>	These expenses include interviewing, relocation, and other employment expenses.
<b>Total Employee Compensation</b>	Total employee compensation including salaries, benefits, taxes, and related expenses.
<b>Professional Fees</b>	These expenses include fees legal, accounting, electronic data processing, LFL License, fundraising/PR service, and other professional services.
<b>Supplies</b>	These expenses include supplies for health and safety, program, food/commissary, janitorial, office, catering, kitchen/camp equipment, and other supplies.
<b>Telephone</b>	These expenses include telephone, mobile device, and fax.
<b>Postage and Shipping</b>	These expenses include postage, outgoing/incoming freight and messenger/delivery services.
<b>Occupancy</b>	These expenses include rent, electricity, gas, heating oil, water and sewer, cleaning contracts, real estate taxes, occupancy permits, and other expenses.
<b>Rent and Maintenance of Equipment</b>	These expenses include rental of equipment, service contracts on copies, computer, office and camp equipment, new, non-depreciable equipment, and equipment lease.
<b>Printing and Publications</b>	These expenses include in-house and outside printing, subscriptions, photography, and publications.
<b>Travel</b>	These expenses include gas, oil, vehicles repair, licenses and leasing, mileage allowance, hotel, meals and incidentals, vehicle rental, transportation fees, and membership dues.
<b>Conferences and Meetings</b>	These expenses include meeting space rental, meeting supplies and food, speaker's fees, registration fees for national, regional and local conferences, and national BSA event fees, e.g., Philmont fees and jamboree.
<b>Specific Assistance to Individuals</b>	These expenses include assistance for registration, literature, scholarships, camperships, uniforms, and transportation.
<b>Recognition Awards</b>	Here is where the patches, t-shirts and hats are expensed. The expenses are in the following categories staff, youth, volunteers, fundraising, units and others.
<b>Interest Expense</b>	This expense records interest paid on mortgages, capital leases, and other debt.
<b>Insurance</b>	These expenses include liability, building, automobile, directors and officers, participant, business interruption, and fidelity bond insurance to name a few.
<b>Other Expenses</b>	These expenses include advertising, bank service charges, uncollectible pledges write-off,

	program grants, income tax paid, purchase discounts, and other miscellaneous expenses.
<b>Total Other Expenses</b>	Total of all other expenses not including compensation.
<b>Expenses Before Depreciation</b>	Total Employee Compensation [plus] Total Other Expenses.
<b>Depreciation of Buildings and Equipment</b>	These expenses include the depreciation on all the council's depreciable assets, amortization on our capital leases, and loss on the disposal of a fixed asset.
<b>Total Functional Expense</b>	Total of all expenses for the year divided by program services.
<b>Functional Expense Percentages</b>	The percentage of functional expenses allocated to program and service, management and general, and fundraising.
<b>Time Study Percentages</b>	Percentages that the council supplies to split all unallocated expenses (99 class codes); this amount is added to existing functional allocations.

## Analysis of Statement of Functional Expense

**Functional Expense Percentage** This is the percentage of all expenses devoted to program, management, or fundraising. It is composed of expenses allocated by accounting class code (20, 21, 25, 50, and 70) and the expenses allocated by the council's time study percentages. These percentages are usually what contributors and the public want to know.

# Statement of Operations—Unrestricted

---

## Overview

This statement shows the budget plan for operations for the period being measured. It compares the monthly and yearly plan against actual results for both the month and the year to date. You can also run the report as a comparison to the previous period.

It is divided into several sections, including direct support, indirect support, revenue, and expense.

Direct support includes contributions from individuals and organizations given directly to the council and the release of net assets from restriction associated with direct support.

Indirect support includes contributions from individuals and organizations through a third party and the release of net assets from restriction associated with direct support.

Revenue is money earned by the council through investment decisions or activities in support of the program and the release of net assets from restriction associated with direct support.

**Note:** Net assets released from restriction are contributions that were restricted by a donor, and the restriction placed by the donor has been satisfied.

Expenses are monies paid for services or materials received.

Increase or (decrease) in net assets includes direct support, indirect support, revenue, and the release of net assets minus expenses.

Transfers, when included on the statement, represent the permanent movement of assets from one fund to another fund.

## Report Layout Statement of Operations—Unrestricted comparison view

The report is divided into four columns:

1. Item Description—has the line item description.
2. Current Period—has three sections: budget and actual for current period and comparison to last year.
3. Year to Date—has three sections: budget and actual for year to date and comparison to last year.
4. Current Year Budget.

1		2			3			4
Take Any Council Council - #000		Boy Scouts of America						
		Comparative Statement of Budgeted Operations - Unrestricted						
		Period Ending: December 31, 2018						
	Operating Fund	Current Period			Year to Date			Current Year
		Budget	Actual	Last Year	Budget	Actual	Last Year	Budget
Support and Revenue								
Direct Support								

The Statement has four sections:

1. Total Support and Revenue—has three sections: direct support, indirect support, and revenues.
2. Total Expenses—has two sections: employee compensation and other expenses.
3. Surplus (Deficit) UR Revenue/Expense—change in unrestricted net assets for the period and year to date.
4. Net Assets Summary—shows the changes in unrestricted net assets from the beginning of the year to the end of the current period.

Take Any Council Council - #000		Boy Scouts of America					
		Comparative Statement of Budgeted Operations - Unrestricted					
		Period Ending: December 31, 2018					
Operating Fund		Current Period			Year to Date		
		Budget	Actual	Last Year	Budget	Actual	Last Year
Support and Revenue							
Direct Support							
Total Direct Support		141,783	(12,488)	(45,358)	3,481,800	3,159,829	3,092,666
Indirect Support							
Total Indirect Support		186,568	230,898	179,628	2,169,859	2,208,355	2,165,426
Revenue							
Total Revenue		312,604	122,028	518,390	7,300,347	7,075,739	6,712,013
Total Support and Revenue		640,955	340,438	652,660	12,952,006	12,443,923	11,970,104
Expenses							
Total Employee Compensation		586,325	508,869	521,563	7,458,523	6,424,168	6,485,722
Other Expenses:							
Total Other Expenses		318,303	419,228	335,731	5,408,728	5,288,655	5,233,045
Total Expenses		904,628	928,096	857,294	12,867,251	11,712,823	11,718,767
Surplus (Deficit) UR Revenue/Expense		(263,673)	(587,658)	(204,634)	84,755	731,100	251,337
Net Assets Summary							
Unrestricted Net Assets - Beginning of Year						2,682,643	2,570,455
Change in Net Assets from Operations		(263,673)	(587,658)	(204,634)	84,755	731,100	251,337
Adjustments to Net Assets			(28,407)	10,851		(28,407)	10,851
Transfers between Funds		-	-	(150,000)	-	-	(150,000)
Change in Unrestricted Net Assets		(263,673)	(616,065)	(343,783)	84,755	702,693	112,188
Unrestricted Net Assets - End of Period						3,385,336	2,682,643
		----- End of Statement -----					

The following 3 pages is an example of a complete Comparative Statement of Budgeted Operations—Unrestricted Fund 1

Take Any Council Council - #000							Boy Scouts of America	
Comparative Statement of Budgeted Operations - Unrestricted								
Period Ending: December 31, 2018								
	Operating Fund	Current Period			Year to Date			Current Year
		Budget	Actual	Last Year	Budget	Actual	Last Year	Budget
Support and Revenue								
Direct Support								
Net Direct Mail								
Friends of Scouting								
FOS contributions		60,000	8,784	118,237	2,465,000	2,276,912	2,442,687	2,465,000
Net assets released fos		-	(8,450)	39,465	50,000	76,773	85,105	50,000
Provision uncoll fos		-	(35,109)	(106,740)	(35,000)	(59,430)	(125,240)	(35,000)
Net Friends of Scouting		60,000	(34,775)	50,962	2,480,000	2,294,255	2,402,552	2,480,000
Project sales								
Project sales contributions		33,200	(2,500)	49,427	199,300	204,352	132,092	199,300
Proj sales prov uncollectible		-	-	-	-	-	-	-
Net Project Sales		33,200	(2,500)	49,427	199,300	204,352	132,092	199,300
Special events								
Special event contributions		-	(1,750)	(65,691)	723,300	651,103	526,083	723,300
Net assets release spec events		-	(100)	-	-	(100)	-	-
Spec event prov uncollectible		-	-	-	-	-	-	-
Spec event fees collected		-	-	-	-	800	-	-
Spec event cost direct benefit		-	(1,984)	(1,235)	(114,300)	(98,865)	(68,823)	(114,300)
Net Special Events		-	(3,834)	(66,926)	609,000	552,938	457,260	609,000
Legacies and bequests								
Legacies and bequests contrib		1,250	160	(6,250)	15,000	6,460	9,668	15,000
Net Legacies & Bequests		1,250	160	(6,250)	15,000	6,460	9,668	15,000
Foundations and trusts								
Foundations and trusts		38,500	7,250	5,652	143,000	77,244	61,652	143,000
Foundation and trusts prov unc		-	(5,000)	-	-	(5,000)	-	-
Net Foundations & Trusts		38,500	2,250	5,652	143,000	72,244	61,652	143,000
Other direct								
Other direct contributions		8,833	26,211	(94,062)	35,500	29,033	(14,715)	35,500
Net assets release other direc		-	-	15,838	-	547	44,155	-
Net Other Direct Contributions		8,833	26,211	(78,224)	35,500	29,580	29,441	35,500
<b>Total Direct Support</b>		<b>141,783</b>	<b>(12,488)</b>	<b>(45,358)</b>	<b>3,481,800</b>	<b>3,159,829</b>	<b>3,092,666</b>	<b>3,481,800</b>
Indirect Support								
Net Associated Organizations								
United way								
United way contributions		52,401	75,721	45,245	554,922	551,938	552,793	554,922
Net assets released united way		134,167	155,177	134,383	1,614,938	1,656,176	1,612,599	1,614,938
Net United Way		186,568	230,898	179,628	2,169,859	2,208,114	2,165,392	2,169,859
Net Unassociated Organizations								
Other indirect contributions								
Other ind contributions gross		-	-	-	-	241	34	-
Net Other Indirect Contributions		-	-	-	-	241	34	-
Government Grants/Fees								
<b>Total Indirect Support</b>		<b>186,568</b>	<b>230,898</b>	<b>179,628</b>	<b>2,169,859</b>	<b>2,208,355</b>	<b>2,165,426</b>	<b>2,169,859</b>

Operating Fund	Current Period			Year to Date			Current Year
	Budget	Actual	Last Year	Budget	Actual	Last Year	Budget
<b>Support and Revenue</b>							
Revenue							
Sales of supplies - net							
Sale of supplies gross	4,924	5,875	8,156	60,000	86,679	69,531	60,000
Sale of supplies cost of goods	(3,613)	1,623	(10,116)	(44,000)	(66,774)	(51,896)	(44,000)
Net Sale of Scouting Supplies	1,311	7,498	(1,960)	16,000	19,905	17,635	16,000
Product sales							
Product sales	50,000	(10,274)	64,721	3,785,000	3,873,578	3,425,469	3,785,000
Prov doubtful accounts/returns	-	(13,874)	(20,475)	-	(12,713)	(20,475)	-
Product sales cost of goods	(14,999)	(15,210)	(2,804)	(1,006,559)	(1,032,961)	(935,998)	(1,006,559)
Product sales unit commissions	(15,932)	17,029	12,277	(1,306,432)	(1,352,769)	(1,140,391)	(1,306,432)
Net Product Sales	19,069	(22,329)	53,719	1,472,009	1,475,136	1,328,604	1,472,009
Investment income							
Investment income current	227,927	155,341	361,229	2,142,624	2,102,991	1,922,703	2,142,624
Total Investment Income	227,927	155,341	361,229	2,142,624	2,102,991	1,922,703	2,142,624
Total Realized Invest Gain/Loss	-	(535)	1,792	-	(1,059)	1,792	-
Unrealized gain/loss on invest							
Unrealized gain/loss	-	(3,099)	(1,378)	-	3,268	(4,125)	-
Net assets release unreal gain	-	-	-	-	-	-	-
Total Unrealized Invest Gain/Los	-	(3,099)	(1,378)	-	3,268	(4,125)	-
Camping:							
Camp revenues	19,882	(11,908)	67,240	2,391,739	2,281,103	2,086,455	2,391,739
Camp trading post sales	83	3,592	4,251	276,737	274,688	255,096	276,737
Camp TP cost of goods sold	(54)	(79,005)	(8,867)	(174,351)	(235,155)	(120,916)	(174,351)
Camp refunds and discounts	-	-	-	(122,212)	(143,555)	-	(122,212)
Net Camping Revenue	19,911	(87,322)	62,623	2,371,913	2,177,081	2,220,635	2,371,913
Activities:							
Activity revenues	23,413	50,120	45,783	931,218	952,146	874,710	931,218
Activity trading post sales	-	5,608	(24)	39,715	30,224	23,170	39,715
Activity TP cost of goods	-	(2,896)	(3,311)	(18,120)	(14,957)	(5,438)	(18,120)
Activity unit commissions	-	-	-	-	-	-	-
Activity refunds and discounts	-	-	-	-	(13,430)	-	-
Net Activity Revenue	23,413	52,832	42,448	952,813	953,983	892,442	952,813
Other Revenue	20,973	19,642	(83)	344,988	344,435	332,325	344,988
<b>Total Revenue</b>	<b>312,604</b>	<b>122,028</b>	<b>518,390</b>	<b>7,300,347</b>	<b>7,075,739</b>	<b>6,712,013</b>	<b>7,300,347</b>
<b>Total Support and Revenue</b>	<b>640,955</b>	<b>340,438</b>	<b>652,660</b>	<b>12,952,006</b>	<b>12,443,923</b>	<b>11,970,104</b>	<b>12,952,006</b>



Operating Fund	Current Period			Year to Date			Current Year
	Budget	Actual	Last Year	Budget	Actual	Last Year	Budget
Expenses							
Employee compensation:							
Salaries	446,470	382,975	406,688	5,757,982	5,005,160	5,089,250	5,757,982
Employee benefits	93,081	71,881	71,387	1,116,462	882,948	896,772	1,116,462
Payroll taxes expense	43,013	39,189	32,829	539,079	477,456	435,653	539,079
Employee related expenses	3,761	14,823	10,659	45,000	58,602	64,047	45,000
Total Employee Compensation	586,325	508,869	521,563	7,458,523	6,424,168	6,485,722	7,458,523
Other Expenses:							
Professional fees	60,610	39,843	12,416	255,350	347,429	275,397	255,350
Program and other supplies	24,427	(62,048)	77,320	1,446,741	1,212,662	1,363,501	1,446,741
Telephone and communications	14,365	21,647	14,463	172,579	186,468	177,416	172,579
Postage and shipping expense	10,345	9,272	8,172	112,071	75,921	106,590	112,071
Occupancy expense	59,051	72,820	68,899	886,679	860,292	827,057	886,679
Rental and maintenance of equi	18,767	16,177	(31,157)	284,125	236,779	241,521	284,125
Publication and media expense	2,699	6,644	47,154	114,069	111,900	91,241	114,069
Travel expense	35,917	61,107	29,077	480,696	484,500	433,790	480,696
Conferences and meeting exp	6,835	15,224	6,500	153,368	164,894	185,146	153,368
Specific assistance to individ	15,500	74,236	30,740	237,000	255,528	286,876	237,000
Recognition and awards expense	6,098	78,800	45,097	364,727	355,100	328,003	364,727
Interest expense	1,250	60	339	11,000	6,874	11,366	11,000
Insurance expense	27,595	28,043	29,916	350,049	359,333	323,755	350,049
Other expenses	29,296	51,893	(3,206)	437,313	527,627	472,743	437,313
National charter and serv fees	5,548	5,508	-	102,961	103,349	108,642	102,961
Total Other Expenses	318,303	419,228	335,731	5,408,728	5,288,655	5,233,045	5,408,728
Total Expenses	904,628	928,096	857,294	12,867,251	11,712,823	11,718,767	12,867,251
Surplus (Deficit) UR Revenue/Expense	(263,673)	(587,658)	(204,634)	84,755	731,100	251,337	84,755
Net Assets Summary							
Unrestricted Net Assets - Beginning of Year					2,682,643	2,570,455	
Change in Net Assets from Operations	(263,673)	(587,658)	(204,634)	84,755	731,100	251,337	84,755
Adjustments to Net Assets		(28,407)	10,851		(28,407)	10,851	
Transfers between Funds	-	-	(150,000)	-	-	(150,000)	-
Change in Unrestricted Net Assets	(263,673)	(616,065)	(343,783)	84,755	702,693	112,188	84,755
Unrestricted Net Assets - End of Period					3,385,336	2,682,643	

## Key Factors to Consider

<b>Timeliness</b>	Review the financial information as soon as possible after the end of a month or year. If your accounting system is not providing timely information, you have lost much of your ability to effectively read and act on the information presented in the reports. Many councils close their books for each month by the fifth working day of the next month. The twelfth period requires more time to close; it should be closed by the 10th working day of the new year.
<b>Bottom Line</b>	In business, the most accurate measure of successful performance is the bottom line, or net profit. The bigger this number, the better business has been. In a not-for-profit organization, this is not necessarily true. A small bottom line figure may mean that the organization is successfully utilizing its income resources to deliver the maximum possible programs. Or, a larger amount may mean that the council is successfully building its reserves.
<b>Actual to Budget Comparison</b>	A more accurate reading of the organization's health can be found in comparing the actual to the budget figures. This indicates the extent to which the council engages in realistic planning and/or adequate financial control.
<b>Prior Period Comparison</b>	If significant fluctuations are found in the budget comparison, they must be understood. A comparison with the prior period will show if the expenditures are greater or less than those in the previous year. This indicates whether the council is better or worse off and/or gives possible trends.
<b>Financial Ratios</b>	<p>Although financial ratios can tell us a great deal about a council's financial state, they must be understood in the context of all the factors affecting a council. It is important to</p> <ul style="list-style-type: none"><li>• Know the ratios and the BSA standard and/or average.</li><li>• Understand what the ratios are telling us.</li><li>• Track them over time to become aware of factors that are affecting the council's performance.</li></ul>

## Statement of Operations—Direct Support

<b>Support and Revenue</b>	<p>This is the first category listed on the statement. Income in not-for-profit organizations like the Boy Scouts is divided into two distinct parts:</p> <ul style="list-style-type: none"> <li>• Support — contributions from outside of the organization.</li> <li>• Revenue — funds raised by the organization in the course of delivering the program or conducting normal operations.</li> </ul> <p>Support is segregated even further into direct support (contributions that come directly to the organization), and indirect support (contributions that come through another entity acting as an agent, such as the United Way or the government).</p> <p><b>Note:</b> Net total numbers, which are included in most support and revenue, can be net assets that have been released from restriction and will appear as a line item beginning with “Net Assets Released.”</p>
<b>Friends of Scouting</b>	Limited to the Operating fund of the council. The value on this line is the total of all unrestricted pledges to the FOS campaign less a provision for uncollectible pledges plus the release of net assets. Even though a council may call its campaign for Friends of Scouting by another name (Campaign for Character), the bylaws of the Boy Scouts of America recognize this contribution for Friends of Scouting.
<b>Direct Mail</b>	Unrestricted contributions received by direct mail plus the release of net assets, if applicable.
<b>Project Sales</b>	Involves taking part of the council program, translating it to a project, and selling it to someone. This unrestricted amount will also be net of any provision for uncollectible pledges and release of net assets.
<b>Special Events—Net of Direct Benefit Costs</b>	Events that raise money by realizing income in excess of direct benefits provided to participants (catering expense, greens fees, etc.) and the incidental costs of the event (printing, postage, etc.). The cost of the direct benefits to participants is a reduction in the contribution from those participants; therefore, this line will show unrestricted gross revenues from special events less the cost of direct benefits provided to participants. It may also show a provision for uncollectible and release of net assets.
<b>Legacies and Bequests</b>	Gifts made through wills after the death of the donor. All bequests that come to the council without a donor-specified restriction would be recorded in this unrestricted section. The executive board may designate the fund(s) to receive this contribution, but it will always be an unrestricted contribution if it has no donor-specified restriction.
<b>Foundations and Trusts</b>	Contributions from foundations or trusts that are unrestricted. Because most grants from foundations or trusts are for a specific purpose, they would carry a donor restriction and be recorded as temporarily restricted contributions until the restriction is met. If the restriction is met during the same fiscal year when the contribution is received, it would be recorded in this category. You will see any release of net assets from foundations here.
<b>Other Direct Support</b>	Other unrestricted contributions not recorded in a category above.
<b>Total Direct Support</b>	Total of the unrestricted direct support categories listed above.
<b>Indirect Support</b>	This includes contributions received through another entity or agency.

<b>United Ways</b>	Unrestricted contributions received this year from all United Way and other federated fundraising organizations.
<b>Net Assets Released United Way</b>	Net assets released from restriction.
<b>Associated Organizations</b>	Unrestricted contributions received through associated organizations, such as the Order of the Arrow or the national office.
<b>Other Indirect</b>	Other unrestricted indirect contributions received this year that do not fit one of the above categories.
<b>Unassociated Organizations</b>	Unrestricted contributions received this year from independent no federated campaigns for multiple agency support, such as large industrial plants or organizations within a trade union that support a charity.
<b>Fees from Government Agencies</b>	Unrestricted fees and grants received from government agencies. Most government fees and grants will be temporarily restricted for a specific purpose and would be recorded as temporarily restricted contributions until the restriction is met.
<b>Total Indirect Support</b>	Total of the indirect support categories listed above.
<b>Revenue</b>	Revenue is an income source that is generated by the council through program delivery or council operations.
<b>Sales of Supplies Less Cost of Sales</b>	The gross receipts from the sale of inventory items from the council's trading post/Scout shop less the cost of the inventory items sold. This does not include sales from your camp's trading posts.
<b>Product Sales Less Commission and Cost of Goods Sold</b>	The gross receipts from the sale of a product to the public, such as popcorn, less the commissions paid to units and the cost of the product. The commission paid to the units is not considered council money and, therefore, for accounting purposes, is netted against the gross receipts instead of being recorded as a paid expense.
<b>Investment Income</b>	Unrestricted income and dividend receipts from investments in any of the three funds. This may include income from an interest-bearing checking account, from short-term investments in any fund, or from long-term investments usually held in the Endowment fund. <b>Note:</b> Review the council's spending policy.
<b>Gain or Loss on Investment</b>	Unrestricted gain (or loss if a negative number) from investment transactions such as long-term investments. This may include the gain (loss) from foreign exchange transactions for councils who deal in foreign money.
<b>Camping Revenue</b>	The gross receipts from the operation of camping programs. This will include a wide variety of revenue, such as fees, rentals, vending machine sales, government subsidies of food, and sale of meals.
<b>Camp Trading Post Sales</b>	The gross receipts from the sale of items at the camp's trading post less the cost of items sold.
<b>Activity Revenue</b>	The gross receipts from activities conducted by the council. This will include revenues such as fees, concessions, transportation fees, ticket sales, trading post and vending machine sales, and government subsidies.
<b>Activity Trading Post</b>	The gross receipts from the sale of items at the activities' trading post less the cost of items sold.

<b>Sales</b>	
<b>Other Revenue</b>	Unrestricted other revenue that does not appropriately apply to one of the categories listed above. Such receipts include advertising income, income from rent, gain (loss) on the sale of fixed assets, and insurance rebates.
<b>Total Revenue</b>	Total unrestricted revenue of the council during this fiscal year and the total of the categories listed above.
<b>Total Support and Revenues</b>	Total of all unrestricted support and revenue listed above.

## Statement of Operations Expenses—Employee Compensation

<b>Salaries</b>	Professional, clerical, ranger, and summer camp staff.
<b>Employee Benefits</b>	The council's share of all insurance and retirement plans.
<b>Payroll Taxes</b>	The council's share of FICA, workers' compensation, unemployment, and other payroll-related taxes.
<b>Employee Related Expenses</b>	Employment and moving expenses.
<b>Total Employee Compensation</b>	Total of salaries through employee-related expenses.

## Expenses—Other Expenses

<b>Professional Fees</b>	Auditor, legal, data processing fees, fundraising and PR services, and Learning for Life license fee.
<b>Supplies</b>	Office, program, and camp supplies, including camp food, janitorial, and others.
<b>Telephone</b>	All expenses related to office and mobile phone and fax.
<b>Postage and Shipping</b>	Mailing and shipping expenses, both incoming and outgoing.
<b>Occupancy</b>	Rent, janitorial contracts, permits, utilities, and property maintenance.
<b>Rent and Maintenance of Equipment</b>	Equipment rental expenses and service contracts including office and camp equipment.
<b>Printing and Publications</b>	In-house printing, outside printing, and subscriptions to periodicals and artwork.
<b>Travel</b>	Leased and owned auto expense, meals, travel, rentals, and transportation fares.
<b>Conferences and Meetings</b>	Both local and national conferences and meetings.
<b>Specific Assistance to Individuals</b>	Scholarships, camperships and other assistance to individuals for camp, activities, registration, and uniforms.

<b>Recognition Awards</b>	Awards for youth, volunteers, staff, units, and fundraising.
<b>Interest Expense</b>	Interest on long-term and short-term loans.
<b>Insurance</b>	Property insurance, general liability, directors and offices, automobile, accident, and other insurances.
<b>Other Expenses</b>	Advertising, bank charges, permits, and purchase discounts.
<b>Charter and National Service Fees</b>	Fees for charter renewal applications for each council and the annual fee paid for regional and national programs and services.
<b>Total Other Expenses</b>	Total of professional fees through charter and national service fees.
<b>Total Expenses</b>	This is the total of lines salaries through charter and national service fees.
<b>Inc. (Dec) in Unrestricted Net Assets for the Period</b>	Increase or decrease of income over expenses.
<b>Unrestricted Net Assets, Beginning of Year</b>	The net worth of the council that is free from any donor-imposed restrictions at the beginning of the year.
<b>Adjustment to Net Assets</b>	Any needed adjustments.
<b>Transfers</b>	Assets that are moved to or from another fund with the intention that they will reside there for the long term. Transfers require action by the board and, at the end of the year, will be folded into unrestricted net assets.
<b>Changes in Net Assets</b>	Changes for the period.
<b>Unrestricted Net Assets, End of Period</b>	This line should equal Unrestricted Net Assets, Operating Fund on the Statement of Financial Position.

# Analysis of the Statement of Operations (Unrestricted)

<b>Overview</b>	Understanding the Statement of Operations (Unrestricted) is sometimes reduced to a single question: <i>What's our bottom line?</i> There is a great deal you can learn from reading the statement.
<b>How is the Statement Designed?</b>	<p>The statement has seven columns. The first three from the left report the current month's activities. The next three columns report the activities from the beginning of the fiscal year until the end of the current month. The last column always shows the annual budget.</p> <p>The statement can be printed in two different formats:</p> <p>The <b>Standard</b> Statement of Operations (Unrestricted) uses the three columns for both current month and year-to-date to show budget, actual, and variance between budget and actual figures.</p> <p>The <b>Comparative</b> Statement of Operations (Unrestricted) uses the three columns for both current month and year-to-date to show budget, actual, and last-year comparative figures.</p>
<b>What's the Bottom Line?</b>	<p>Remember that this statement is a representation of the mathematical equation:</p> $\text{Income less Expenses equals Change in Net Assets.}$ <p>The change in net assets is the bottom line. It may be referred to as profit or loss, surplus or deficit, or increase or decrease in net assets. In essence, it asks: <i>Are we operating the council in a financially sound fashion, or are we operating beyond our ability to fund our expenses?</i></p>
<b>Are There Any Negative Numbers?</b>	<p>This statement is designed to have all positive numbers. There are certain situations, however, that will create a negative number. You should examine each negative number to understand what caused the situation.</p> <p>For example, product sales for the month of December may have had gross receipts, but an invoice for the popcorn was greater than the receipts. The net result is a negative income from product sales for the month.</p>
<b>What Is release of Net Assets?</b>	<p>Contributions and interest income that have a time or purpose restriction placed on them by the donor are recorded as temporarily restricted when received. If the restriction is not met by the end of that fiscal year, the restricted contribution and interest income is processed at year end and moved to temporarily restricted net assets.</p> <p>Once the restriction has been met, the funds can be used to offset expenses. This creates a problem, however, because these funds have already been recorded and counted as income once and cannot be recorded as income a second time.</p> <p>Therefore, the accounting industry invented a new category that is specifically not income but can be recognized on the Statement of Operations. This new category is called Reclassification of Net Assets.</p> <p>The Reclassification of Net Assets appears on the Statement of Operations (Unrestricted) as Net Assets Released.</p>
<b>Transfers to and from Other Funds to Success</b>	<p>A transfer is when an asset (usually cash) is permanently moved from one fund to another. This requires executive board action.</p> <p>A transfer does not affect the bottom line (surplus or deficit) of the council's annual operations, because it is a movement within the net asset category. Note the location of the transfer information on the statement, which is below the Inc. (Dec) in Unrestricted Net Assets.</p>

## **Budgeting the Key to Success**

The key to a meaningful Statement of Operations (Unrestricted) is building the most accurate budget possible. The budget is the council's road map to a successful financial year. Without this detailed road map, management is left with no direction to guide the council through the year.

Unlike for-profit corporations, not-for-profit corporations use an expense-driven budget. The idea is that the council determines the programs it will deliver by developing a strategic plan, determining the cost to deliver those programs (the expense side of the budget), and developing the needed funding sources to meet the expenses (the income side of the budget).

Once the annual budget is developed, it is necessary to break it into its monthly components. Some budget items, such as United Way allocations or salary expenses, are best segregated into 12 equal monthly parts. However, other budget items, such as Friends of Scouting or conference and meeting expenses, require a spread that more closely mirrors their actual occurrence.

Unlike for-profits, which consider their budgets etched in stone, the budget for a nonprofit should be considered a flexible tool. If it is truly a road map, and the council makes a major deviation from the course, then it makes sense to incorporate some course corrections in the budget. For example, if the golf tournament is moved from April to June, adjust the budget to reflect this timing issue. If you receive a grant, not in the budget, to hire a new unit-serving executive, adjust the budget to reflect this deviation.

## **Changing the Budget**

Once the council has set up a correct budget, the Statement of Operations (Unrestricted) can tell us how well we are doing compared to the budget. Compare each line's actual amount with the budgeted amount. If significant fluctuations are found in the comparison, determine the reason for the variance. Is it timing? Is it an accumulated affect? Is it a deviation from the road map?

If you have questions as to what makes up a specific line amount, the council can print a Detailed Statement of Operations (Unrestricted), and it will list each account included in the summary statement line.

## **Financial Ratios Provide Insight**

Much like the financial ratio discussed in the Statement of Financial Position segment, there are meaningful ratios that can be determined by using the Statement of Operations (Unrestricted) or a combination of the two statements. The following chapter details some of these ratios.



# Financial Ratios

---

**Financial Ratios  
Provide Insight**

Although financial ratios can tell us a great deal about a council's financial health, they must be understood in the context of all the factors affecting a council. It is important to

- Know the ratios and the BSA standard and/or average.
- Understand what the ratios are telling us.
- Track them over time to become aware of factors that are affecting the council's performance.

The following pages provide information on financial ratios used by the BSA. Each ratio description tells what the ratio indicates, the BSA current national standard, as well as the actual average of all councils, and what it means if the ratio is too high or too low.

The Ratio	Equation	National Standard	If Too High	If Too Low
<b>Liquidity Ratio</b>				
The liquidity ratio is a quick indicator of the council's ability to meet their short-term need for cash.	Liquidity ratio = (cash + short-term investments) <b>divided by</b> (accounts payable + payroll taxes payable + accrued expenses + custodian accounts)  <i>Statement of Financial Position</i>	1.33  This means that the local council can meet their short-term cash needs for 1 1/3 months	If the ratio is high, it may indicate under-utilization of assets, and the council may want to investigate a better use of their cash.	While a low ratio shows the council is not in good financial health, it does not necessarily mean it will close its operations. In the short term there are many ways to access financing, but it is not a sign of financial health. The council needs to evaluate its receivables and other cash-generating activities to solve its cash shortfall.
<b>Debt to Assets Ratio</b>				
This represents the extent to which council operations are financed by borrowed resources.	The short-term and long-term indebtedness <b>divided by</b> the total assets.  <i>Statement of Financial Position</i>	$\infty$ (no debt)	Is the council operating within its means? Is it attracting enough support? What is the cause of the borrowing? The Council may be paying excessive interest.	Normally a desirable situation. In special circumstances, it may represent lost opportunities.
<b>Excess Revenue to Total Expenses</b>				
Whether the council is living within its means and maximizing its program services	Increase or decrease in Unrestricted Net Assets <b>divided by</b> the total of expenses in Fund 1.  <i>Statement of Operations</i>	.05	Is the council using its assets to develop and deliver the maximum amount of services?	Council may be in financial difficulty or not providing for reserve funds (especially if there are continuing deficits).
<b>Investment Income to Total Income</b>				
Extent to which council funding is supported by the endowment	Investment Income <b>divided by</b> Total Income.  <i>Statement of Operations</i>	.10	Council may not be diversified enough in its funding sources or may be overlooking additional sources.	Council's endowment development may be insufficient to provide stability.
<b>Investment Yield</b>				
Effectiveness of investment management and degree of risk assumed	Investment Income <b>divided by</b> the amount invested  <i>Statement of Operations</i>		Review your investment policy to make sure the council is following the policy and not assuming an unreasonable degree of risk. If the yield is within policy, continue your successful plan.	Review your investment policy to make sure the council is following the policy, review performance, and take steps to maximum the return.

Ratio of Program Expenses to Total Expenses				
Extent to which resources directly benefit community	Total Program Expenses on the Statement of Functional Expenses <b>divided by</b> Total Expenses <i>Statement of Functional Expenses</i>		Normally a desirable situation.	Overhead may be excessive. The Combined Federal Campaigns require .75 or higher.
Ratio of Development Expenses to Contributions				
Efficiency in raising money	Total Fundraising Expenses as found on the Statement of Functional Expenses <b>divided by</b> the total Indirect Support as found on the Statement of Operations <i>Statement of Functional Expense</i>		Review the trend analysis of the ratio to see if it is high due to fundraising methods not being effective, costs being excessive, or if it is from a one-time imitative (i.e., hiring of a fundraising consultant to help plan a campaign).	Generally, the lower the better; however, evaluate your council's plan to make sure you are being as aggressive in seeking support as it could be.
Inventory Turnover				
Efficiency in keeping inventory down while maximizing profits	Year-end cost of goods sold <b>divided by</b> the year-end inventory <i>Statement of Financial Position and Statement of Operations</i>	3	The council is in a very attractive position.	Council is not making effective use of its inventory. The inventory is too high in comparison to sales.
* Would vary depending on the economy at the time. For a benchmark, use Standard and Poor's 500 Unmanaged Yield Ratio and/or Lehman Government/Corporate Bond Index.				

# Liquidity Ratio Report

**Liquidity Ratio** is a report that can be produced from your PeopleSoft software. It is an nVision report; here is an example:

Take Any Council - # 000						
Liquidity Ratios Period Ending: December 31, 2018						
	Operating Fund		Capital Fund		Endowment Fund	
	2018	2017	2018	2017	2018	2017
Cash	2,080,100	3,415,432	150,000	1,464,256	47,784	
Short Term Investments	1,515,972	10,002	1,815,270	1,870,464		
<b>Total Liquid Assets</b>	<b>3,596,072</b>	<b>3,425,434</b>	<b>1,965,270</b>	<b>3,334,720</b>	<b>47,784</b>	
Accounts Payable	119,581	62,047	49,078	53,544		
Accrued Expenses	5,540	-293	1,017	952		
Taxes and Benefits Withheld	12,682	26,206				
Custodial Accounts	489,804	556,513				
<b>Total Near Demand Liabilities</b>	<b>627,607</b>	<b>644,473</b>	<b>50,095</b>	<b>54,496</b>		
<b>Liquidity Ratio</b>	<b>5.73</b>	<b>5.32</b>	<b>39.23</b>	<b>61.19</b>	<b>1.00</b>	<b>1.00</b>
<b>National Recommended Minimum</b>	<b>1.33</b>	<b>1.33</b>				
<b>Gap to Recommended Minimum</b>						
Liquidity Ratio expresses the value of Liquid Assets compared to Total Current Demand. Another expression is that it displays the dollars of assets the council has for each \$1.00 of liabilities.						

# Restricted Fund Report

---

## Overview

This report is a management report designed to help council administration track the receipt and release of temporarily restricted funds. The report is based on cost centers that track a project or program that uses temporarily restricted funds. A major advantage of this report is its ability to track restricted funds, provide information for further release, and show the current balance of each restricted amount designation by cost center. The report shows the opening balance, additions made, any released amounts, adjustments that may have been made, and the ending balance for the current period.

## How is the Statement Designed?

The statement has five columns. The first from the left reports the beginning balance temporarily restricted net assets for the current year. The second column reports additional contributions made to the fund. The third column reports funds released for restriction, meaning the restriction of time or purpose has been met. The fourth column reports any adjustments that need to be made to the balance. Adjustments are corrections made to the balance due to prior period(s) transactions. The last column reports the ending balance that is still restricted and awaiting release when restrictions are met.

The statement can be printed in two different formats:

- Individual fund that shows the fund selected.
- The Fund 3 that shows all three Funds on one report.

## Are There Any Negative Numbers?

This statement is designed to have both positive and negative numbers. Columns 1, 2, and 5 are positive numbers. Column 3 will have a negative number. Column 4 may have a negative or positive number. You should examine each negative number to understand what caused the situation.

## What Is release of Net Assets?

Contributions and interest income that have a time or purpose restriction placed on them by the donor are recorded as temporarily restricted when received. If the restriction is not met by the end of that fiscal year, the restricted contribution and interest income is processed at year end and moved to temporarily restricted net assets.

Once the restriction has been met, the funds can be used to offset expenses. This creates a problem, however, because these funds have already been recorded and counted as income once and cannot be recorded as income a second time.

Therefore, the accounting industry invented a new category that is specifically not income but can be recognized on the Statement of Operations. This new category is called Reclassification of Net Assets.

The Reclassification of Net Assets appears on the Statement of Operations (Unrestricted) as Net Assets Released.

Here is an example of the Temporarily Restricted Funds Report for the Operating Fund:

Project ID / Description—Identifies the Project Code where the funds are to use.

Column # 1—Beginning Balance Temporarily Restricted Net Assets for the current year. (Balance must be positive.)

Column # 2—Additional contributions made to the fund. (Amount must be positive.)

Column # 3—Restricted funds released, meaning the restriction of time or purpose has been met. (Must be negative.)

Column # 4—Corrects the balance of the net assets due to prior period(s) transactions. (Can be negative or positive.)

Column # 5—Ending balance that is still restricted and awaiting release when restrictions are met. (Must be positive.)

Project ID / Description	Operating Fund				
	Column #1 Beginning TR Net Asset This Year	Column #2 Plus New TR Income This Year	Column #3 Minus TR Net Assets Released	Column #4 TR Net Asset Adjustments	Column #5 Equals YTD TR Balance Waiting Release
050 Capital Campaign					
257 NYLT Sholarships		5,159.15			5,159.15
412 Lewallen Year Round					
730 General Endowment					
801 Quasi Endowment					
808 Rstd WB Training	10,679.38	1,825.00	-546.65	47.00	12,004.73
811 Rstd Baldwin Fund					
820 Eagle Recognition Event		5,500.00			5,500.00
822 Construction Pinewood Derby		5,500.00			5,500.00
830 United Way 1	1,600,945.00	1,505,491.00	-1,629,315.00	28,370.00	1,505,491.00
832 United Way 2	15,750.00		-15,750.00		
833 United Way 3	3,350.00	9,397.00	-3,350.00		9,397.00
836 United Way 4	3,000.00	5,000.00	-3,000.00		5,000.00
840 United Way 5	300.00		-300.00		
841 United Way 6	1,257.30		-1,257.30		
842 United Way 7	53.68		-53.68		
843 United Way 8	300.00		-300.00		
845 United Way 9	250.00		-250.00		
847 United Way 10	600.00		-600.00		
849 United Way 11	2,000.00		-2,000.00		
865 Camp Properties General					
866 Ranch					
870 Service Center					
915 Event Sponsors		10,000.00			10,000.00
975 Camp Entrance Wall					
990 FOS Exec Bd.	12,000.00	61,636.00	-12,000.00		61,636.00
991 FOS Dist	785.75	49,079.00	-785.75		49,079.00
996 Scouting Now					
<b>Total</b> #N/A	1,651,271.11	1,658,587.15	-1,669,508.38	28,417.00	1,668,766.88

# Analysis of the Temporarily Restricted Funds Report

## **Project Codes**

The use of project code “000” or use of the council’s general project code is not recommend for tracking restricted funds. As you can see from the example above, there can be many different restricted fund projects. The council’s general project code is used for the recording many different types of transactions, like payroll, office supplies, and the water bill. This can make it difficult to manage your restricted funds because of the volume and variety of activity. From our example, one United Way may have a different program year than another or the FOS campaign may be a multi-year. If tracking these funds in “000,” there would need to be a way, e.g., an Excel spreadsheet, to track what has been added and released from each source. If the council has restricted funds in the council general account, the recommendation is to move the funds to their own project code. This will make the management of these funds easier.

## **Negative Numbers**

Look for negative numbers. The only negative numbers on the report should be in Column 3 or 4. Column 3 probably will not have an amount, but if there is, it can be negative or positive. Adjustments are corrections to the balance of the net assets due to prior period(s) transactions. If Columns 1, 2, or 5 have a negative amount, this will indicate there is a problem. This problem can be caused by an error in recording the contributions or an error in the release of the funds. You should examine each negative number to understand what caused the situation.

# Samples of Other Useful Reports

## **Budget Analysis Report**

Budget Analysis Report will provide you two years of actual history, current year actuals and budget, and any future year budget you have loaded into the general ledger system. The report can be run in summary or detail format. The report can be for individual project codes or a group of project codes. For example, you can see a report that shows the entire council budget, or a report showing individual summer camp, or a report that shows all your camping operation on one report. The line items and descriptions will be the same as the Statement of Operations.

Sample summary of entire council budget: Page 81.

## **Project Management Report**

This report is the bottom line report on your projects and activities. The report layout is the same as Statement of Operations. Like the Budget Analysis Report, you can run this report in a summary and detail format. And it can be run for an individual project or group of projects: Page 78.

## **Compliance with 2018 FASB Requirements**

Local council PeopleSoft “audit format” Statements of Financial Position and Statements of Activities and Changes in Net Assets to meet 2018 FASB requirements for the reporting of revenue and net assets: Pages 79-81.

### **Sections to note on these reports:**

- On both reports Net Assets will no long show in three categories; they will show in two categories.
- The category Unrestricted Net Assets will show as net assets without donor restrictions.
- The categories Temporarily Restricted and Permanently Restricted will show as net assets with donor restrictions.



## Sample Summary Budget Analysis Report

Period Ending: December 31, 2018

Operating Fund - Unrestricted	Actuals		Actuals	Budget	Future Budgets		
	2016	2017	2018	2018	2019	2020	2021
<b>Support and Revenue</b>							
<b>Direct Support</b>							
Direct Mail							
Friends of Scouting	1,786,774	1,948,893	1,822,189	2,015,000	1,925,000	2,579,200	2,715,550
Project Sales		45,123	118,542	74,300	163,300	234,200	206,050
Special Events - Net	435,595	389,799	477,735	505,100	528,250	641,450	708,100
Legacies and Bequests						7,500	
Foundations and Trusts	67,500	30,770	10,000	98,500	178,500	250,000	135,000
Other Direct	38,235	18,911	27,140	25,500	147,000	35,500	30,000
<b>Total Direct Support</b>	<b>2,328,104</b>	<b>2,433,496</b>	<b>2,455,606</b>	<b>2,718,400</b>	<b>2,942,050</b>	<b>3,747,850</b>	<b>3,794,700</b>
<b>Indirect Support</b>							
Associated Organizations							
United Way	1,692,518	1,692,972	1,714,684	1,690,175	1,628,993	2,005,197	1,926,249
Unassociated Organizations							
Other Indirect		34	241				
Government Fees and Grants							
<b>Total Indirect Support</b>	<b>1,692,518</b>	<b>1,693,007</b>	<b>1,714,924</b>	<b>1,690,175</b>	<b>1,628,993</b>	<b>2,005,197</b>	<b>1,926,249</b>
<b>Revenue</b>							
Sale of Supplies - Net	25,121	11,440	18,391	12,500	12,500	24,050	20,500
Product Sales - Net	809,165	873,118	985,668	983,809	1,057,750	1,580,568	1,663,697
Investment Income	1,487,863	1,545,529	1,811,355	1,707,000	1,740,000	2,183,204	2,379,639
Realized Gain/Loss on Investments		-2,333	2,209				
Camping	1,736,716	1,910,206	1,862,999	2,035,968	2,051,023	2,254,803	2,346,576
Activities	1,303,908	776,347	851,398	847,914	963,519	1,303,523	932,436
Other Revenue	356,813	275,560	297,845	297,888	307,335	346,525	333,400
<b>Total Revenue</b>	<b>5,719,585</b>	<b>5,389,868</b>	<b>5,829,865</b>	<b>5,885,079</b>	<b>6,132,127</b>	<b>7,692,673</b>	<b>7,676,248</b>
<b>Total Support and Revenue</b>	<b>9,740,207</b>	<b>9,516,370</b>	<b>10,000,395</b>	<b>10,293,654</b>	<b>10,703,170</b>	<b>13,445,720</b>	<b>13,397,197</b>
<b>Expenses</b>							
<b>Employee Compensation</b>							
Salaries	3,873,324	3,889,578	3,879,875	4,417,760	4,499,343	5,748,394	5,928,844
Employee benefits	750,408	696,028	696,187	878,195	844,920	1,032,314	1,133,297
Payroll taxes expense	343,639	332,742	363,828	415,654	444,568	550,618	548,725
Employee related expenses	80,674	64,047	48,015	45,000	40,000	38,071	34,604
<b>Total Employee Compensation</b>	<b>5,048,045</b>	<b>4,982,395</b>	<b>4,987,904</b>	<b>5,756,609</b>	<b>5,828,831</b>	<b>7,369,398</b>	<b>7,645,470</b>
<b>Other Expenses</b>							
Professional Fees	163,882	185,186	259,182	170,350	165,700	426,635	393,475
Supplies	1,240,727	1,185,980	1,042,571	1,277,278	1,265,628	1,545,166	1,532,469
Telephone	158,611	150,000	157,724	145,869	165,055	195,923	196,890
Postage and Shipping	79,887	94,910	65,689	99,515	72,345	68,574	70,889
Occupancy	683,468	701,474	735,609	761,964	794,146	840,337	858,658
Rental and Maintenance of Equipment	217,857	221,565	222,519	267,125	264,515	321,436	297,394
Publications and Media	65,721	76,580	92,343	97,060	95,545	115,146	111,752
Travel	520,496	318,746	367,733	363,480	358,340	517,792	427,212
Local Conferences and Meetings	324,196	118,973	108,721	108,133	130,000	367,913	150,085
Specific Assistance to Individuals	135,245	208,994	161,420	153,000	203,320	316,050	262,120
Recognition and Awards	224,855	255,002	274,793	287,522	351,720	389,873	487,291
Interest Expense		148					108
Insurance	261,434	243,912	283,944	285,098	315,415	389,800	401,368
Other Expenses	107,687	451,362	502,705	393,813	459,255	463,909	445,932
Charter and National Service Fee	58,878	71,148	66,548	66,588	66,588	106,660	107,097
<b>Total Other Expenses</b>	<b>4,242,944</b>	<b>4,283,979</b>	<b>4,341,501</b>	<b>4,476,795</b>	<b>4,707,572</b>	<b>6,065,213</b>	<b>5,742,738</b>
<b>Total Expenses</b>	<b>9,290,989</b>	<b>9,266,373</b>	<b>9,329,406</b>	<b>10,233,404</b>	<b>10,536,403</b>	<b>13,434,611</b>	<b>13,388,208</b>
<b>Net Revenue / Expense</b>	<b>449,218</b>	<b>249,997</b>	<b>670,990</b>	<b>60,250</b>	<b>166,767</b>	<b>11,108</b>	<b>8,989</b>
<b>Unrestricted Net Assets - Beginning of Year</b>	<b>2,261,821</b>	<b>2,455,315</b>	<b>2,566,163</b>				
<b>Change in Net Assets from Operations</b>	<b>449,218</b>	<b>249,997</b>	<b>670,990</b>	<b>60,250</b>	<b>166,767</b>	<b>11,108</b>	<b>8,989</b>
<b>Transfer of Assets</b>	<b>-255,500</b>	<b>-150,000</b>					
<b>Adjustment of Net Assets</b>	<b>-224</b>	<b>10,851</b>	<b>-28,407</b>				
<b>Unrestricted Net Assets - End of Period</b>	<b>2,455,315</b>	<b>2,566,163</b>	<b>3,208,745</b>	<b>60,250</b>	<b>166,767</b>	<b>11,108</b>	<b>8,989</b>

----- End of Statement -----

Sample Project Management Report

Period Ending: December 31, 2017

Operating Fund	Current Period			Year to Date			Current Year
	Budget	Actual	Last Year	Budget	Actual	Last Year	Budget
Support and Revenue							
Direct Support							
Project sales:							
Project sales contributions	-	-	-	10,000	28,327	3,703	10,000
Net Project Sales	-	-	-	10,000	28,327	3,703	10,000
<b>Total Direct Support</b>	-	-	-	<b>10,000</b>	<b>28,327</b>	<b>3,703</b>	<b>10,000</b>
Revenue							
Net Sale of Scouting Supplies							
Product sales:							
Product sales	258,500	169,346	161,860	523,500	415,879	413,658	523,500
Product sales cost of goods	(90,000)	(178,922)	(111,548)	(180,000)	(251,434)	(119,505)	(180,000)
Product sales unit commissions	(89,250)	(59,889)	(57,540)	(178,500)	(146,826)	(145,827)	(178,500)
Net Product Sales	79,250	(69,464)	(7,228)	165,000	17,620	148,325	165,000
Other Revenue	12,500	-	(4,755)	25,000	8,365	30,271	25,000
<b>Total Revenue</b>	<b>91,750</b>	<b>(69,464)</b>	<b>(11,983)</b>	<b>190,000</b>	<b>25,985</b>	<b>178,596</b>	<b>190,000</b>
<b>Total Support and Revenue</b>	<b>91,750</b>	<b>(69,464)</b>	<b>(11,983)</b>	<b>200,000</b>	<b>54,312</b>	<b>182,299</b>	<b>200,000</b>
Expenses							
Total Employee Compensation							
Other Expenses:							
Program and other supplies	-	464	-	-	1,071	-	-
Postage and shipping	-	39	29	-	39	18	-
Occupancy	-	-	-	-	-	-	-
Publication and media	2,650	-	-	5,300	700	4,200	5,300
Conferences and meeting	-	-	-	-	121	73	-
Recognition and awards	12,500	11,210	16,721	25,000	18,347	17,738	25,000
Other	-	-	-	-	331	2,146	-
<b>Total Other Expenses</b>	<b>15,150</b>	<b>11,713</b>	<b>16,750</b>	<b>30,300</b>	<b>20,609</b>	<b>24,174</b>	<b>30,300</b>
<b>Total Expenses</b>	<b>15,150</b>	<b>11,713</b>	<b>16,750</b>	<b>30,300</b>	<b>20,609</b>	<b>24,174</b>	<b>30,300</b>
<b>Surplus (Deficit) UR Revenue/Expense</b>	<b>76,600</b>	<b>(81,177)</b>	<b>(28,733)</b>	<b>169,700</b>	<b>33,703</b>	<b>158,125</b>	<b>169,700</b>
Assets							
Current assets:							
Accounts and notes receivable	-	15,395	2,116	-	15,795	2,116	-
Deferred activity expense	-	-	-	-	-	-	-
Deferred camp expense	-	-	-	-	-	-	-
Deferred special event expense	-	-	-	-	-	-	-
Prepaid expenses	-	-	(2,882)	-	-	-	-
<b>Current Assets</b>	<b>-</b>	<b>15,395</b>	<b>(767)</b>	<b>-</b>	<b>15,795</b>	<b>2,116</b>	<b>-</b>
Non-Current Assets							
Liabilities							
Current liabilities:							
Accounts payable	-	-	(4,157)	-	-	-	-
Accrued expenses	-	-	1,500	-	-	1,500	-
Other current liabilities	-	34	-	-	34	-	-
<b>Current Liabilities</b>	<b>-</b>	<b>34</b>	<b>(2,658)</b>	<b>-</b>	<b>34</b>	<b>1,500</b>	<b>-</b>
Non-Current Liabilities							
Net Assets							

----- End of Statement -----

## Sample FASB Statement of Financial Position

Period Ending: December 31, 2018

FASB18 -To match audit statement	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
Current assets:								
Cash	2,868,518	1,842,361	0	316,082	90,729	20,944	2,959,246	2,179,387
Short-term investments	272,526	1,515,972	2,504,840	1,862,593			2,777,366	3,378,564
Accounts and notes receivable	203,601	185,706			355		203,956	185,706
Contributions receivable	1,603,027	1,713,142	1,109,124	2,745,861	15,507	15,477	2,727,658	4,474,480
Inventory	271,598	304,599					271,598	304,599
Interfund loans	1,106,515	-284,388	-2,002,687	176,504	896,172	107,884	0	0
Deferred activity expense	23,369	252,035					23,369	252,035
Deferred camp expense	53,772	9,636					53,772	9,636
Deferred special event expense	12,595	414					12,595	414
Prepaid expenses	125,705	189,005		4,390	78,916	67,159	204,620	260,554
<b>Total current assets</b>	<b>6,541,225</b>	<b>5,728,482</b>	<b>1,611,277</b>	<b>5,105,430</b>	<b>1,081,679</b>	<b>211,463</b>	<b>9,234,180</b>	<b>11,045,375</b>
Noncurrent assets:								
Contributions receivable	86,344	12,462			30,000	611,448	116,344	623,910
Unallocated asset acquisition								
Land, buildings and equipment			16,890,414	13,962,366			16,890,414	13,962,366
Long-term investments					34,239,854	36,797,503	34,239,854	36,797,503
Other noncurrent assets			39,526	43,066	4,173,529	4,320,234	4,213,055	4,363,299
<b>Total noncurrent assets</b>	<b>86,344</b>	<b>12,462</b>	<b>16,929,940</b>	<b>14,005,431</b>	<b>38,443,383</b>	<b>41,729,185</b>	<b>55,459,667</b>	<b>55,747,078</b>
<b>Total assets</b>	<b>6,627,569</b>	<b>5,740,944</b>	<b>18,541,217</b>	<b>19,110,861</b>	<b>39,525,061</b>	<b>41,940,648</b>	<b>64,693,847</b>	<b>66,792,453</b>
Current liabilities:								
Accounts payable	471,140	104,507	47,383	569,711			518,523	674,218
Accrued expenses	84,555		3,999	1,003			88,554	1,003
Taxes and benefits withheld	10,418	12,212					10,418	12,212
Custodial accounts	977,023	878,819					977,023	878,819
Notes and mortgage payable			159,993	153,841			159,993	153,841
Deferred activity revenue	73,803	393,520					73,803	393,520
Deferred camp revenue	118,139	100,299					118,139	100,299
Deferred special event revenue		1,280						1,280
Other deferred revenue								
Other current liabilities	14,978	32,873					14,978	32,873
<b>Total current liabilities</b>	<b>1,750,057</b>	<b>1,523,510</b>	<b>211,374</b>	<b>724,555</b>			<b>1,961,431</b>	<b>2,248,065</b>
Noncurrent liabilities:								
Long-term mortgage			2,384,072	2,563,979			2,384,072	2,563,979
Other noncurrent liabilities			617,420	597,136			617,420	597,136
<b>Total noncurrent liabilities</b>			<b>3,001,492</b>	<b>3,161,115</b>			<b>3,001,492</b>	<b>3,161,115</b>
<b>Total liabilities</b>	<b>1,750,057</b>	<b>1,523,510</b>	<b>3,212,867</b>	<b>3,885,670</b>			<b>4,962,924</b>	<b>5,409,180</b>
<b>Net assets:</b>								
Without donor restrictions	3,208,745	2,566,163	11,907,214	11,754,729	4,761,677	5,300,867	19,877,636	19,621,760
With donor restrictions	1,668,767	1,651,271	3,421,136	3,470,462	34,763,384	36,639,781	39,853,287	41,761,514
<b>Total net assets</b>	<b>4,877,512</b>	<b>4,217,434</b>	<b>15,328,350</b>	<b>15,225,191</b>	<b>39,525,061</b>	<b>41,940,648</b>	<b>59,730,924</b>	<b>61,383,273</b>
<b>Total liabilities and net assets</b>	<b>6,627,569</b>	<b>5,740,944</b>	<b>18,541,217</b>	<b>19,110,861</b>	<b>39,525,061</b>	<b>41,940,648</b>	<b>64,693,847</b>	<b>66,792,453</b>

Period Ending: December 31, 2108

## Sample FASB Statement of Activities and Changes in Net Assets

Period Ending: December 31, 2018

FASB18 - To Match Audit Statement	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Changes in net assets without donor restrictions:</b>								
<b>Support and revenue:</b>								
<b>Direct support:</b>								
Direct mail	0	0	0	0	0	0	0	0
Friends of Scouting	1,809,303	1,903,253	0	0	0	0	1,809,303	1,903,253
Project sales	118,542	45,123	11,080	0	0	0	129,622	45,123
Capital campaign	0	0	102,467	298,169	0	0	102,467	298,169
Special events - gross	553,602	437,885	0	0	0	0	553,602	437,885
Less cost of direct benefit	(75,767)	(48,086)	0	0	0	0	(75,767)	(48,086)
Net special events	477,835	389,799	0	0	0	0	477,835	389,799
Legacies and bequests	0	0	0	0	0	0	0	0
Foundations and trusts	10,000	30,770	0	0	30,000	1,242,847	40,000	1,273,617
Other direct support	26,593	(15,245)	20,000	61,989	405,764	244,696	452,357	291,440
<b>Total direct support</b>	<b>2,442,273</b>	<b>2,353,700</b>	<b>133,547</b>	<b>360,158</b>	<b>435,764</b>	<b>1,487,543</b>	<b>3,011,585</b>	<b>4,201,401</b>
<b>Indirect support:</b>								
Associated organizations	0	0	0	0	0	0	0	0
United Way	58,508	80,373	0	0	0	0	58,508	80,373
Unassociated organizations	0	0	0	0	0	0	0	0
Other indirect	241	34	0	0	0	0	241	34
Government fees and grants	0	0	0	0	0	0	0	0
<b>Total indirect support</b>	<b>58,748</b>	<b>80,408</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,748</b>	<b>80,408</b>
<b>Total support</b>	<b>2,501,022</b>	<b>2,434,108</b>	<b>133,547</b>	<b>360,158</b>	<b>435,764</b>	<b>1,487,543</b>	<b>3,070,333</b>	<b>4,281,809</b>
<b>Revenue:</b>								
Sale of supplies - gross	82,631	59,896	0	0	0	0	82,631	59,896
Less cost of goods sold	(64,241)	(48,456)	0	0	0	0	(64,241)	(48,456)
Net sale of supplies	18,391	11,440	0	0	0	0	18,391	11,440
Product sales - gross	2,532,075	2,178,544	0	0	0	0	2,532,075	2,178,544
Less cost of goods sold	(644,895)	(586,544)	0	0	0	0	(644,895)	(586,544)
Less commissions paid to units	(901,511)	(718,883)	0	0	0	0	(901,511)	(718,883)
Net product sales	985,668	873,118	0	0	0	0	985,668	873,118
Investment return - net	1,813,564	1,543,196	(16,175)	51,361	(190,441)	187,952	1,606,948	1,782,509
Camping	1,862,999	1,910,206	20,099	0	0	0	1,883,098	1,910,206
Activities	851,398	776,347	0	0	0	0	851,398	776,347
Other revenue	297,845	275,560	800	0	0	0	298,645	275,560
<b>Total revenue</b>	<b>5,829,865</b>	<b>5,389,868</b>	<b>4,724</b>	<b>51,361</b>	<b>(190,441)</b>	<b>187,952</b>	<b>5,644,148</b>	<b>5,629,181</b>
<b>Net assets released from restrictions:</b>								
Satisfaction of program restrictions	447	34,155	0	28,724	0	0	447	62,879
Expiration of time restrictions	1,669,062	1,658,239	0	0	0	0	1,669,062	1,658,239
Satisfaction of equipment acquisition restrictions								
Appropriation from donor endowment and subsequent satisfaction of any related donor restrictions	0	0	0	0	0	0	0	0
<b>Total net assets released from restriction</b>	<b>1,669,508</b>	<b>1,692,394</b>	<b>0</b>	<b>28,724</b>	<b>0</b>	<b>0</b>	<b>1,669,508</b>	<b>1,721,118</b>
<b>Total support and revenue</b>	<b>10,000,395</b>	<b>9,516,370</b>	<b>138,272</b>	<b>440,242</b>	<b>245,323</b>	<b>1,675,496</b>	<b>10,383,990</b>	<b>11,632,108</b>
<b>Expenses and losses:</b>								
Program services	8,030,423	7,837,826	967,188	961,542	177	0	8,997,787	8,799,368
<b>Support services:</b>								
Fundraising	774,032	635,891	56,984	50,107	19	0	831,036	685,997
Management and general	458,403	721,509	25,630	39,774	16	0	484,048	761,283
Total support services	1,232,435	1,357,399	82,614	89,881	35	0	1,315,084	1,447,280
<b>Total functional expenses</b>	<b>9,262,858</b>	<b>9,195,226</b>	<b>1,049,802</b>	<b>1,051,423</b>	<b>212</b>	<b>0</b>	<b>10,312,871</b>	<b>10,246,648</b>
Charter and national service fee	66,548	71,148	0	0	0	0	66,548	71,148
Loss on disposal of fixed assets	0	0	0	(1,000)	0	0	0	(1,000)
<b>Total expenses and losses</b>	<b>9,329,406</b>	<b>9,266,373</b>	<b>1,049,802</b>	<b>1,050,423</b>	<b>212</b>	<b>0</b>	<b>10,379,419</b>	<b>10,316,796</b>
<b>Increase (decrease) in net assets without donor restrictions</b>	<b>670,990</b>	<b>249,997</b>	<b>(911,530)</b>	<b>(610,180)</b>	<b>245,111</b>	<b>1,675,496</b>	<b>4,571</b>	<b>1,315,312</b>

Statement continued next page

**Period Ending: December 31, 2018**

FASB18 - To Match Audit Statement	Operating Fund		Capital Fund		Endowment Fund		Total of All Funds	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Changes in net assets with donor restrictions:</b>								
<b>Support and revenue:</b>								
<b>Direct support:</b>								
Direct mail	0	0	0	0	0	0	0	0
Friends of Scouting	110,715	12,837	0	0	0	0	110,715	12,837
Project sales	10,000	0	0	0	0	0	10,000	0
Capital campaign	0	0	12,195	1,008,750	0	0	12,195	1,008,750
Special events - gross	11,000	(100)	0	0	0	0	11,000	(100)
Less cost of direct benefit	0	0	0	0	0	0	0	0
Net special events	11,000	(100)	0	0	0	0	11,000	(100)
Legacies and bequests	0	0	0	0	0	0	0	0
Foundations and trusts	0	0	0	0	0	0	0	0
Other direct support	6,984	5,733	2,500	0	44,185	32,170	53,669	37,903
<b>Total direct support</b>	<b>138,699</b>	<b>18,469</b>	<b>14,695</b>	<b>1,008,750</b>	<b>44,185</b>	<b>32,170</b>	<b>197,579</b>	<b>1,059,389</b>
<b>Indirect support:</b>								
Associated organizations	0	0	0	0	0	0	0	0
United Way	1,519,888	1,656,173	0	0	0	0	1,519,888	1,656,173
Unassociated organizations	0	0	0	0	0	0	0	0
Other indirect	0	0	0	0	0	0	0	0
Government fees and grants	0	0	0	0	0	0	0	0
<b>Total indirect support</b>	<b>1,519,888</b>	<b>1,656,173</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,519,888</b>	<b>1,656,173</b>
Investment revenue - net	0	0	0	11,484	0	0	0	11,484
Net assets released from restriction	(1,669,508)	(1,692,394)	0	(28,724)	(0)	0	(1,669,508)	(1,721,118)
<b>Total support and revenue</b>	<b>-10,921</b>	<b>(17,752)</b>	<b>14,695</b>	<b>991,510</b>	<b>44,185</b>	<b>32,170</b>	<b>47,959</b>	<b>1,005,928</b>
<b>Increase (decrease) in net assets with donor restrictions</b>	<b>-10,921</b>	<b>(17,752)</b>	<b>14,695</b>	<b>991,510</b>	<b>44,185</b>	<b>32,170</b>	<b>47,959</b>	<b>1,005,928</b>
<b>Increase (decrease) in total net assets</b>	<b>660,068</b>	<b>232,245</b>	<b>(896,835)</b>	<b>381,330</b>	<b>289,296</b>	<b>1,707,666</b>	<b>52,529</b>	<b>2,321,240</b>
<b>Net assets, beginning of year:</b>								
Without donor restrictions	2,566,163	2,455,315	11,754,729	9,047,533	5,300,867	3,950,676	19,621,760	15,453,523
With donor restrictions	1,651,271	1,697,390	3,470,462	5,646,328	36,639,781	35,125,293	41,761,514	42,469,012
<b>Total net assets, beginning of year</b>	<b>4,217,434</b>	<b>4,152,705</b>	<b>15,225,191</b>	<b>14,693,861</b>	<b>41,940,648</b>	<b>39,075,969</b>	<b>61,383,273</b>	<b>57,922,535</b>
Board authorized transfers	0	(150,000)	1,000,000	150,000	(1,000,000)	0	0	0
<b>Adjustments to Net Assets:</b>								
Without donor restrictions	(28,407)	10,851	64,015	3,167,377	215,698	(325,304)	251,306	2,852,924
With donor restrictions	28,417	(28,367)	(64,021)	(3,167,377)	(215,697)	325,304	(251,301)	(2,870,440)
<b>Total adjustments to net assets</b>	<b>10</b>	<b>(17,516)</b>	<b>(6)</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>(17,516)</b>
<b>Net assets, end of year:</b>								
Without donor restrictions	3,208,745	2,566,163	11,907,214	11,754,729	4,761,677	5,300,867	19,877,636	19,621,760
With donor restrictions	1,668,767	1,651,271	3,421,136	3,470,462	36,468,268	35,482,767	41,558,171	40,604,500
<b>Total net assets, end of year</b>	<b>4,877,512</b>	<b>4,217,434</b>	<b>15,328,350</b>	<b>15,225,191</b>	<b>41,229,945</b>	<b>40,783,634</b>	<b>61,435,808</b>	<b>60,226,259</b>
-- End of Statement --								
<b>Note: Time Study Percentages</b>					<b>Per Cent of Functional Expense by Type:</b>			
Program	83.37%	84.20%			Program Services		87.25%	85.88%
Fundraising	9.13%	6.80%			Fundraising Expense		8.06%	6.69%
Management/General	7.50%	9.00%			Management/General		4.69%	7.43%









BOY SCOUTS OF AMERICA  
1325 West Walnut Hill Lane  
P.O. Box 152079  
Irving, Texas 75015-2079  
<http://www.scouting.org>

© 2018  
510-754