Keewaydin Foundation Estimated Annual Budget - 7 years

	Actual	Estimated								
	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL	Future/Deferred
REVENUES		Active Solicitation Period								
Increase Assumptions			4%	3.5%	3.5%	3.5%	3.5%	3.5%		
Campaign Revenue										
Campaign Payments from Pledges/Gifts/PG	$ -	$ 2,175,000	$ 2,950,000	$ 3,800,000	$ 3,437,500	$ 2,962,500	$ 1,425,000		$ 16,750,000	$ 1,250,000
Annual Gifts during Campaign Period	$ -	$ 600,000	$ 600,000	$ 600,000	$ 150,000	$ 50,000			$ 2,000,000	
Total Campaign Revenue	$ -	$ 2,775,000	$ 3,550,000	$ 4,400,000	$ 3,587,500	$ 3,012,500	$ 1,425,000	$ -	$ 18,750,000	$ 1,250,000
Non-Campaign Revenue										
Program Fees	$ 5,576,158	$ 6,181,354	$ 6,428,608	$ 6,653,609	$ 6,886,486	$ 7,127,513	$ 7,376,976	$ 7,635,170	$ 48,289,716	
Camper and Patron services	$ 26,133	$ 25,000	$ 26,000	$ 26,910	$ 27,852	$ 28,827	$ 29,836	$ 30,880	$ 195,304	
Contributions - Annual Gifts	$ 882,129				$ 500,000	$ 600,000	$ 650,000	$ 650,000	$ 2,400,000	
Interest and Dividends	$ 13,808	$ 13,500	$ 14,040	$ 14,531	$ 15,040	$ 15,566	$ 16,111	$ 16,675	$ 105,464	
Gain (Loss on Foreign Exchange)	$ 220,622	$ 50,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 500,000	
Misc	$ 80,389	$ 141,577	$ 147,240	$ 152,393	$ 157,727	$ 163,248	$ 168,961	$ 174,875	$ 1,106,022	
Contribution - Bridge the Gap	$ 169,769	-	-	-	-	-	-		$ -	
Total Unrestricted Revenues	$ 6,969,008	$ 6,411,431	$ 6,690,888	$ 6,922,444	$ 7,662,105	$ 8,010,154	$ 8,316,884	$ 8,582,600	$ 52,596,506	
Endowment Proceeds	$ 541,100	$ 575,998	$ 604,442	$ 637,988	$ 670,600	$ 690,046	$ 727,077	$ 771,015	$ 4,677,166	
Total Non-Campaign Revenue and Gains	$ 7,510,108	$ 6,987,429	$ 7,295,330	$ 7,560,432	$ 8,332,705	$ 8,700,200	$ 9,043,961	$ 9,353,615	$ 57,273,672	
TOTAL REVENUE	$ 7,510,108	$ 9,762,429	$ 10,845,330	$ 11,960,432	$ 11,920,205	$ 11,712,700	$ 10,468,961	$ 9,353,615	$ 76,023,672	$ 1,250,000
EXPENSES										
Campaign Expenses										
Campaign Consulting Fees	$ 67,750	$ 388,000	$ 354,250	$ 324,250					$ 1,134,250	
Campaign Operating Expenses		$ 119,333	$ 119,333	$ 119,334					$ 358,000	
Transfer to endowment (Scholarship, Staff Excellence)		$ 782,667	$ 699,417	$ 1,431,416	$ 1,432,500	$ 1,427,500	$ 690,000	$ 886,500	$ 7,350,000	$ 1,250,000
Scholarship Immediate Use			$ 25,000	$ 50,000	$ 75,000				$ 150,000	
Staff Excellence Immediate Use			$ 25,000	$ 25,000	$ 69,250	$ 69,250	$ 69,250		$ 257,750	
Transfer to Preservation Fund		$ 500,000	$ 500,000	$ 1,000,000	$ 750,000	$ 750,000	$ 500,000		$ 4,000,000	
Building Fund		$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000		$ 750,000	
Capital Expenditures - Campaign		$ 85,000	$ 100,000	$ 750,000	$ 725,000	$ 630,000	$ 260,000	$ 200,000	$ 2,750,000	
Total Campaign Expenses	$ 67,750	$ 2,000,000	$ 1,948,000	$ 3,825,000	$ 3,176,750	$ 3,001,750	$ 1,644,250	$ 1,086,500	$ 16,750,000	$ 1,250,000
Non-Campaign Expenses										
Salaries, Payroll taxes and benefits	$ 2,974,332	$ 3,218,328	$ 3,347,061	$ 3,464,208	$ 3,585,456	$ 3,710,946	$ 3,840,830	$ 3,975,259	$ 25,142,088	
Kitchen/Food	$ 917,208	$ 975,000	$ 1,014,000	$ 1,049,490	$ 1,086,222	$ 1,124,240	$ 1,163,588	$ 1,204,314	$ 7,616,854	
Scholarships	$ 701,341	$ 880,629	$ 915,854	$ 947,909	$ 981,086	$ 1,015,424	$ 1,050,964	$ 1,087,747	$ 6,879,613	
Program and training	$ 610,893	$ 566,900	$ 589,576	$ 610,211	$ 631,569	$ 653,673	$ 676,552	$ 700,231	$ 4,428,713	
Maintenance/ Utilities	$ 394,291	$ 405,900	$ 422,136	$ 436,911	$ 452,203	$ 468,030	$ 484,411	$ 501,365	$ 3,170,955	
Transportation	$ 281,155	$ 213,500	$ 222,040	$ 229,811	$ 237,855	$ 246,180	$ 254,796	$ 263,714	$ 1,667,896	
Insurance	$ 254,603	$ 265,306	$ 275,918	$ 285,575	$ 295,571	$ 305,915	$ 316,623	$ 327,704	$ 2,072,612	
Office	$ 235,417	$ 255,500	$ 265,720	$ 275,020	$ 284,646	$ 294,609	$ 304,920	$ 315,592	$ 1,996,006	
General Development	$ 206,366	$ 156,500	$ 162,760	$ 168,457	$ 174,353	$ 180,455	$ 186,771	$ 193,308	$ 1,222,603	
Non-Campaign Cap Exp	$ 176,309	$ 190,313	$ 197,926	$ 204,853	$ 212,023	$ 219,444	$ 227,124	$ 235,073	$ 1,486,755	
Real Estate Taxes	$ 154,414	$ 157,000	$ 163,280	$ 168,995	$ 174,910	$ 181,031	$ 187,368	$ 193,925	$ 1,226,509	
Professional Fees	$ 102,911	$ 112,000	$ 116,480	$ 120,557	$ 124,776	$ 129,143	$ 133,663	$ 138,342	$ 874,962	
Promotional	$ 49,821	$ 70,500	$ 73,320	$ 75,886	$ 78,542	$ 81,291	$ 84,136	$ 87,081	$ 550,757	
Misc	$ 11,155	$ 20,000	$ 20,800	$ 21,528	$ 22,281	$ 23,061	$ 23,868	$ 24,704	$ 156,243	
Total Non-Campaign Expenses	$ 7,070,216	$ 7,487,376	$ 7,786,871	$ 8,059,412	$ 8,341,491	$ 8,633,443	$ 8,935,614	$ 9,248,360	$ 58,492,566	
TOTAL EXPENSES	$ 7,137,966	$ 9,487,376	$ 9,734,871	$ 11,884,412	$ 11,518,241	$ 11,635,193	$ 10,579,864	$ 10,334,860	$ 75,242,566	
INCREASE (DECREASE) IN CASH	$ 372,142	$ 275,053	$ 1,110,459	$ 76,021	$ 401,964	$ 77,506	$ (110,903)	$ (981,245)		$ 1,250,000
ENDING CASH BALANCE	$ 372,142	$ 647,195	$ 1,757,654	$ 1,833,675	$ 2,235,639	$ 2,313,145	$ 2,202,243	**$ 1,220,997**		

Assumptions:

4% increase added to each 2024 non-campaign revenus/expense line item based off of 2023
3.5% increase added to each 2025 - 2029 non-campaign revenus/expense line item based off of the prior year
Endowment Proceeds assume 4% of prior 60 months
Campaign Costs Best Practice < 10% of Funds Raised