NC Association of CPAs
Proposed Budget
FY 2023

		Budget 4/30/2023	Projected 4/30/2022	Budget 4/30/2022	Actual 4/30/21	Actual 4/30/2020	Actual 4/30/2019	Actual 4/30/2018
	Revenues							
(1)	Membership Dues	2,338,500	2,275,600	2,441,300	2,334,400	2,362,800	2,353,100	2,177,000
(2)	Professional Development	5,086,800	4,264,300	4,446,100	4,503,400	5,798,200	5,897,100	6,074,200
(3)	Engagement and Outreach	35,500	9,300	29,800	1,300	72,200	66,500	80,300
(4)	Peer Review	0	0	0	243,500	266,100	280,200	162,000
	Advertising	22,000	26,100	19,000	26,700	55,100	16,500	26,800
	Affinity Programs	48,300	45,100	32,900	21,600	34,600	34,700	31,600
	Investment Income	228,400	151,700	137,300	128,900	176,800	140,200	104,300
	Other Income	0	32,300	0	17,000	28,300	21,400	22,800
	Total Revenues	7,759,500	6,804,400	7,106,400	7,276,800	8,794,100	8,809,700	8,679,000
	Direct Costs							
(2)	Professional Development	2,358,600	2,289,200	2,165,000	1,793,800	3,107,700	3,264,400	3,381,100
(3)	Engagement and Outreach	86,800	108,600	81,900	12,600	163,200	181,100	219,000
(4)	Peer Review (without salary allocation)	0	0	0	84,600	136,000	167,900	153,200
	Total Direct Costs	2,445,400	2,397,800	2,246,900	1,891,000	3,406,900	3,613,400	3,753,300
	Contribution Margin	5,314,100	4,406,600	4,859,500	5,385,800	5,387,200	5,196,300	4,925,700
	Contribution Margin	**68%**	**65%**	**68%**	**74%**	**61%**	**59%**	**57%**
	General Expenses							
(5)	Committees	0	6,900	17,500	2,900	40,000	30,200	47,300
	Board Of Directors	68,300	24,000	36,200	3,700	44,200	31,300	65,300
(6)	Advocacy	67,700	72,100	71,700	62,700	83,600	79,400	88,000
(7)	Communications and Marketing	160,000	85,300	125,100	76,000	104,400	148,200	84,200
	Total General	296,000	188,300	250,500	145,300	272,200	289,100	284,800
	Administration							
(8)	Personnel (less chargeback)	3,321,000	3,175,400	3,046,200	2,642,600	3,128,200	2,967,400	2,888,400
(9)	Facilities	156,600	135,700	178,000	102,500	134,500	131,800	116,600
	Depreciation	214,800	239,700	252,700	262,300	366,300	432,600	458,000
	Office Expense	36,600	39,900	71,000	66,300	95,100	91,000	108,500
(10)	Staff Expenses	176,700	192,600	199,400	48,300	296,000	201,000	134,800
(11)	Professional Fees	80,600	184,900	54,600	108,900	50,900	58,700	130,000
(12)	Systems Administration	658,600	629,100	563,500	558,300	542,100	348,300	359,300
(13)	Other	323,200	335,800	243,600	318,900	299,900	329,900	307,300
(14)	Strategic Investments	426,900	263,800	264,900	-	-	700	-
	Total Administration	5,395,000	5,196,900	4,873,900	4,108,100	4,913,000	4,561,400	4,502,900
	Net Surplus /(Deficit) from Operations	(376,900)	(978,600)	(264,900)	1,132,400	202,000	345,800	138,000
	ERC	-	368,000	-	-	-	-	-
	PPP Forgiveness	-	485,000	-	-	-	-	-
	Non-Operating Gains/Losses	-	128,300	-	984,800	(49,200)	162,600	128,200
	Net Surplus /(Deficit)	**(376,900)**	**2,700**	**(264,900)**	**2,117,200**	**152,800**	**508,400**	**266,200**

NOTES:

(1) average attrition rate of 13% (CPAs)/ 32% (Associates); proposed dues increase does not exceed 3.3% for any category
(2) average change in fees 5% except for premium programs; limited live conference and seminar events starting May 1 and October 1, respectively; see PD budget
(3) includes association and community events: future forward leaders (April 22), cpa inauguration and social/networking; includes ycpa, student and firm outreach
(4) peer review operations transitioned to Coastal Peer Review, Inc. effective 1/1/2021
(5) NCACPA will transition to the Resource/Network Group model effective 5/1/22 with minimal live meetings scheduled
(6) includes lobbying retainer Smith Anderson and sponsorships for receptions/lunches
(7) includes 4 issues of Interim Report ($75k); print materials for events and membership $50k; video production $15k
(8) see separate personnel summary
(9) includes basic cleaning and routine maintenace; additional $13k of COVID 19 related cleaning services and supplies as office is utilized
(10) includes training/executive coaching ($73k), travel ($82k), and dues/subscriptions ($22k)
(11) includes accounting services ($36k), and business insurance premiums ($19.6k)
includes managed IT services ($183k), systems consulting/vCIO ($115k), cloud applications ($292k), communication costs ($32k), website ($26.7k); webhosting
(12) ($10k); includes reclassification of emarketing and advocacy applications from general expense
(13) includes credit card fees ($177k), donation to Foundation ($25k), proxy tax ($22k), investment fees ($17k) and bank charges ($6.5k)
see attached strategic detailed support; $156K tactical expenses, $196k depreciation of capital investments; plus 2% investment distribution per spending policy
(14) $75k

Association of CPAs
Proposed Budget - Professional Development
FY 2023

		Budget	Projected	Budget	Actual	Actual	Actual	Actual
		4/30/2023	4/30/2022	4/30/2022	4/30/2021	4/30/2020	4/30/2019	4/30/2018
REVENUES								
Seminars	InPerson	355,798	137,430	405,261	-	1,114,400	1,299,482	1,645,093
	Simulcast		334,270	332,475	174,880	164,020	141,935	-
		355,798	**471,700**	**737,736**	**174,880**	**1,278,420**	**1,441,417**	**1,645,093**
Clusters	InPerson	218,880	57,480	69,750		309,030	295,205	369,930
	Virtual	-	103,825	75,030	130,210			
		218,880	**161,305**	**144,780**	**130,210**	**309,030**	**295,205**	**369,930**
Workshops	InPerson	49,500		-		65,992	64,095	150,770
	Virtual	-	18,055	-	28,185			
		49,500	**18,055**	**-**	**28,185**	**65,992**	**64,095**	**150,770**
Conferences	InPerson	509,800	278,600	377,240	-	1,267,052	1,350,654	737,032
	Virtual	657,121	730,545	742,945	896,387	298,898	102,830	
	Sponsors	86,200	53,600	53,450	-	107,740	102,888	816,200
		1,253,121	**1,062,745**	**1,173,635**	**896,387**	**1,673,690**	**1,556,372**	**1,553,232**
Online Learning	Webcasts	2,025,738	1,454,110	1,349,360	2,085,545	1,351,183	1,501,217	1,618,859
	Webinars	273,678	225,080	209,525	311,452	236,639	235,202	63,020
	OnDemand	199,600	169,330	185,225	198,745	138,570	98,983	87,735
	Self-study	319,320	308,035	302,475	308,145	365,320	368,238	347,309
	CPE Select	273,255	271,272	247,955	271,643	160,076	99,376	2,128
	CPA Lead Certificate	-	1,500	-	2,850			
		3,091,590	**2,429,327**	**2,294,540**	**3,178,380**	**2,251,788**	**2,303,016**	**2,119,051**
CCE	InPerson	-	-	-	-	219,235	236,964	236,173
	Virtual	117,900	121,213	95,400	95,393	-	-	-
		117,900	**121,213**	**95,400**	**95,393**	**219,235**	**236,964**	**236,173**
	TOTAL REVENUES	**5,086,789**	**4,264,345**	**4,446,091**	**4,503,435**	**5,798,155**	**5,897,069**	**6,074,249**
DIRECT COSTS								
Seminars	InPerson	247,366	123,780	293,287	(14,476)	884,721	966,904	1,183,384
	Simulcast		182,165	220,765	88,793	57,423	44,996	-
		247,366	**305,945**	**514,052**	**74,317**	**942,144**	**1,011,900**	**1,183,384**
Clusters	InPerson	143,979	43,115	65,033	(2,753)	181,527	164,096	217,916
	Virtual		69,985	24,200	43,067			
		143,979	**113,100**	**89,233**	**40,314**	**181,527**	**164,096**	**217,916**
Workshops	InPerson	26,258	-	-	-	42,959	40,953	89,682
	Virtual	-	11,188	-	9,082			
		26,258	**11,188**	**-**	**9,082**	**42,959**	**40,953**	**89,682**
Conferences	InPerson	510,695	441,067	303,490	6,827	853,694	955,342	962,719
	Virtual	130,256	259,191	294,792	264,390	16,598	13,688	
		640,951	**700,258**	**598,282**	**271,217**	**870,292**	**969,030**	**962,719**
Online Learning	Webcasts	816,315	690,731	515,610	883,606	571,896	649,074	609,240
	Webinars	89,575	67,597	83,381	110,754	89,639	68,151	21,551
	OnDemand	55,481	70,331	96,023	96,974	50,818	44,178	28,861
	Self-study	115,626	121,454	114,203	122,072	146,204	154,419	154,888
	CPE Select	171,195	158,814	112,384	140,163	95,731	45,913	
	CPA Lead Certificate			-	750			
		1,248,193	**1,108,927**	**921,601**	**1,354,319**	**954,288**	**961,735**	**814,540**
CCE	InPerson	-	-	-	-	110,539	116,733	112,883
	Virtual	50,400	49,739	45,400	44,582	-	-	-
		50,400	**49,739**	**45,400**	**44,582**	**110,539**	**116,733**	**112,883**
	TOTAL DIRECT COSTS	**2,357,146**	**2,289,157**	**2,168,568**	**1,793,831**	**3,101,749**	**3,264,447**	**3,381,124**

		Budget	Projected	Budget	Actual	Actual	Actual	Actual
		4/30/2023	4/30/2022	4/30/2022	4/30/2021	4/30/2020	4/30/2019	4/30/2018
Margin								
Seminars	InPerson	108,431	13,650	111,974	14,476	229,679	332,578	461,709
	Simulcast	-	152,105	111,710	86,087	106,597	96,939	-
		108,431	**165,755**	**223,684**	**100,563**	**336,276**	**429,517**	**461,709**
Clusters	InPerson	74,901	14,365	4,717	2,753	127,503	131,109	152,014
	Virtual	-	33,840	50,830	87,143	-	-	-
		74,901	**48,205**	**55,547**	**89,896**	**127,503**	**131,109**	**152,014**
Workshops	InPerson	23,242	-	-	-	23,033	23,142	61,088
	Virtual	-	6,867	-	19,103	-	-	-
		23,242	**6,867**	**-**	**19,103**	**23,033**	**23,142**	**61,088**
Conferences	InPerson	85,305	(108,867)	127,200	(6,827)	521,098	498,200	590,513
	Virtual	526,865	471,354	448,153	631,997	282,300	89,142	-
		612,170	**362,487**	**575,353**	**625,170**	**803,398**	**587,342**	**590,513**
Online Learning	Webcasts	1,209,422	763,379	833,750	1,201,939	779,287	852,143	1,009,619
	Webinars	184,103	157,483	126,144	200,698	147,000	167,051	41,469
	OnDemand	144,119	98,999	89,202	101,771	87,752	54,805	58,874
	Self-study	203,694	186,581	188,272	186,073	219,116	213,819	192,421
	CPE Select	102,060	112,458	135,571	131,480	64,345	53,463	2,128
	CPA Lead Certificate	-	1,500	-	2,100	-	-	-
		1,843,397	**1,320,400**	**1,372,939**	**1,824,061**	**1,297,500**	**1,341,281**	**1,304,511**
CCE	Live	-	-	-	-	108,696	120,231	123,290
	Virtual	67,500	71,474	50,000	50,811	-	-	-
		67,500	**71,474**	**50,000**	**50,811**	**108,696**	**120,231**	**123,290**
	TOTAL MARGIN	**2,729,643**	**1,975,188**	**2,277,523**	**2,709,604**	**2,696,406**	**2,632,622**	**2,693,125**
Margin %								
Seminars	InPerson	30%	10%	28%	0%	21%	26%	28%
	Simulcast	0%	46%	34%	49%	65%	68%	0%
		30%	35%	30%	58%	26%	30%	28%
Clusters	InPerson	34%	25%	7%	0%	41%	44%	41%
	Virtual	0%	33%	68%	67%	0%	0%	0%
		34%	30%	38%	69%	41%	44%	41%
Workshops	InPerson	47%	0%	0%	0%	35%	36%	41%
	Virtual	0%	38%	0%	68%	0%	0%	0%
		47%	38%	0%	68%	35%	36%	41%
Conferences	InPerson	17%	-39%	34%	0%	41%	37%	80%
	Virtual	80%	65%	60%	71%	94%	87%	0%
		49%	34%	49%	70%	48%	38%	38%
Online Learning	Webcasts	60%	52%	62%	58%	58%	57%	62%
	Webinars	67%	70%	60%	64%	62%	71%	66%
	OnDemand	72%	58%	48%	51%	63%	55%	67%
	Self-study	64%	61%	62%	60%	60%	58%	55%
	CPE Select	37%	41%	55%	48%	40%	54%	100%
	CPA Lead Certificate	0%	100%	0%	74%	0%	0%	0%
		60%	54%	60%	57%	58%	58%	62%
CCE	InPerson	0%	0%	0%	0%	50%	51%	52%
	Virtual	57%	59%	52%	53%	0%	0%	0%
		57%	59%	52%	53%	50%	51%	52%
	TOTAL MARGIN%	**54%**	**46%**	**51%**	**60%**	**47%**	**45%**	**44%**

NC Association of CPAs
Membership Dues
Budget FY23

Category	12/31/2020 Actual	12/31/2021 Actual	FY23 Budget Members	New Rate w/Increase	FY23 Budget Revenue
CPA<5	1,053	942	912	$ 218	$ 198,816
CPA 5+	7,701	7,399	7,354	$ 262	$ 1,926,748
New CPA	646	558	330	$ 132	$ 43,560
Associate	760	767	729	$ 155	$ 112,995
New Associate			286	$ 132	$ 37,752
On Leave	46	52	-	$ 95	$ -
Student	862	619	692	$ -	$ -
Senior/Life	1,612	1,665	1,757	$ -	$ -
Accounting Ed- CPA	36	84	100	$ 155	$ 15,500
Accounting Ed- CPA COMP	-	-	-	$ -	$ -
Accounting Ed- Assoc.	2	11	20	$ 155	$ 3,100
Accounting Ed- Assoc. COMP	-	-	-	$ -	$ -
	12,718	**12,097**	**12,180**		**$ 2,338,471**

ASSUMPTIONS:

Actuals based on member type as of December 31
Due to decline in membership, averaged number of new CPA members over the past 2 years
Averaged number of new associate members over the past 2 years
Change of member category based on:

(1) Length of certification;
(2) Movement into and within CPA and Associate categories
(3) Movement in all other categories.

Student membership is auto renewed dependent on graduation date
Increase in rates no more than 3.3% over prior year

NC Association of CPAs
Board of Directors/Executive Committee
Budget FY 2023

Account Description	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**Total**	**Actual FY22**	
Dates	5/24/2022	Jun 20-21 Graylyn	7/21/2022	8/11/2022	9/16/2022	Oct 6-7		12/5/2022	1/12/2022	2/28/2022	Mar 15-16		**Budget FY23**	**as of 12/31/21**	**Budget FY22**
BOD General													-		-
BOD Meetings		16,030				25,374					11,000		52,404	-	25,400
BOD Staff Travel		570				1,463							2,033	-	-
BOD Board Travel		2,400				1,362					936		4,698	-	5,700
BOD Gifts/Plaques											1,000		1,000	388	1,200
BOD Supplies													-	-	-
BOD Exec Comm Meetings	1,013									280			1,293	-	300
BOD NOM Comm Meeting													-	-	-
BOD - AICPA Council, (3-4 members*)	2,368					2,428							4,796	-	1,050
BOD Task Force													-	-	500
BOD Treasurer's Meetings													-	-	-
BOD Special Events													-	-	2,000
BOD Officer Travel	500				1,000		625						2,124	-	-
	3,881	19,000	-	-	1,000	30,627	625	-	-	280	12,936	-	68,348	388	36,150

BOD Meetings		Meeting @Graylyn. Reception & Dinner $120/person = $4,920, Breakfast, Lunch, Breaks & AV = $2,340; Beverages $1,000; include 16 rooms at $259 each for $4144 4 staff hotel on 6/19@$259 for $1036; 10 staff hotel on 6/20@$259 for $2590		Virtual Meeting = $0		Meeting @ Inn at Biltmore Lunch $1,700; Reception $3,500 and Dinner $5,750, Breaks & Breakfast $1,500; includes 16 rooms at $359 each for $5,744 , include 10 staff rooms at $359 each for 2 nights $7,180			Virtual Meeting = $0		Includes dinner with State Board, Staff Appreciation Lunch (avg.$1,431), & 16 BOD hotel rooms	
BOD Staff Travel:		10 staff @ avg. 97 miles = $57				10 staff @avg 250 miles = $1,463					on site	
BOD Board Travel:	N/A	16 BOD @avg. 150 miles = $2400		N/A		16 BOD @avg 150 miles = $1,362			N/A		16 BOD @avg 100 miles =$936	
Executive Committee Meetings:	Proximity Hospitality Suite = $1013 (includes suite, lunch and AV)		Virtual Meeting = $0		Virtual Meeting = $0			Virtual Meeting = $0		Executive Committee Meeting (6 people at $30 per for lunch, taxes, for a total of $180. add possible mileage of another $100		
Nominating Committee:									Virtual Meeting = $0			
BOD AICPA Leadership	Spring Council (Austin, TX) dinner total = approx $1250) invite chair-elect to spring council;airfare = $500, 2 nights hotel plus $50/day for food					Fall Council (Chicago) covered by NCACPA, dinner total = approx. $1,250 chair to fall council;airfare = $500, 2 nights hotel plus $50/day for food						
BOD Officer Travel:	Chair travel to Symposium and MIBI to speak (hotel, meals, mileage)				Chair travel to Symposium and MIBI to speak (hotel, meals, mileage)		Chair travel to Symposium and MIBI to speak (hotel, meals, mileage)					
BOD Treasurer's Meetings: (includes audit/investment/staff)	Virtual Meeting = $0	Virtual Meeting = $0	Virtual Meeting = $0	Virtual Meeting = $0	Virtual Meeting = $0	Virtual Meeting = $0			Virtual Meeting = $0			

NC Association of CPAs
Personnel Summary
Budget FY **2023**

Compensation	
Salaries & Wages	$2,454,074
OT: Over 40 hrs	$12,500
Reg Hours/35-40 hrs	$15,000
Bonus	$20,000
Temporary Services	$32,500
Payroll Taxes	$173,500
Employee Retention Credit (May/June)	-
Benefits	
Group Health	$233,600
HSA Match	$11,000
HRA Contribution	$8,500
Long-term care	$24,000
Life	$17,400
Long-term Disability	$7,400
Vision	$2,000
Dental	$14,700
	$318,600
Other	
Cafeteria Plan Administration	$3,000
Pension	$167,500
401(k) Matching	$47,300
Deferred Compensation	$55,400
Team Activities & Retreats	$13,135
Health & Wellness Programs	$8,500
Total Personnel	**$3,321,009**
% of budgeted revenues	43%
Total Revenues	**$7,759,500**

Recurring Personnel Budget	$3,241,009
Add: Coastal Peer Review Chargeback	$80,000
Total Personnel	$3,321,009

NC Association of CPAs
Capital Expenditures
Budget FY 2023

	Budget	%
Building/Facilities		
Soffit Replace	50,000	
Property Assessment for signage	25,000	
Foundation/Sink hole corner office	35,000	
Landscaping Improvements	7,000	
Parking Lot Light Pole	4,500	
Total Building/Facilities	121,500	66%
Furniture & Fixtures		
Total Furniture & Fixtures	-	0%
Information Technology		
17 Computers/Docking Stations	36,000	
2 MacBooks (Graphics/Videographer)	4,000	
Projectors	20,000	
Badge Printers	1,500	
Avcon - Teams Room	75,000	
Total Information Technology	136,500	34%
Vehicles		
Total Vehicles	-	0%
Total Capital Expenditures	**258,000**	100%

DEPRECIATION

Assets in Service (per projection report)	108,269
Assets in Process (estimate)	43,593
Capital Assets (budget)	62,857
	214,719
	214,800

FY22-25 Multi-Year Strategic Budget

Strategy	Tactical Actions	Budget	Capital/ Prepaid Expenditure	Depreciation Year 1	Depreciation Year 2	Depreciation Year 3	FY 2022 Budget	FY 2022 (Actual)	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	Footnotes
Enhanced Membership Engagement	Leadership & Outreach	7,500	Expenditure				7,500	-	7,500			
	Long-term strategic planning discussions	60,000	Expenditure				60,000	-	60,000			(1)
	Resource/Networking Group Administration	55,000	Capital	18,333	18,333	18,333	-	4,583	18,333	18,333	13,750	(5)
Diversity, Equity & Inclusion	Pillar Consulting											
	Aims Implementation	24,000	Expenditure									
	Assessment Implementation	64,000	Expenditure				24,000	24,000				
	Action Implementaton	96,000	Expenditure				96,000	81,750				
	Ongoing	46,000	Expenditure						23,000	23,000		(2)
	Change in Consultant	(46,000)	Expenditure						(23,000)	(23,000)		(2)
	New DEI Consultant	87,500	Expenditure						87,500			(2)
	Racial Equity Training	50,000	Expenditure				50,000	15,000				
Governance & Operational Effectiveness	Updated technology platform infrastructure											
	Assoc. Mgmt System (CRM)	415,000	Capital	83,000	83,000	83,000			83,000	83,000	83,000	(3)
	Learning Mgmt Platform	200,000	Capital	40,000	40,000	40,000			40,000	40,000	40,000	(3)
	Online Community (Connect)	30,000	Capital	10,000	10,000	10,000	10,000	-	10,000	10,000		
	Online Community (Connect)	(30,000)	Add'l Capital	(10,000)	(10,000)	(10,000)			(10,000)	(10,000)		
	Digital Marketing Implementation	25,000	Capital	8,333	8,333	8,333	8,333	2,778	8,333	8,333	5,555	
	Digital Marketing Implementation	5,000	Add'l Capital					556	1,667	1,667	1,110	
	eCommerce Platform	95,000	Capital	19,000	19,000	19,000			19,000	19,000	19,000	(3)
	Enterprise Budgetary Platform	65,000	Capital	21,667	21,667	21,667			21,667	21,667	21,667	(3)
	Updated Website/UX	215,000	Capital	43,000	43,000	43,000			-	43,000	43,000	(4)
Advocacy & Awareness	Voter Voice (advocacy platform)	8,250	Expenditure				4,125	4,125				
	Target Smart (data gathering)	1,400	Expenditure				1,400	-	1,400	1,400		
	Target Smart (data integration)	7,000	Capital	3,500	3,500	-	3,500	-	3,500	3,500		
Highly Valued Professional Development												
		1,480,650	-	236,833	236,833	233,333	264,858	132,792	351,900	239,900	227,082	

Note(s)
Red font denotes an update or change compared to budget.

Footnotes
(1) Due to continued concerns related to COVID, the long-range planning meeting will be deferred to FY23.
(2) NCACPA has ended its work with Pillar Consulting, but additional work in strategy development is required with the assistance of a new consultant.
(3) A significant part of our IT infrastructure refresh involved a needs assessment, which resulted in the recommendaton to pursue a distributed platform network that allows for greater agility, adaptability and scalability for NCACPA going forward. Based on our current knowledge, the investment for this endeavor is expected to be materially the same as previously presented, but has been pushed out a year. Platforms included in this line item are (i) CRM, (ii) Event Registration, (iii) Identity Management/SSO, and (iv) Integration Management.
(4) Based on the reliance of our new platform infrastructure, our updated website/UX investment will be pushed out 12 to 18 months beyond the other implementations (i.e. sometime in FY24/FY25).
(5) As a result of efforts derived from the Committee Restructure Task Force, which culminated in July 2021, and understanding the implementation of the CRTF's recommendatons were a strategic initiative, we developed a web-based platform to implement the operating procedures and administration of our new Resource/Networking Groups.