The
Computer
Museum

300 Congress Street
Boston, MA 02210
617 426 2800

DATE: April 8, 1991

TO: The Computer Museum Executive Committee

FROM: Oliver Strimpel

RE: April 15, 1991 Agenda

The following is the agenda for our April 15th meeting (8:00 a.m., 5th floor conference room).

Agenda:

1. Operations update

2. Nominating Committee Report

3. Capital Campaign Organization

I look forward to seeing you next Monday.

Enclosures: Financial Statements for the Nine Months ended March 31, 1991

Outstanding Proposals Listing

Museum Committees Listing

Resumes of Sue Dahling (Director of Marketing), Martha Ballard (Functions Manager), and Steve Snow (Exhibits Engineer)

THE COMPUTER MUSEUM
BALANCE SHEET
3/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 3/31/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	$72,422			$72,422	$8,298
Cash Equivalents	101,034			101,034	282,190
Investments				0	53,363
Receivables	11,583			11,583	120,302
Inventory	69,044			69,044	63,212
Prepaid expenses	360	102		462	15,238
Interfund receivable		344,903		344,903	617,702
TOTAL	254,443	345,005	0	599,448	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
Total	0	71,084	1,737,647	1,808,731	1,808,731
TOTAL ASSETS	$254,443	$416,089	$1,737,647	$2,408,179	$2,969,036
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	$69,226	$17,546		$86,772	$158,341
Deferred income	8,118	-		8,118	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	344,903	-		344,903	617,702
Total	422,247	17,546	0	439,793	792,981
Fund Balances:					
Operating	(167,804)			(167,804)	(213,272)
Capital		398,543		398,543	651,680
Plant			$1,737,647	1,737,647	1,737,647
Total	(167,804)	398,543	1,737,647	1,968,386	2,176,055
TOTAL LIABILITIES AND FUND BALANCES	$254,443	$416,089	$1,737,647	$2,408,179	$2,969,036

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
3/31/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 3/31/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	$45,468	($253,137)	$0	($207,669)	$748,966
Depreciation			0	0	310,606
Cash from operations	45,468	(253,137)	0	(207,669)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	108,719			108,719	(83,875)
Inventory	(5,832)			(5,832)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	2,365	(79,930)		(77,565)	81,895
Deferred income	(8,820)			(8,820)	(5,292)
Prepaid expenses	13,868	101		13,969	(8,011)
Cash from working capital	110,300	(26,466)	0	83,834	(50,650)
Cash provided by/(used for) Fixed assets		0	$0	0	(996,328)
Net increase/(decrease) in cash before financing	155,768	(279,603)	0	(123,835)	12,594
Financing:					
Interfund pay. & rec.	(272,799)	272,799		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(272,799)	272,799	0	0	7,564
Net increase/(decrease) in cash & investments	(117,031)	(6,804)	0	(123,835)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	$173,456	($6,804)	$0	$166,652	$290,487

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
($ - Thousands)

	3/30/90	FOR THE NINE MONTHS ENDED 3/31/91				FY91	FY91
	ACTUAL	BUDGET	ACTUAL	FAV(UNFAV)		BUDGET	FORECAST
REVENUES:							
Operating Fund	1,038	1,444	1,337	(107)	(7%)	2,019	1,859
Capital Fund	1,001	810	354	(456)	(56%)	1,011	911
Total Revenues	2,039	2,254	1,691	(563)	(25%)	3,030	2,770
EXPENSES:							
Operating Fund	1,073	1,460	1,291	169	12%	1,992	1,811
Capital Fund	762	717	607	110	15%	1,138	1,259
Total Expenses	1,835	2,177	1,898	279	13%	3,130	3,070
NET REVENUES (EXPENSES)	$204	$77	($207)	($284)	(369%)	($100)	($300)

SUMMARY:

For the nine months ended March 31, 1991, The Museum operated at a deficit of (207K) compared to a budgeted surplus of 77K. As of March 31, 1991 total cash and cash equivalents amounted to 173K.

OPERATING: Operating revenues were 7% under budget due to optimistic unearned revenue streams. Expenses were 12% under budget due to lower personal costs (vacant positions).

CAPITAL: Capital revenues were 56% under budget due to optimistic contribution expectations. Expenses were 15% under budget due to timing of exhibit related expenses.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
($ - Thousands)

	3/31/90	FOR THE NINE MONTHS ENDED 3/31/91			FY91	FY91
	ACTUAL	BUDGET	ACTUAL	FAV (UNFAV)	BUDGET	FORECAST
REVENUES:						
Unrestricted contributions:	205	$373	345	(28) (8%)	600	521
Restricted contributions	189	250	42	(208) (83%)	315	72
Corporate memberships	101	160	133	(27) (17%)	200	200
Individual memberships	34	38	40	2 5%	52	61
Admissions	218	262	411	149 57%	370	520
Store	151	203	241	38 19%	268	307
Functions	112	121	108	(13) (11%)	153	141
Interest Income	9	2	1	(1) (50%)	4	5
Other	19	35	16	(19) (54%)	57	32
Gain/Loss on Securities	0	0	0	0 0%	0	0
Total Revenues	1,038	1,444	1,337	(107) (7%)	2,019	1,859
EXPENSES:						
Exhibits Development	0	137	48	89 65%	204	123
Exhibits & Collection	76	94	94	0 0%	123	122
Education	190	195	193	2 1%	261	257
Marketing & Memberships	185	298	207	91 31%	391	288
General Management	181	179	171	8 4%	239	226
Fundraising	54	107	98	9 8%	182	173
Store	146	178	210	(32) (18%)	232	264
Functions	48	57	55	2 4%	74	72
Museum Wharf expenses	193	215	215	0 0%	286	286
Total Expenses	1,073	1,460	1,291	169 12%	1,992	1,811
NET REVENUES(EXPENSES)	($35)	($16)	$46	$62 388%	$27	$48

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
CAPITAL FUND
($ - Thousands)

	3/31/90	FOR THE NINE MONTHS ENDED 3/31/91			FY91	FY91
	ACTUAL	BUDGET	ACTUAL	FAV (UNFAV)	BUDGET	FORECAST
REVENUES:						
Unrestricted Contributions	$58	$240	$41	($199) (83%)	250	195
Restricted Contributions	938	570	305	($265) (46%)	761	705
Interest Income	8	0	10	$10 100%	0	13
Gain/Loss on Securities	(3)	0	(2)	($2) (100%)	0	(2)
Total Revenues	1,001	810	354	(456) (56%)	1,011	911
EXPENSES:						
Exhibits Development	466	418	323	95 23%	746	864
General Management	132	66	48	18 27%	90	72
Fundraising	48	122	125	(3) (2%)	155	176
Wharf mortgage	116	111	111	0 0%	147	147
Total Expenses	762	717	607	110 15%	1,138	1,259
NET REVENUES (EXPENSES)	$239	$93	($253)	($346) (472%)	($127)	($348)

PROPOSALS SUBMITTED/OUTSTANDING- (updated 4/8)

FUNDING SOURCE	PROJECT	$ REQUESTED	DATE SUBM	EXPECTED REVIEW
PRIVATE				
Babson FDN (P & E)	TSP	$ 5,000	4/3/91	May
Bank of Boston FDN	TSP	$ 10,000	2/6/91	Mar. 29
Boston Globe FDN		$ 25,000	Aug	Apr. or June
Boston Company	WIZ KIDS	$ 15,000	2/22/91	Apr. 11
Boston Edison FDN	TSP	$ 10,000	2/19/91	Apr. 26
Dewing FDN (Francis R.)	TSP	$ 5,000	1/25/91	Currently reviewing (should be notified week 3/25)
Fidelity Foundation		$ 10,000	Aug.	June
Foley, Hoag & Eliot	WIZKIDS	$ 5,000	3/27/99	June
Forte Charitable FDN	TSP	$ 5,000	4/4/91	Jul/Aug
General Cinema Corp.	WIZ KIDS	$100,000	3/20/91	May
Houghton Mifflin Co.	TSP	$ 10,000	1/29/91	End Mar.
Hyams FDN	WIZKIDS	$ 20,000	4/1/91	May/June
John Hancock Mut. Life	TSP	$ 5,000	1/29/91	Jul/Aug.
Arthur D. Little FDN	WIZKIDS	$ 10,000	3/21/91	April
Loomis, Sayles & Co.	WIZKIDS	$ 3,000	3/29/91	June
Millipore FDN		$ 25,000	Aug	June
New England Telephone		$ 25,000	Aug	June
Paine Assoc.	WIZ KIDS	$ 3,000	3/25/91	April
Polaroid FDN		$ 10,000	Aug	June
State Steet FDN	TSP	$ 10,000	2/27/91	End Mar.
Toyota USA Foundation	Ed. Activ. Kit	$ 35,000	2/14/91	Week May 20
TOTAL REQUESTED		**$336,000**		

TO BE SUBMITTED- APR/MAY/JUNE (subject to additions and changes)

FUNDING SOURCE	PROJECT	$REQUESTED	DUE DATE	EXPECTED NOTIFICATION
Cabot Corportation		$ 30,000	Sept.	Oct.
Chase Foundation	Gen Op	$ 25,000	April 30	June
Cox Charitable FDN	WIZKIDS	$100,000	April 12	
Beveridge FDN	TSP/WK	$ 5,000-75,000 (range)	April	June
Beranek FDN	Gen Op	$ 1,000		June
Bull HN Info. Sys.	New GL?	$ 500-$ 25,000 (range)	April	June
Batson Ed. FDN	WIZKIDS	$ 1,000	May 4	June
Fuller FDN		$ 20,000	Aug 15	October
Hayden FDN	Learning Center	$100,000	Jul/Aug	Sept.
Peabody Charitable	TSP/WK	$ 10,000	End May	End June
Shawmut Bank	Gen Op	$ 10,000	May 1	Mid-June

Executive Committee

Ed Schwartz (chair)
Gwen Bell
Lynda Bodman
Larry Brewster
Richard Case
Jim Davis
Gardner Hendrie
Jim McKenney
Nick Pettinella
Dick Ruopp

Finance Committee

Jim McKenney (chair)
David Kaplan
Nick Pettinella
Richard Stewart
Christopher Wilson

Nominating Committee

Lynda Bodman (chair)
Gwen Bell
Irwin Sitkin

Collections Committee

Gwen Bell (chair)
Bruce Brown
Bernard Cohen
Jon Eklund
Jamie Pearson
Ann Russell

Exhibits Committee

Gardner Hendrie (chair)
Edward Belove
Richard Case
Jim McKenney
Dave Nelson

Corporate Membership Committee

Laura Barker Morse (chair)
Jim Baar
Rick Karash
Ilene Lang
Mimi Macksoud
Susan Parrish
Steve Pytka
Cameron Reed
Lindy Recht
Nancy Robb
Charles Terry

Education Committee

Art Bardige
Karen Cohen
Marilyn Gardner
Martin Huntley
Beth Lowd
Jane Manzelli
Adelaine Naiman
Seymour Papert
Jonathan Rotenberg
Dick Ruopp
Hall Shear
Robert Tinker
Joyce Tobias

Annual Fund Committee

Hal Shear (chair)
Gwen Bell
Howard Cannon
Steve Golson

Waterpark Committee

Gwen Bell
David Kaplan
Grant Saviers
Ed Schwartz

Capital Campaign Working Group

Gordon Bell
Gwen Bell
Dave Donaldson
Gardner Hendrie
Chuck House
Ted Johnson
Tony Pell

Computer Discovery Center Committee

Ed Belove
Larry Brewster
Gardner Hendrie
Tracy Licklider
Art Nelson
Ed Schwartz
Steve Stadler

Computer Bowl Committee

Gwen Bell, National Chairperson
Mimi Macksoud, Chairperson, Major Sponsorship

East Coast:

S. Russell Craig
Steve Golson
Debbie and Ed Kramer
Christopher Morgan
Joyce Plotkin
Susan and Bill Poduska
Tony Rea
Byron Reimus
Dorrit and Grant Saviers

West Coast:

Owen and Brook Brown
Nancy and Pat Forster
Peter Hirshberg
Linda Lawrence
Claudia Mazzetti
Terrylynn Pearson
Lisa Quinones
Kelly Richards
Kathy Sulgit

SUSAN L. DAHLING
820 South Street
Roslindale, MA 02131
(617) 325-5313

Experience

1990 - **Opus Marketing** — Roslindale, MA
Principal and Founder. Manage marketing consulting practice to small and large businesses and non-profit organizations. Projects include conference and special event planning, marketing plans, and marketing analyses for clients including Radcliffe College, Hemenway Design, Henschel, and Work Family Directions.

1989 **Eldred Wheeler** — Hingham, MA
Sales and Marketing Manager. Developed and executed sales and marketing programs and strategies for $3 million company of high-end antique reproduction furniture. Reported directly to Chief Operating Officer. Managed two direct retail stores and a distribution network of 40 dealers. Implemented first new product program introduction, developed new distribution strategy, and initiated new pricing policy. Created first image campaign through advertising and promotional programs.

Summer, 1988 **Apple Computer, Inc.** — Cupertino, CA
Intern in Healthcare Marketing. Participated in national new vertical market introduction acting as project manager for major industry tradeshow and opening of a permanent exhibit. Shared supervisory responsibility for video production (Healthcare: Year 2008), special events, and exhibit design. Coordinated with field sales force, vendors, third party developers, and corporate headquarters.

1986-1987 **Heller Breene** — Boston, MA
Account Supervisor-Weebok by Reebok, Reed & Barton Silversmiths, S.D. Warren Paper Company, Cartier Collection. Developed strategies and implemented advertising campaigns and design projects for major clients. Participated in successful new product introduction of Weebok Infant Shoes and the Cartier Collection. Conceived and developed account management training program. Assisted in transition of design department at HBM/Creamer Inc. to an international subsidiary during billings growth of 350% as company became top creative shop in New England.

1984-1986 **HBM/Creamer Inc.** — Boston, MA
Account Manager. Promoted from assistant within six months in design department. Managed design projects for clients including American Tourister, Stanley Tools, Prime Computer, and Acushnet/Footjoy. Responsible for financial systems management including hiring, developing systems, and budget forecasts.

1983-1984 **USS Constitution Museum** — Boston, MA
Director of Community Relations. Planned and implemented complete marketing program for most visited single tourist attraction in New England, coordinating federal government agencies, City of Boston, and State of Massachusetts.

1980-1983 **Harvard University** Cambridge, MA

Reunion Coordinator, Major Reunions. Planned and executed most extensive major reunion program in nation comprised of ongoing special events culminating in a week-long program each year for over 3,000 people. Supervised student staff of 150. Assisted in administration of $1M budget.

Other: Worked for U.S. Customs, Housing and Urban Development, Admissions Offices for Mount Holyoke and Williams Colleges, and *Mademoiselle Magazine.*

Education

1987-1989 **The Amos Tuck School of Business Administration** Dartmouth College Hanover, NH

Master of Business Administration degree, June 1989. Selected to be one of five graduate admissions assistants for Admissions Office, 1988-89.

1976-1980 **Mount Holyoke College** South Hadley, MA

Bachelor of Arts degree in American Studies. Class of 1980 Alumnae Scholar. State of Connecticut Scholar. Class Officer. Literary Editor of Yearbook.

1978-1979 **Williams College** Williamstown, MA

Junior Year Exchange. Dean's List. Selected as first exchange student to serve on Junior Advisor Selection Committee. Big Brother/Big Sister Program participant.

Other: Additional credit work done at Radcliffe Graduate Management Program, University of Massachusetts, and Harvard Extension Program.

Personal President of Mount Holyoke Young Alumnae Club, 1981-1983. Board member, Boston Alumni Clubs, 1981-1983. Class Agent, 1986-1990. Cited in Outstanding Young Women in America, 1984. Served on City and State Tourism Boards. Enjoy travel, writing, squash, and cross country skiing.

Opus Marketing

I. Client List

- Radcliffe College
- Work/Family Directions
- Henschel Corporation
- Hemenway Design
- Boston Latin School Foundation

II. Teaching

- Women in Development, Marketing Panelist for Annual Meeting
- Instructor, Management Training 2000 Program, Boston Center for Adult Education, "Print Communications"

III. Other

- Featured in December Issue of Entrepreneurial Woman

MARTHA L. BALLARD
247 BEACON ST. #4
BOSTON, MA. 02116

617-262-6360

SUMMARY:

THE ARTFUL HAND GALLERY 1990-present

Management Consultant

Developed job descriptions, compensation plans, review forms, and policies .

Designed training programs for hourly and management personnel.

Designed and implemented corporate sales program.

RESIDENCE INN BY MARRIOTT

Director-Marketing and Sales 1987-1989

Expanded national sales program which increased national account volume by $18 million.

Responsible for the national reservations center and telemarketing support functions.

Supervised and directed four regional directors of sales and marketing, working with 75 hotels.

Supervised the trade show program involving 20 shows in various market segments.

THE RESIDENCE INN COMPANY

National Director--Sales and Marketing Systems 1986-1987

Worked with advertising agency to produce sales collateral, ad slicks, and direct mail pieces in volume for individual hotel customization and use.

Developed and managed national sales offices in Connecticut and Los Angeles.

Responsible for the national reservations center.

Established telemarketing center and support software for new account qualification and the corporate directory program.

Managed trade show program focused on selected market segments, including budgeting, participation in shows, and lead followup.

Regional Director of Sales and Marketing 1985-1986

Provided sales and marketing direction to 15 western region hotels, including market analysis, rate strategy, sales systems, advertising/promotion support, and sales training.

Managed cluster sales and advertising programs for geographically clustered hotels.

Worked with pre-opening sales and marketing efforts of seven hotels.

Participated in development of basic sales training course and acted as an instructor.

Developed and presented sales modules for franchisee, general managers, and directors of sales conferences.

BOSTON MARRIOTT LONG WHARF HOTEL

Director of Marketing 1983-1985

Managed director of sales, three sales managers, and support staff.

Responsible for group and transient/leisure rooms marketing.

Managed local marketing efforts for two restaurants, action lounge, and health club.

Managed advertising agency and public relations agency.

Developed and administered budget.

MARRIOTT DALLAS NATIONAL SALES OFFICE

National Sales Manager 1981-1983

Responsible for setting up the office structure and sales office systems.

Hired, trained, and developed manpower for the office.

Developed and administered office budget for expenses and production.

Organized trade shows and special events.

Developed new accounts and maintained existing accounts in the corporate, national association, and travel industry markets.

Supervised salespeople calling on travel industry, national association, and corporate accounts.

MARRIOTT LOS ANGELES NATIONAL SALES OFFICE

Regional Sales Manager 1979-1981

Managed corporate and national association accounts in Los Angeles, Northern California, Washington, and Oregon representing all Marriott hotels and resorts.

Handled remote pre-sales for the Seattle Marriott Hotel and the Albuquerque Marriott Hotel.

DALLAS MARRIOTT--MARKET CENTER

Sales Manager 1977-1979

Contacted, booked and handled in-house service of accounts in the national and state associations, corporate, and military market segments.

Worked with transient programs for corporate and military market segments.

EL CHICO CORPORATION

Merchandising Manager 1976-1977

Developed, implemented, and analyzed consumer preference surveys and site selection surveys.

Member of team which researched and compiled a standardized recipe book for El Chico restaurants and test marketed proposed food items.

Member of team which wrote training manual and trained service personnel at new and existing restaurants.

EDUCATION:

B.A., Business, Trinity University (San Antonio, TX), 1976 Cum Laude

L. Stephen Snow
255 Grove Street
Randolph, MA 02368
(617) 986-6776

SUMMARY

Applicant is a bright, versatile, intuitive technician with a background in several fields including broadcast, recording, and medical quality control. He is experienced in the use of common and specialized test equipment to repair to the component level, and factory-trained and experienced in personal computer maintenance and systems administration.

EMPLOYMENT HISTORY

Voice of America - U.S. Information Agency (International broadcast network.)
October 1986 to June 1987 at the Headquarters in Washington DC.
June 1987 to January 1991 at the New York Program Center.
Grade WB-3 (Senior Radio Broadcast Technician)
(only employee within VOA at that grade)
During tenure in New York as sole bureau maintenance tech, applicant planned and supervised installation of major subsystems including interstate fiber optic T-1 digital audio system, Wang office automation system and large Xerox Viewpoint computer system including extensive Ethernet network. Served as system administrator for all computer systems. Designed and upgraded audio and control systems for two studios, three recording booths, a Master Control and a central recording suite, and an audio distribution network throughout the bureau premises. Was also responsible for maintenance of a network of leased broadcast lines throughout the city. General maintenance duties with repair to the component level and also studio operation and remote field duties. During Washington employment, became resident expert in IGM automation repair and fluent on Wicat UNIX minicomputer operations as well as general bench maintenance and studio operation duties. FBI background check effective September 1986.

Businessland of Downtown Boston
(via TAD Technical Temporaries, Burlington MA)
April 1986 to September 1986.
Full-time temporary position repairing IBM and compatible personal computers and peripherals to the board level on the bench. Also performed diagnostic tests and installed hardware and software including network systems at customer sites.

Impact Marketing, Salem NH September 1984 to April 1986.
Part-time position as Chief Technician. Duties included on-site installation, integration, repair and maintenance of IBM, DEC and Wang personal computer equipment and associated peripherals and installation and repair of computer terminals in mainframe and mini systems. Created and maintained internal customer tracking and mailing list database systems.

(CONTINUED OVER)

WRKO-WROR, Boston MA April 1974 to June 1985.
Broadcast engineering position including broad responsibilities in all phases of this field. Duties included all operational aspects of production and on-air engineering as well as maintenance of studio and transmitter equipment. Designed custom systems to automate and enhance technical operations. These systems required design and construction of hardware interfaces and programming in BASIC and Z-80 assembly languages.

Previous employment history on request.

EDUCATIONAL

Factory-trained Columbia Data Products Personal Computer repair technician;
Northeastern University Electrical Engineering course - 1969 to 1972;
National Science Foundation secondary science program in co-operation with Thayer Academy and Tufts University;
Graduated Cardinal Spellman High School, Brockton, MA: Scientific prep program. Class of 1969.

PERSONAL

Birth Date: May 20, 1951 Health: Excellent
Marital Status: Single Height: 6' 1"
Hold FCC General Radiotelephone License (formerly First Class)

HOBBIES

Microcomputing, Railfan photography, Short-wave listening, Home video (including extensive familiarity with the laser videodisc and compact disc technologies.)

THE COMPUTER MUSEUM

Minutes of the Executive Committee Meeting
May 30, 1990

Present were Nick Pettinella, Ed Schwartz, David Donaldson, Oliver Strimpel, and Lynda Bodman.

The Committee initially discussed nominations to the Board, the results as of that time being noted on the attached exhibit. Five persons have agreed to serve and there is an attempt underway to receive five additional commitments prior to the Board meeting.

There was a discussion of whether to spend $25,000 for a planning study by Charles Webb for the feasibility of a capital campaign. The study would explore whether such a campaign could raise, for example, a $10M endowment, and if so, how to go about it. It was noted that individuals in the computer industry, with limited exceptions, have not established a proven history of significant contributions to the Museum. The question seemed to be whether it can attract more corporate money, foundation money, and government money. There was a discussion of the timing of the study in relation to the Walk-Through Exhibit. Lynda Bodman suggested that it was more important to keep the "bricks and mortar" in good condition than to throw all of the Museum's efforts into raising capital. She also suggested that the Museum's educational function was the one to focus on for future giving appeal, and that we should have a study made by someone who is accustomed to raising funds for scientific or educational institutions.

There was a general consensus that the Museum should proceed with the study now, but with guidelines being given to Charles Webb as to how it should be conducted: for example, the Museum's focus on its educational function.

With regard to the Board of Directors Agenda it was decided that the budget would be sent out for review in advance with the statement that the Executive Committee recommended its adoption, and with the Board being urged to read the budget in advance. It was hoped that line item discussions could be avoided in favor of a discussion of major themes and challenges. There was a discussion as to whether the budget should assume a capital campaign. Ed Schwartz and David Donaldson suggested that we should keep conservative numbers for the moment to reflect expected capital receipts, but indicate the possible growth potential which could result from a campaign. Lynda also felt that the budget was conservative in that it did not reflect the success which could flow from the Walk-Through Exhibit. It was also suggested that DEC World should be better marketed for the Museum's benefit.

The next meeting of the Committee is on July 18.

BOARD NOMINATION PROCESS

The Status for The Class of 1990:

Gardner Hendrie - re-elect
Nick Pettinella - re-elect
Bill Spencer - elect as a Trustee - letter from Gardner
Russell Noftsker - elect as a Trustee - letter from Gardner
Arthur Humphries - elect as a Trustee - letter form Gardner

Resignation of Bill Foster from Board of Directors; letter from Gardner asking him if he wants to be a Trustee

The Class of 1994 - in place

Charles House, Hewlett Packard, letter of invitation from Gardner; Milestones Committee

David Kaplan, Price Waterhouse, letter of invitation from Gardner; Finance Committee

James Sutter, Rockwell, letter of invitation from Gardner

Richard Ruopp, TERC, letter of invitation from Gardner; Education Committee Chairman

Grant Saviers, DEC, letter of invitation from Gardner

Michael Simmons, Bank of Boston, awaiting letter from Gardner

Issues Pending

Ed Belove, Lotus, awaiting Gardner Hendrie

Mel Bergstein, Computer Sciences Corp, awaiting McKenney and Bodman discussions

Bob Henderson, Greylock, (or C. Waite), Bodman calling Henderson

Fritz Landman, ComputerWorld, a letter of responsibilities for him to consider

Roland Pampel, Bull, awaiting a luncheon date to be set by Del Sesto

Declines

Owen Brown, Ca.

Bob Higgins, Highland Capital, said "Not this year."

The
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Museum

300 Congress Street
Boston, MA 02210

(617) 426-2800

DATE: May 9, 1991

TO: The Computer Museum Executive Committee

FROM: Oliver Strimpel

RE: May 15, 1991 Agenda

The following is the agenda for our May 15th meeting (8:00 a.m., 5th floor conference room).

Agenda:

1. Operations update

2. Nominations to the Board of Directors

3. Nominations for Chairman of the Board

4. FY92 Budget

5. Agenda for June 28 Board Meeting

We will probably not have time to discuss the Capital Campaign, but I enclose a draft copy of our Case Statement and would appreciate your feedback on it.

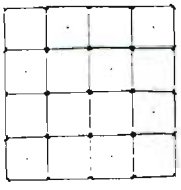
I look forward to seeing you next Wednesday.

/sj

Enclosures: Draft FY92 Budget

Draft Agenda for June 28 Board Meeting

Draft Case Statement



THE COMPUTER MUSEUM

FY92 BUDGET

MAY 7, 1991

THE COMPUTER MUSEUM

FY92 BUDGET

SUMMARY

OPERATIONAL RESULTS

The FY92 Budget reflects a net surplus of $647K for the Museum. This net surplus represents the combined results of two funds; a $39K surplus in the "Operating Fund" and a $608K surplus in the "Capital Fund".

CASH FLOW

The available cash balance as of June 30, 1991 is expected to be approximately $59K. Based on achieving the FY92 Budget, the available cash balance is expected to be about $656K as of June 30, 1992.

Based on monthly projections of cash flow, the Museum does expect to fall below the Dec requirement to maintain a combined cash balance of $100K in the month of July. If the combined cash balance were to fall below $100K for any two consecutive months, DEC would have the right to terminate the purchase option extension for the Museum building which is not projected to occur during FY92.

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Strong emphasis on increasing revenues:

- Capital Campaign for Endowment and Building
- Operational activities
- Exhibits

Exhibit development based on specific contributions for exhibits:

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- Complete "Kits" program
- Start "Networked Society"

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- Continue responsibility for payment of Museum wharf operating costs and mortgage payments.

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3	7-May-91																
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THE COMPUTER MUSEUM

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Corporate	120	135
Individual	970	1,115
Total	1,090	1,250

THE COMPUTER MUSEUM

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The following is a summary of the unrestricted contributions (Dollars in Thousands):

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Annual Fund	100	125
Computer Bowl	300	305
Other	1	10
Operating Fund Total	506	512
Capital Fund Total	195	625
Combined Unrestricted Total	701	1,137

RESTRICTED CONTRIBUTIONS

Restricted contributions represent amounts designated by the donor to be expended for specific activities, functions,programs, exhibits or types of expenditures.

The following is a summary for the restricted contributions (Dollars in Thousands):

DESCRIPTION	FY91	FY92
Corporation/Foundation Grants	$ 0	$ 123
Kits	97	0
Mass Council	12	10
Loebner	0	50
Other	0	5
Operating Fund Total	109	188
Capital Fund Total	0	375
Exhibit Fund Total	705	770
Combined Restricted Total	814	1,333

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

ADMISSIONS

Set forth below are the attendance levels and average revenue per visitor per year. The admission fee is currently at $6.00 and no increase is planned for FY92.

YEAR	NUMBER OF VISITORS	% INC (DEC)	AVERAGE ADMISSION REVENUE PER VISITOR
FY85	34,000 (Approx. 5 mos. due to move from Marlboro to Boston)	NM	$2.18
FY86	77,000	NM	2.32
FY87	77,619	8%	2.48
FY88	77,072	(7%)	2.92
FY89	88,041	14%	2.64
FY90	91,848	4%	3.49
FY91(EST.)	130,000	42%	3.85
FY92	130,000	0%	3.85

CAPITAL FUND CONTRIBUTIONS

Capital Fund revenues represent the amounts received from pledges. The FY92 Budget includes anticipated receipt of capital campaign pledges from the startup of the Capital Campaign.

The following is a summary of amounts received and expected to be received from pledges already made and from pledges to be received from the Capital Campaign (Dollars in Thousands):

FY87	$ 567
FY88	550
FY89	388
FY90	221
FY91 (EST.)	195
FY92	1,000

THE COMPUTER MUSEUM

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FY92 BUDGET

EXHIBIT FUND CONTRIBUTIONS

Exhibit fund revenues represent the amounts received from contributions for improving the Museums exhibits. The FY92 Budget includes anticipated receipt of revenues for exhibit related funding.

The following is a summary of amounts received and expected to be received (Dollars in Thousands):

FY87	299
FY88	126
FY89	95
FY90	1,177
FY91 (EST.)	705
FY92	770

THE COMPUTER MUSEUM BOARD OF DIRECTORS

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12:00 Meeting Ajourns

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5/9/91

THE COMPUTER MUSEUM CAPITAL CAMPAIGN

CASE FOR SUPPORT

Working Draft

April 25, 1991

Executive Summary

Computers have changed the world. Today they affect people in all walks of life. And though their impact has already been enormous, still greater changes are imminent.

While computers have become ubiquitous, the public's understanding of the technology and its many roles has not. If today's youth -- tomorrow's workforce -- are to pursue careers in technology, they must be shown the potential of computing and be encouraged to engage with it in an accessible environment.

Equally important is the need to preserve for future generations the historical record of computing. Despite its brief history, some of this record has already been lost.

The Computer Museum in Boston, Massachusetts, is the only institution in the world dedicated to educating the public about computer technology and to preserving its origins. Visitors to the Museum learn by active participation and direct access to computers. For students, this informal educational experience provides an ideal complement to classroom instruction or, in many cases, the only access to education about computers. For visitors of all ages, the Museum experience serves to "demystify" the technology that touches nearly every aspect of society.

Founded in 1982 as an independent, public nonprofit institution, the Museum has seen rapid growth in the past five years. The operating budget has tripled and annual visitation has grown from 30,000 to 150,000. Traveling exhibits and internationally-distributed educational materials serve an off-site public of over 1 million. The Museum has assembled the world's most significant collection of computers and, in 1987, it forged an unprecedented joint collecting agreement with the Smithsonian Institution to ensure the preservation of the history of computing. The Museum has achieved financial stability through a solid base of earned income and contributed support from a broad spectrum of corporate, foundation, government, and individual donors.

Today the Museum is poised to move to new levels of international prominence. Its strategic plan for 1992-96 calls for dramatic new exhibits that present and explain the myriad uses of computers in communications, the arts, education, environment, and business. Through its own offerings and cooperative programs with schools, universities, educators, museums, and other institutions, the Museum will serve 10 million people annually by 1996.

In order to achieve its programmatic goals, the Museum has launched a capital campaign to raise $7.5 million. Of that amount, $5 million will form the basis of the Museum's operating endowment, income from which will support educational programs and collections management. The remaining $2.5 million will repay an interest-free loan in support of the purchase of the Museum's building. Most important, the campaign's success will help ensure the Museum's long-term financial stability and continued growth.

The Museum has developed a dynamic and achievable plan to fulfill its mission of education and preservation. Realization of that plan will depend on the generosity of those who share a commitment to building a technology-literate society and to preserving for future generations a history that has reshaped the world.

A Commitment to Education

The Computer Museum plays an important role in addressing the crisis in science education through exhibits, education programs, and instructional materials. In seeking to "demystify" technology, the Museum creates educational exhibits and materials that are dynamic, fun, and highly informative for visitors of all ages and backgrounds. The Museum is a pioneer in the development of exhibits on computer technology, and has set an international standard for quality and effectiveness. Through international distribution of educational exhibits and materials, the Museum influences informal education about computer technology worldwide.

The core of the Museum's educational offerings is its nearly 100 interactive exhibits, which are displayed along with historic examples of computers and lively presentations in multi-media theaters. Exhibits are grouped according to the history of computing, computer graphics and image processing, artificial intelligence and robotics, computing technology, and computers in education. Trained interpreters guide visitors and encourage direct participation and interaction with the exhibits. The two most recent permanent exhibits -- *The Walk-Through Computer* and *People and Computers: Milestones of a Revolution* -- exemplify the Museum's scope and diversity. While *The Walk-Through Computer* uses scale to make a familiar object both exciting and understandable, *People and Computers*, funded in part by the National Endowment for the Humanities, uses time and history to illustrate the profound ways that computers have changed society. *The Computer Discovery Center*, a collaborative project with The Boston Computer Society opening in 1992, will provide hands-on experiences about the use and applications of personal computers.

However, the most significant impact of the Museum's award-winning exhibits extends far beyond the institution's walls. As the first and only museum devoted to fostering an understanding of the history, applications, workings, and influence of computers, the Museum has become *the* definitive resource and model for museums and technology centers seeking to integrate computer exhibits into their offerings. Hundreds of exhibit developers and museum educators have visited The Computer Museum since its founding to view the displays and to seek guidance in planning and developing their own computer-related exhibits.

In response to this rapidly growing need, the Museum initiated an *Exhibit Kits Program*, funded in part by the National Science Foundation. Through this program, the Museum develops software, documentation, educational support materials, and specialized hardware for interactive computer exhibits. The Kits are available to science museums and technology centers throughout the world, enabling those institutions to create and install interactive computer displays in the most cost-effective manner possible. The Museum's distribution plan calls for the installation of at least 270 of these exhibits in 90 institutions by 1996 -- exhibits that will reach 4 million museum visitors each year.

Like the *Exhibit Kits*, a series of *Educator Kits* is now being prepared for distribution to schools and teachers nationwide. Educators from the middle school level through college have requested materials on computer history, technology, and applications. To meet this demand, the Museum is preparing an inventory of teaching tools, including videos, hands-on projects, educator handbooks, discussion guides, books, and slide sets.

The *Educator Kits* are based on the Museum's permanent exhibits and are designed for classroom use with or without a visit. The first such project, a video entitled *How Computers Work: A Journey into The Walk-Through Computer* with accompanying curriculum and activity guides, has been highly popular and successful among both student and adult audiences. New videos, slide sets, and other materials are now being planned for future distribution.

The Museum's Board and staff have laid the groundwork for developing additional ways to reinforce the educational mission through expanded programs, service, and distribution of teaching materials. As the world's only computer museum, the institution has a mandate of service that compels it to address the international demand for this service. A course has been charted for the next five years that combines new on-site exhibits and educational programs together with traveling exhibits, exhibit kits, instructional materials, seminars, lectures, and contests. Through distribution of these materials and services to museums, schools, colleges, libraries, and other institutions worldwide, The Computer Museum will soon reach 10 million people each year.

As the Museum nears the end of its first decade, it looks back on a proud record of achievement. The Board has set ambitious goals for the next five years, and will continue to plan for future growth and the long-term vision for The Computer Museum.

The Collections: A Record and Resource

> *Museums generally derive most of their prominence and importance from their collections, and these holdings constitute the primary difference between museums and other kinds of institutions. The collections, whether works of art, artifacts, or specimens from the natural world, are an essential part of the collective cultural fabric, and each museum's obligation to its collection is paramount.*
>
> *Museum Ethics*
> *American Association of Museums*

Most museums -- art, history, or science -- are defined by their permanent collections, and The Computer Museum is no exception. The Museum's collection of artifacts associated with the history of computing has been assembled with a goal of helping future generations understand that history and its evolution. Exhibits use materials from the collections extensively, while researchers outside the Museum -- jour-

nalists, authors, historians, filmmakers, scholars, and lawyers -- rely on the collections for projects as diverse as writing a novel or documenting first use of a particular technology.

Objects in the collections document the evolution of computer technology from the 1940s to the present day. The holdings include computer artifacts, films, videotapes, photographs, books, technical documentation, and ephemera, all acquired according to a rigorous set of standards. More than one object has been rescued from the trash heap, saved and cataloged through foresight and a commitment to historical preservation.

Highlights of the collections include *Univac I*, the first commercially-sold computer; *Whirlwind*, the first real-time computer incorporating the first core memory; *NEAC 2203*, the first commercial Japanese computer, and Texas Instruments' *Speak 'n Spell*, the first microprocessor-based toy. Historical films and videotapes document major events in the history of computing, provide irreplaceable oral histories from computing pioneers, trace the evolution of computer animation, and show people using computers. Photographs of industry leaders, machines, people working with computers, and computer screens show changes within the industry and the developing relationship between people and computers. The technical document collection, stored in acid-free boxes, includes manuals, engineering notebooks, and memoranda about computers and their components -- material that no other institution saves. The library and collection of ephemera provide an overview of the industry through its publications as well as a reminder of public attitudes toward technology, as reflected through buttons, pins, T-shirts, and coffee mugs with slogans, jokes, or product announcements.

Because the Museum is home to the world's most comprehensive collection of historic computers, artifacts, and documentation, it is imperative that its holdings be added to judiciously, managed properly, and made available to researchers. The Board and staff have developed policies and procedures for acquiring objects, and have set priorities for the 1990s in the areas of microprocessors, memories, specialized integrated circuits, as well as films, videotapes, and early computers and computer components. In all collecting at the Museum, the guiding principle is to preserve items that will help future generations understand the history of computing through access to primary resource materials.

In order to make the collections known, available, and accessible, the Museum must publish a catalog. The long-range plan calls for the production of a catalog by 1993, and distribution of it through the Museum's store and mail-order division to individuals, universities, libraries, museums, and technology centers. Completion of this major effort will further strengthen and enhance the Museum's national and international role.

The Need

As a full-fledged educational facility, the Computer Museum does a great deal more than merely exhibit prehistoric number-crunchers. Fittingly, an equal emphasis is placed on the state of the art, with entire pavilions devoted to the latest developments in such fields as robotics, artificial intelligence, computer-generated music, and graphic art.

The Jerusalem Post
January 12, 1990

The Computer Museum is at a turning point. It has achieved an international following and has become a resource and model for researchers, museum professionals, and educators. Today it reaches over one million children and adults each year through on-site and cooperative exhibits and educational programs. The Museum's Board of Directors has approved a plan for growth that lays the groundwork for reaching an international audience of 10 million by the year 1996. The key to the realization of that plan is the completion of a $7.5-million capital campaign.

The $7.5-million goal has two equally important segments: $2.5 million will be applied toward the purchase of the Museum's building and $5 million will be placed in an endowment fund. When the Museum moved to the Boston waterfront in 1984, it was granted an interestfree loan of $2.5 million for the building down payment. Without generous support on that level, the Museum would not have been able to grow at the rate that it has. However, the loan comes due in 1993, and the Museum is obligated to raise outside funds in order to repay it.

The establishment of an operating endowment is critical to the Museum's future. The Museum currently has no endowment or reserve fund, and every dollar of the operating budget must either be earned through admissions revenues, merchandise sales, and other fees, or solicited through the Annual Fund appeal, Computer Bowl, and project support. This leaves the Museum vulnerable to economic fluctuations and limited in its ability to plan with a great degree of certainty. The long-range plan calls for significant growth in earned revenues, primarily through admissions and Museum store sales, as well as continued expansion of the base of contributed income. However, it also calls for the creation of an endowment, a restricted fund that will provide income to support expansion in educational programming and public service as well as collections management and growth. In order to support the projected budgetary growth, the Museum must begin to build an endowment.

The Computer Museum has both similarities to and differences from other types of museums, be they art-, science-, or history-related. Like all museums, it has a mission of public service; without such a mission it would not be eligible for the generous tax benefits allowed by the federal government and would not be able to solicit tax-deductible gifts. In the case of The Computer Museum, that mission is manifested through a

commitment to collect and preserve a history, make it available to others, and educate the public about that history and its impact. However, unlike many other nonprofit institutions, The Computer Museum is not sustained by an endowment built by generations of supporters.

The Museum has benefitted from the generosity of many within the computer industry who share its vision of education and preservation. Today, in order to grow it must garner support from new sources -- pioneers and inventors within the industry, individuals and corporations that develop, use, and rely on technology, and leaders who recognize the burgeoning need for a computer-literate society and workforce. Now is the time to ensure the Museum's future. Now is the time to invest in the vision and mission of The Computer Museum.

The
Computer
Museum

300 Congress Street
Boston, MA 02210
(617) 426-2800

DATE: May 9, 1991

TO: The Computer Museum Executive Committee

FROM: Oliver Strimpel

RE: May 15, 1991 Agenda

The following is the agenda for our May 15th meeting (8:00 a.m., 5th floor conference room).

bowl net act 191 vs bad 213

Agenda:

1. Operations update

2. Nominations to the Board of Directors

3. Nominations for Chairman of the Board

4. FY92 Budget

5. Agenda for June 28 Board Meeting

We will probably not have time to discuss the Capital Campaign, but I enclose a draft copy of our Case Statement and would appreciate your feedback on it.

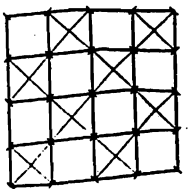
I look forward to seeing you next Wednesday.

/sj

Enclosures: Draft FY92 Budget

Draft Agenda for June 28 Board Meeting

Draft Case Statement



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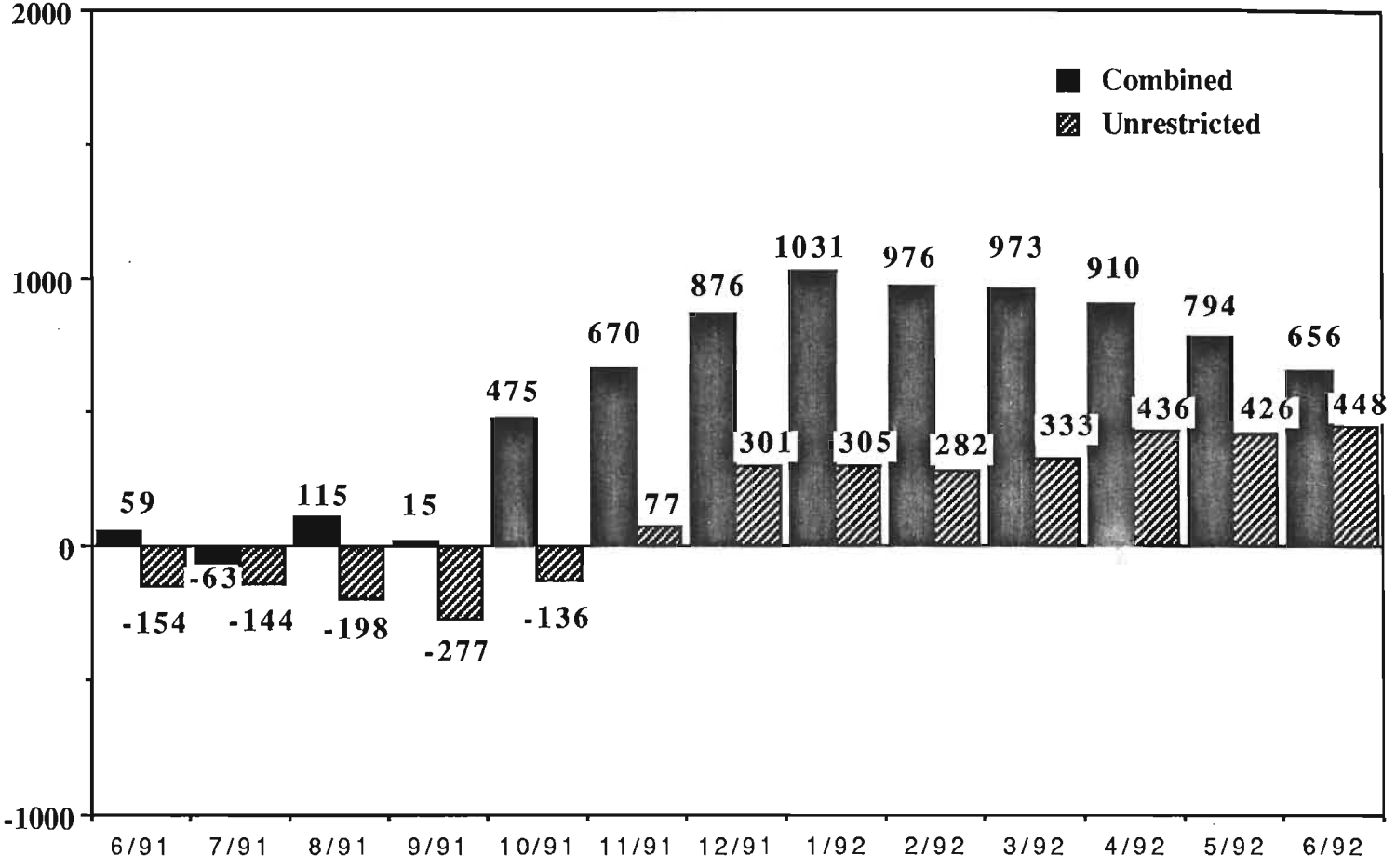
The Computer Museum Inc
FY92 Cashflow Projections
5/7/91



THE COMPUTER MUSEUM

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Other	1	10
Operating Fund Total	506	512
Capital Fund Total	195	625
Combined Unrestricted Total	701	1,137

RESTRICTED CONTRIBUTIONS

Restricted contributions represent amounts designated by the donor to be expended for specific activities, functions,programs, exhibits or types of expenditures.

The following is a summary for the restricted contributions (Dollars in Thousands):

DESCRIPTION	FY91	FY92
Corporation/Foundation Grants	$ 0	$ 123
Kits	97	0
Mass Council	12	10
Loebner	0	50
Other	0	5
Operating Fund Total	109	188
Capital Fund Total	0	375
Exhibit Fund Total	705	770
Combined Restricted Total	814	1,333

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

ADMISSIONS

Set forth below are the attendance levels and average revenue per visitor per year. The admission fee is currently at $6.00 and no increase is planned for FY92.

YEAR	NUMBER OF VISITORS	% INC (DEC)	AVERAGE ADMISSION REVENUE PER VISITOR
FY85	34,000 (Approx. 5 mos. due to move from Marlboro to Boston)	NM	$2.18
FY86	77,000	NM	2.32
FY87	77,619	8%	2.48
FY88	77,072	(7%)	2.92
FY89	88,041	14%	2.64
FY90	91,848	4%	3.49
FY91(EST.)	130,000	42%	3.85
FY92	130,000	0%	3.85

CAPITAL FUND CONTRIBUTIONS

Capital Fund revenues represent the amounts received from pledges. The FY92 Budget includes anticipated receipt of capital campaign pledges from the startup of the Capital Campaign.

The following is a summary of amounts received and expected to be received from pledges already made and from pledges to be received from the Capital Campaign (Dollars in Thousands):

FY87	$ 567
FY88	550
FY89	388
FY90	221
FY91 (EST.)	195
FY92	1,000

THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

EXHIBIT FUND CONTRIBUTIONS

Exhibit fund revenues represent the amounts received from contributions for improving the Museums exhibits. The FY92 Budget includes anticipated receipt of revenues for exhibit related funding.

The following is a summary of amounts received and expected to be received (Dollars in Thousands):

FY87	299
FY88	126
FY89	95
FY90	1,177
FY91 (EST.)	705
FY92	770

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
COMBINED OPERATING AND CAPITAL FUNDS
($ - Thousands)

	FOR THE TEN MONTHS ENDED						
	4/30/90	---------4/30/91---------				FY91	FY91
	ACTUAL	BUDGET	ACTUAL	FAV(UNFAV)		BUDGET	FORECAST
REVENUES:							
Operating Fund	1,288	1,685	1,488	(197)	(12%)	2,019	1,853
Capital Fund	1,087	825	472	(353)	(43%)	1,011	815
Total Revenues	2,375	2,510	1,960	(550)	(22%)	3,030	2,668
EXPENSES:							
Operating Fund	1,195	1,662	1,500	162	10%	1,992	1,847
Capital Fund	936	892	707	185	21%	1,138	1,250
Total Expenses	2,131	2,554	2,207	347	14%	3,130	3,097
NET REVENUES (EXPENSES)	$244	($44)	($247)	($203)	(461%)	($100)	($429)

SUMMARY:

For the ten months ended April 30, 1991, The Museum operated at a deficit of (247K) compared to a budgeted deficit of (44K). As of April 30, 1991, total cash and cash equivalents amounted to 225K.

OPERATING: Operating revenues were 12% under budget due to optimistic unearned revenue streams. Expenses were 10% under budget due to lower personnel costs (vacant positions).

CAPITAL: Capital revenues were 43% under budget due to optimistic contribution expectations. Expenses were 21% under budget due to timing of exhibit related expenses.

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
OPERATING FUND
($ - Thousands)

	4/30/90 ACTUAL	FOR THE TEN MONTHS ENDED 4/30/91 BUDGET	ACTUAL	FAV	(UNFAV)	FY91 BUDGET	FY91 FORECAST
REVENUES:							
Unrestricted contributions:	233	$280	134	(146)	(52%)	300	200
Restricted contributions	73	250	42	(208)	(83%)	315	118
Computer Bowl	237	237	264	27	11%	300	281
Corporate memberships	137	180	159	(21)	(12%)	200	200
Individual memberships	40	43	46	3	7%	52	60
Admissions	251	298	451	153	51%	370	524
Store	170	225	262	37	16%	268	307
Functions	116	127	113	(14)	(11%)	153	139
Interest Income	10	3	1	(2)	(67%)	4	2
Other	21	42	16	(26)	(62%)	57	22
Gain/Loss on Securities	0	0	0	0	0%	0	0
Total Revenues	1,288	1,685	1,488	(197)	(12%)	2,019	1,853
EXPENSES:							
Exhibits Development	0	159	55	104	65%	204	103
Exhibits & Collection	91	103	108	(5)	(5%)	123	126
Education	215	216	217	(1)	0%	261	263
Marketing & Memberships	202	331	228	103	31%	391	300
General Management	195	194	207	(13)	(7%)	239	251
Computer Bowl	47	83	79	4	5%	88	83
Fundraising	18	80	78	2	3%	94	97
Store	161	195	230	(35)	(18%)	232	267
Functions	51	62	59	3	5%	74	71
Museum Wharf expenses	215	239	239	0	0%	286	286
Total Expenses	1,195	1,662	1,500	162	10%	1,992	1,847
NET REVENUES(EXPENSES)	$93	$23	($12)	($35)	(152%)	$27	$6

THE COMPUTER MUSEUM
STATEMENT OF REVENUES AND EXPENSES
CAPITAL FUND
($ - Thousands)

	4/30/90 ACTUAL	FOR THE TEN MONTHS ENDED 4/30/91 BUDGET	ACTUAL	FAV (UNFAV)		FY91 BUDGET	FY91 FORECAST
REVENUES:							
Unrestricted Contributions	$80	$245	$45	($200)	(82%)	250	149
Restricted Contributions	1,000	580	418	($162)	(28%)	761	654
Interest Income	9	0	11	$11	100%	0	14
Gain/Loss on Securities	(2)	0	(2)	($2)	(100%)	0	(2)
Total Revenues	1,087	825	472	(353)	(43%)	1,011	815
EXPENSES:							
Exhibits Development	608	563	390	173	31%	746	858
General Management	146	74	51	23	31%	90	67
Fundraising	54	132	143	(11)	(8%)	155	178
Wharf mortgage	128	123	123	0	0%	147	147
Total Expenses	936	892	707	185	21%	1,138	1,250
NET REVENUES (EXPENSES)	$151	($67)	($235)	($168)	(251%)	($127)	($435)

THE COMPUTER MUSEUM
BALANCE SHEET
4/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/91	TOTAL 6/30/90
ASSETS:					
Current:					
Cash	$123,136			$123,136	$8,298
Cash Equivalents	102,013			102,013	282,190
Investments				0	53,363
Receivables	10,392			10,392	120,302
Inventory	68,279			68,279	63,212
Prepaid expenses	2,299	147		2,446	15,238
Interfund receivable		373,774		373,774	617,702
TOTAL	306,119	373,921	0	680,040	1,160,305
Property & Equipment (net):					
Equipment & furniture	-		$45,442	45,442	45,442
Capital improvements	-		651,467	651,467	651,467
Exhibits	-		1,016,738	1,016,738	1,016,738
Construction in Process	-	71,084		71,084	71,084
Land	-		24,000	24,000	24,000
Total	0	71,084	1,737,647	1,808,731	1,808,731
TOTAL ASSETS	$306,119	$445,005	$1,737,647	$2,488,771	$2,969,036
LIABILITIES AND FUND BALANCES:					
Current:					
Accounts payable and accrued expenses	$144,694	$27,244		$171,938	$158,341
Deferred income	12,633	-		12,633	16,938
Line of credit/Loan Payable	0	-		0	0
Interfund payable	373,774	-		373,774	617,702
Total	531,101	27,244	0	558,345	792,981
Fund Balances:					
Operating	(224,982)			(224,982)	(213,272)
Capital		417,761		417,761	651,680
Plant			$1,737,647	1,737,647	1,737,647
Total	(224,982)	417,761	1,737,647	1,930,426	2,176,055
TOTAL LIABILITIES AND FUND BALANCES	$306,119	$445,005	$1,737,647	$2,488,771	$2,969,036

THE COMPUTER MUSEUM
STATEMENT OF CHANGES IN CASH POSITION
4/30/91

	OPERATING FUND	CAPITAL FUND	PLANT FUND	TOTAL 4/30/91	TOTAL 6/30/90
Cash provide by/(used for) operations:					
Excesss/(deficiency) of support and revenue	($11,710)	($233,919)	$0	($245,629)	$748,966
Depreciation			0	0	310,606
Cash from operations	(11,710)	(233,919)	0	(245,629)	1,059,572
Cash provided by/(used for) working capital:					
Receivables	109,910			109,910	(83,875)
Inventory	(5,067)			(5,067)	(19,504)
Investments		53,363		53,363	(15,863)
Accounts payable & other current liabs	77,829	(64,232)		13,597	81,895
Deferred income	(4,305)			(4,305)	(5,292)
Prepaid expenses	11,932	860		12,792	(8,011)
Cash from working capital	190,299	(10,009)	0	180,290	(50,650)
Cash provided by/(used for) Fixed assets		0	$0	0	(996,328)
Net increase/(decrease) in cash before financing	178,589	(243,928)	0	(65,339)	12,594
Financing:					
Interfund pay. & rec.	(243,928)	243,928		0	0
Transfer to Plant	0	0	0	0	7,564
Line of credit/Loan Payable				0	0
Cash from financing	(243,928)	243,928	0	0	7,564
Net increase/(decrease) in cash & investments	(65,339)	0	0	(65,339)	20,158
Cash, beginning of year	290,487	0	0	290,487	270,329
Cash, end of period	$225,148	$0	$0	$225,148	$290,487

The
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DATE: June 5, 1991

TO: The Computer Museum Executive Committee

FROM: Oliver Strimpel

RE: June 12, 1991 Agenda

The following is the agenda for our June 12 meeting (8:00 a.m., 5th floor conference room).

Agenda:

1. Operations update

2. FY92 Budget

3. Nominations to the Board

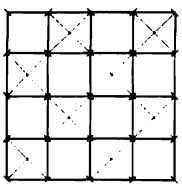
4. Capital Campaign

Jim Lawrence
Suhas Patil
James Clark
Charlie Zraket
Sam Albert

I look forward to seeing you next Wednesday.

/sj

Enclosures: Draft FY92 Budget, including changes made at 6/4/91 Finance Committee meeting



RESTRICTED CONTRIBUTIONS

CORPORATE:

Bank of Boston	$ 5,000		50% asked to re-apply
Boston Company	5,000	(of a $15K ask)	75% pending
Boston Edison	5,000		50% asked to re-apply
Boston Gas	3,000		75% to submit
Codex/Motorola	5,000		50% to submit
Eastern Enterprises	5,000	(of a $10K ask)	50% to submit
General Cinema	25,000	(of a 2-year $100K ask)	75% pending
Houghton Mifflin	2,500	(of a $10K ask)	50% pending
Liberty Mutual	2,000	(of a $5K ask)	50% asked to re-apply
Loomis, Sayles	5,000	(of a $10K ask)	50% pending
Lotus	25,000	(of a $50K ask)	50% to submit
Mass Mutual	5,000	(of a $10K ask)	50% to submit
N.E. Telephone	10,000	(of a $25K ask)	50% pending
Raytheon	10,000	(of a $25K ask)	90% asked to apply
Shawmut Bank	2,000	(of a $10K ask)	50% pending
State Street Bank	10,000	(of a $10K ask)	90% (renewal)
Stride Rite	5,000	(of a $10K ask)	50% to submit

GOVERNMENT:

MA Cultural Council	$10,000		20% pending

FOUNDATION:

ADL Foundation	$ 2,500	(of a $10K ask)	50% pending
Batson Foundation	1,000		50% to submit
Beveridge Fdn	5,000	(of a $15K ask)	50% to submit
Boston Foundation	25,000	(of a $50K ask)	75% to submit
Boston Globe Fdn	10,000	(of a $25K ask)	50% pending
Cabot Corp Fdn	30,000		50% to submit
Childs Charitable Fdn	5,000		50% to submit
Cox Charitable Trust	20,000	(of a 2-year $100K ask)	75% pending
Fidelity Foundation	5,000	(of a $10K ask)	50% pending
Forte Foundation	1,000		50% to submit
John Hancock Fdn	2,000	(of a $5K ask)	50% pending
GTE Foundation	10,000	(of a $20K ask)	75% to submit
Hayden Foundation	50,000	(of a $100K ask)	75% to submit
Hyams Foundation	4,500	($2K already confirmed)	75% pending
Millipore Foundation	5,000	(of a $25K ask)	50% pending
Peabody Foundation	25,000	(of a $100K ask)	50% to submit
Polaroid Foundation	2,000	(of a $10K ask)	75% pending
Riley Foundation	25,000	(of a $50K ask)	50% to submit
Schrafft Charitable Trust	5,000	(of a $5K ask)	95% renewal
Stevens Foundation	5,000	(of a $10K ask)	50% to submit
Stone Charitable Fdn	3,000	(of a $5K ask)	50% to submit

TOTAL RESTRICTED: $385,000 BUDGETED: $133,000

GENERAL DEVELOPMENT FY 92 ASSUMPTIONS

UNRESTRICTED CONTRIBUTIONS

CORPORATE:

BULL HN	$ 15,000	75% to submit
DEC	50,000	95% renewal
IBM	15,000	95% renewal
Texas Instruments	5,000 (of a $10K ask)	50% pending

FOUNDATION:

Beranek Foundation	1,000	80% pending
Genrad Foundation	1,000	80% pending
Fuller Foundation	5,000 (of a $20K ask)	50% to submit

GOVERNMENT:

MA Cultural Council	10,000	20% pending

TOTAL UNRESTRICTED: $102,000 BUDGETED: $82,000

The Computer Museum

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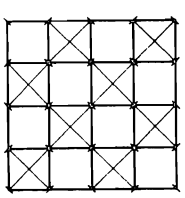

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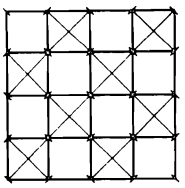

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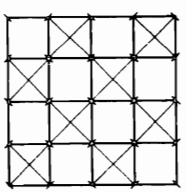

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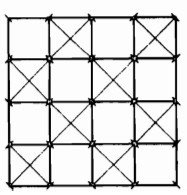

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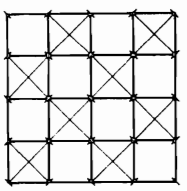

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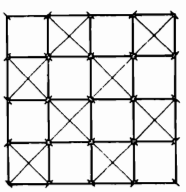

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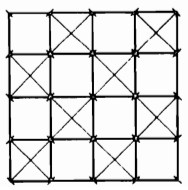

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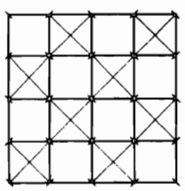

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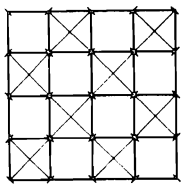

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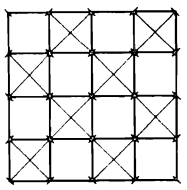

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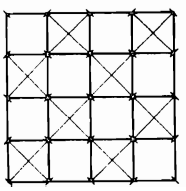

Revised March 1, 1991

Amy Jenkins

The Computer Museum
Committees FY91

Executive Committee

Ed Schwartz (chair)
Gwen Bell
Lynda Bodman
Larry Brewster
Richard Case
Jim Davis
Gardner Hendrie
Jim McKenney
~~Nick Pettinella~~
~~Dick Ruopp~~

Ed Belove
Tony Pell
David Kaplan

Finance Committee

Jim McKenney (chair)
David Kaplan
Nick Pettinella
Richard Stewart
Christopher Wilson

Nominating Committee

Lynda Bodman (chair)
Gwen Bell
Irwin Sitkin

Capital Campaign Working Group

Gordon Bell
Gwen Bell
Dave Donaldson
Gardner Hendrie
Chuck House
Ted Johnson
Andy Miller
Tony Pell

Corporate Membership Committee

Laura Barker Morse (chair)
Jim Baar
Rick Karash
Ilene Lang
Mimi Macksoud
Susan Parrish
Steve Pytka
Cameron Reed
Lindy Recht
Nancy Robb
Charles Terry

Annual Fund Committee

Hal Shear (chair)
Gwen Bell
  Howard Cannon
  Steve Golson

Exhibits Committee

Gardner Hendrie (chair)
Edward Belove
Richard Case
Jim McKenney
Dave Nelson

Computer Discovery Center Committee

Ed Belove
Gardner Hendrie
  Tracy Licklider
  Ike Nasse
  Art Nelson
  Steve Stadler
  James Starkey

Collections Committee

Gwen Bell (chair)
  Bruce Brown
  Bernard Cohen
Jon Eklund
  Jamie Pearson
  Ann Russell

Education Committee

  Art Bardige
  Karen Cohen
  Marilyn Gardner
  Martin Huntley
  Beth Lowd
  Jane Manzelli
  Adelaine Naiman
Seymour Papert
Jonathan Rotenberg
Dick Ruopp
Hal Shear
  Robert Tinker
  Joyce Tobias

Waterfront Project Committee

Gwen Bell
David Kaplan
Grant Saviers
Ed Schwartz
Larry Brewster

Computer Bowl Committee

Gwen Bell, National Chairperson
Mimi Macksoud, Chairperson, Major Sponsorship

East Coast:

S. Russell Craig
Steve Golson
Debbie and Ed Kramer
Christopher Morgan
Joyce Plotkin
Susan and Bill Poduska
Tony Rea
Byron Reimus
Dorrit and Grant Saviers

West Coast:

Owen and Brook Brown
Nancy and Pat Forster
Peter Hirshberg
Linda Lawrence
Claudia Mazzetti
Terrylynn Pearson
Lisa Quinones
Kelly Richards
Kathy Sulgit

Pell's

SUMMARY:

THE COMPUTER MUSEUM IS A UNIQUE EDUCATIONAL INSTITUTION

The Computer Museum in Boston, Massachusetts, is the only institution in the world dedicated to educating the public about computer technology and to preserving its origins.

Founded in 1982 as a independent, public nonprofit institution, the Museum has seen rapid growth in the past five years. The operating budget has tripled and annual visitation has grown from 30,000 to 150,000. Traveling exhibits and internationally-distributed educational materials serve an off-site public of over 1 million.

While computers have become ubiquitous, the public's understanding of the technology and its many roles has not. If today's youth--tomorrow's workforce--are to pursue careers in technology, they must be shown the potential of computing and be encouraged to engage with it in an accessible environment.

Visitors to the Museum learn by active participation and direct access to computers. For students, this informal educational experience provides an ideal complement to classroom instruction or, in many cases, the only access to education about computers. For visitors of all ages, the Museum experience serves to "demystify" the technology that touches nearly every aspect of society.

PRESERVATION OF COMPUTING HISTORY

The Museum has assembled the world's most significant collection of computers and, in 1987, it forged an unprecedented joint collecting agreement with the Smithsonian Institution to ensure the preservation of history of computing. It is important to preserve for future generations the historical record of computing. Despite its brief history, some of this record has already been lost.

THE NEEDS OF THE MUSEUM

Today the Museum is poised to move to new levels of international prominence. Its strategic plan for 1992-96 calls for dramatic new exhibits that present and explain the myriad uses of computers in communications, the arts, education, environment, and business. Through its own offerings and cooperative programs with schools, universities, educators, museums, and other institutions, the Museum will serve 10 million people annually by 1996.

The Museum has achieved financial stability through a solid base of earned income and contributed support from a broad spectrum of corporate, foundation, government, and individual donors.

However, in order to achieve its programmatic goals, the Museum has launched a capital campaign to raise $7.5 million. Of that amount, $5 million will form the basis of the Museum's operating endowment, income from which will support educational programs and collections management. The remaining $2.5 million will repay an interest-free loan in support of the purchase of the Museum's building. Most important, the campaign's success will help ensure the Museum's long-term financial stability and continued growth.

The Museum has developed a dynamic and achievable plan to fulfill its mission of education and preservation. Realization of that plan will depend on the generosity of those who share a commitment to building a technology-literate society and to preserving for future generations a history that has reshaped the world.

The Computer Museum

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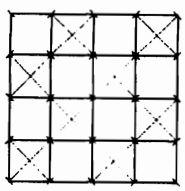
THE COMPUTER MUSEUM

FY92 BUDGET

JUNE 5, 1991



The
Computer
Museum

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THE COMPUTER MUSEUM

FY92 BUDGET

SUMMARY

OPERATIONAL RESULTS

The FY92 Budget reflects a net surplus of $646K for the Museum. This net surplus represents the combined results of two funds; a $38K surplus in the Operating Fund, a $599K surplus in the Capital Fund, and a $9K surplus in the Exhibit Fund.

CASH FLOW

The available cash balance as of June 30, 1991 is expected to be approximately $116K. Based on achieving the FY92 Budget, the available cash balance is expected to be about $713K as of June 30, 1992.

Based on monthly projections of cash flow, the Museum expects the combined cash balance to fall below $100K in the months of July & September.

Note: If the combined cash balance were to fall below $100K for any two consecutive months, DEC would have the right to terminate the purchase option extension for the Museum building.

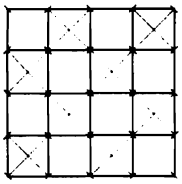
OBJECTIVES

Strong emphasis on increasing revenues:

- Capital Campaign for Endowment and Building
- Operational activities
- Exhibits

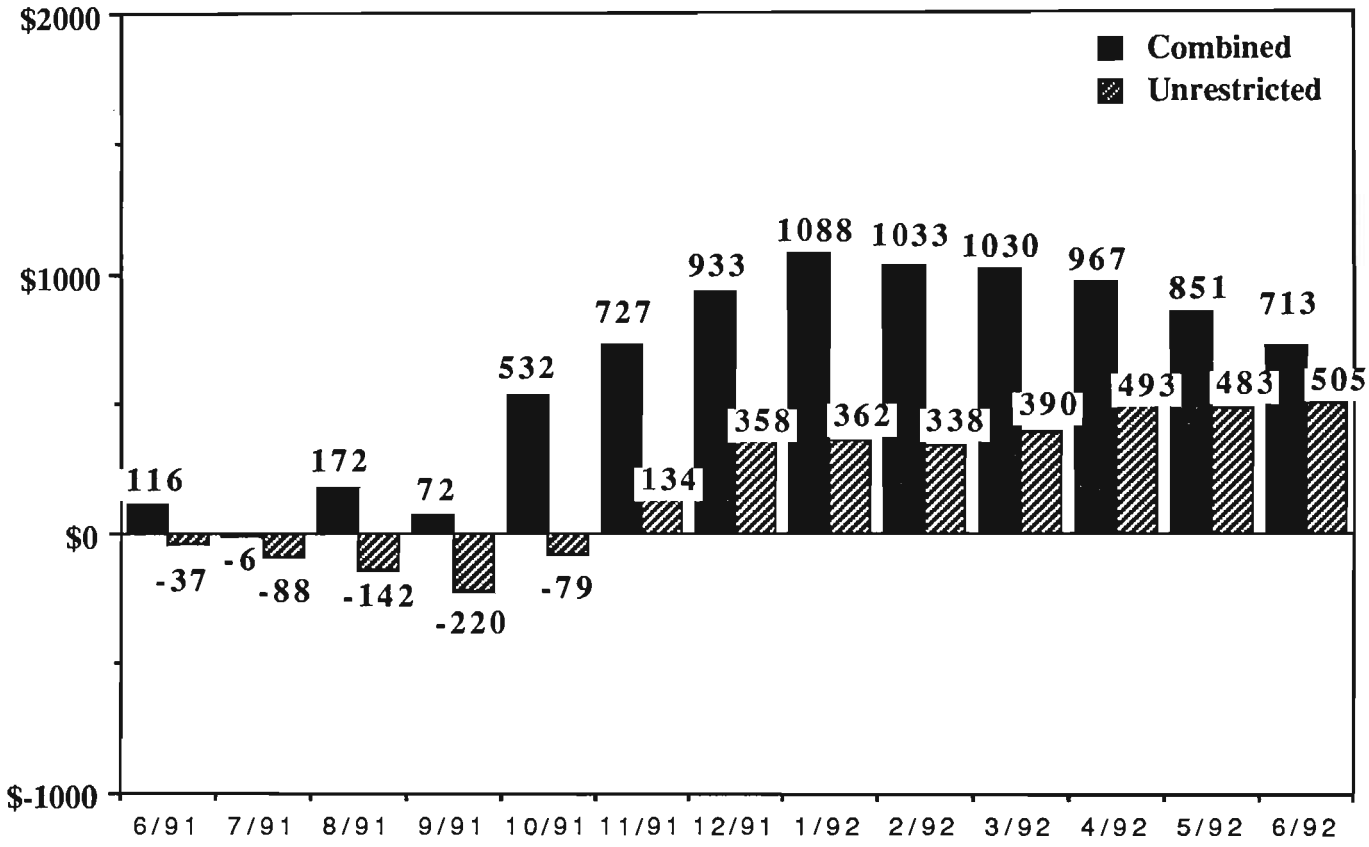
Exhibit development funded by specific contributions for exhibits:

- Open "Computer Discovery Center"
- Complete "Kits" program
- Start "Networked Society"



	A	B	C	D	E	F	G	H	I	J	K	L	M
1	THE COMPUTER MUSEM INC												
2	FY92 BUDGET												
3	5-Jun-91												
4		OPERATING			CAPITAL			EXHIBITS			COMBINED		
5		FY91	FY91	FY92	FY91	FY91	FY92	FY91	FY91	FY92	FY91	FY91	FY92
6		Budget	Proj.	Budget	Budget	Proj.	Budget	Budget	Proj.	Budget	Budget	Proj.	Budget
7	REVENUES												
8													
9	Unrestricted Contributions	300	200	207	250	149	625				550	349	832
10	Restricted Contributions	315	118	188			375	761	704	770	1076	822	1333
11	Computer Bowl	300	281	305							300	281	305
12	Corporate Memberships	200	200	231							200	200	231
13	Individual Memberships	52	60	69							52	60	69
14	Admissions	370	524	510							370	524	510
15	Store	268	307	522							268	307	522
16	Functions	153	139	150							153	139	150
17	Interest Income	4	2	24					14		4	16	24
18	Other	57	22	37							57	22	37
19	Gain (Loss) on Securities					-2						-2	
20													
21	TOTAL REVENUE	2019	1853	2243	250	147	1000	761	718	770	3030	2718	4013
22													
23	EXPENSES												
24													
25	Exhibits Development	204	103	82				746	858	670	950	961	752
26	Exhibits Maintenance	55	58	68							55	58	68
27	Collections	68	68	67							68	68	67
28	Education	261	263	303							261	263	303
29	Marketing & Memberships	391	300	435							391	300	435
30	General Management	239	251	232				90	67	91	329	318	323
31	Computer Bowl	88	83	109							88	83	109
32	Fundraising	94	97	82	155	178	265				249	275	347
33	Store	232	267	465							232	267	465
34	Functions	74	71	83							74	71	83
35	MW Operating Costs	286	286	279							286	286	279
36	MW Mortgage				147	147	136				147	147	136
37													
38	TOTAL EXPENSE	1992	1847	2205	302	325	401	836	925	761	3130	3097	3367
39													
40	NET SURPLUS (DEFICIT)	27	6	38	-52	-178	599	-75	-207	9	-100	-379	646
41													

The Computer Museum Inc
FY92 Cashflow Projections
6/5/91



The Computer Museum

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THE COMPUTER MUSEUM

NOTES

FY92 BUDGET

FUND ACCOUNTING

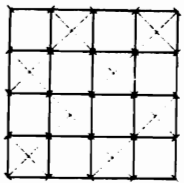
To ensure proper usage of restricted and unrestricted assets, the Museum maintains it accounts according to fund accounting principles whereby funds are classified in accordance with specified restrictions or objectives.

Operating Fund: The Operating Fund which includes unrestricted and restricted contributions, reflects the activity necessary to support the overall operations of the Museum.

Capital Fund: The Capital Fund reflects the activity of fundraising efforts related to establish the Museum and to aid in efforts for the Museum to start a endowment fund.

Exhibits Fund: The Exhibits Fund reflects the activity of major new exhibits that are then transferred to the Plant Fund as a Museum asset.

Plant Fund: The Plant Fund reflects the amounts invested by the Museum in real estate, equipment, and exhibit related assets.



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THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

REVENUE RECOGNITION

Restricted, Unrestricted Contributions, and Memberships are recognized when received. Pledge revenue is recorded when received. Income from functions and events are recorded as of the date of the event.

DEPRECIATION

Set forth below are estimates of depreciation amounts which were not included in the FY91 Forecast or FY92 Budget since they do not require any cash out flow. Depreciation is determined based on the estimated useful lives of the assets on a straight line basis. Depreciable assets include equipment and the cost of permanent exhibits depreciated over 5 years; leasehold improvements, depreciated over 20 years; and the building, when acquired, depreciated over 32 years. The amount of depreciation for FY91 is expected to be approximately $420K and for FY92 approximately $500K.

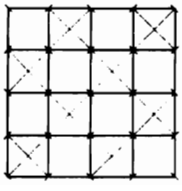
EMPLOYEES

As of June 30, 1991, full time equivalent employees (FTE'S) are expected to be 42. As of June 30, 1992, FTE'S are expected to be 41.

MEMBERSHIPS

The following is a summary of the estimated number of Museum members:

	FY91	FY92
Corporate	120	135
Individual	970	1,115
Total	1,090	1,250



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THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

UNRESTRICTED CONTRIBUTIONS

The following is a summary of the unrestricted contributions (Dollars in Thousands):

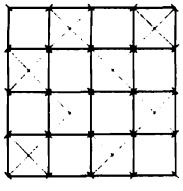
DESCRIPTION	FY91	FY92
Corporate/Foundation Grants	$ 99	$ 72
Annual Fund	100	125
Other	1	10
Operating Fund Total	200	207
Capital Fund Total	149	625
Combined Unrestricted Total	349	832

RESTRICTED CONTRIBUTIONS

Restricted contributions represent amounts designated by the donor to be expended for specific activities, functions,programs, exhibits or types of expenditures.

The following is a summary for the restricted contributions (Dollars in Thousands):

DESCRIPTION	FY91	FY92
Corporation/Foundation Grants	$ 0	$ 123
Kits	106	0
Mass Council	12	10
Loebner	0	50
Other	0	5
Operating Fund Total	118	188
Capital Fund Total	0	375
Exhibit Fund Total	704	770
Combined Restricted Total	822	1,333



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THE COMPUTER MUSEUM

NOTES (Cont'd)

FY92 BUDGET

ADMISSIONS

Set forth below are the attendance levels and average revenue per visitor per year. The admission fee is currently at $6.00 and no increase is planned for FY92.

YEAR	NUMBER OF VISITORS	% INC (DEC)	AVERAGE ADMISSION REVENUE PER VISITOR
FY85	34,000 (Approx. 5 mos. due to move from Marlboro to Boston)	NM	$2.18
FY86	77,000	NM	2.32
FY87	77,619	.008	2.48
FY88	77,072	(.007%)	2.92
FY89	88,041	14%	2.64
FY90	91,848	4%	3.49
FY91(EST.)	130,000	42%	3.85
FY92(EST.)	130,000	0%	3.85

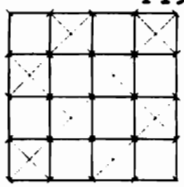
The increase in visitors from FY90 to FY91 was mainly attributable to the opening of The Walk-Through Computer exhibit. The Museum expects to retain the increased level of visitors in FY92 as a result of the opening of the People and Computers exhibit, and marketing efforts, focusing especially on school groups.

CAPITAL FUND CONTRIBUTIONS

Capital Fund revenues represent the amounts received from pledges. The FY92 Budget includes anticipated receipt of capital campaign pledges from the startup of the Capital Campaign.

The following is a summary of amounts received and expected to be received from pledges already made and from pledges to be received from the Capital Campaign (Dollars in Thousands):

FY87	$ 567
FY88	550
FY89	388
FY90	221
FY91 (EST.)	149
FY92 (EST.)	1,000



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THE COMPUTER MUSEUM

NOTES (Cont'd)

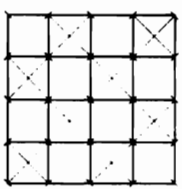
FY92 BUDGET

EXHIBIT FUND CONTRIBUTIONS

Exhibit fund revenues represent the amounts received from contributions for improving the Museums exhibits. The FY92 Budget includes anticipated receipt of revenues for exhibit related funding.

The following is a summary of amounts received and expected to be received (Dollars in Thousands):

FY87	299
FY88	126
FY89	95
FY90	1,177
FY91 (EST.)	704
FY92 (EST.)	770



THE COMPUTER MUSEUM REVENUE STREAMS
10-12-90

ITEM	ACCOUNT	YEAR	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
CAPITAL:															
CORP UNREST	610	90A	3	0	0	4	0	0	4	0	1	19	0	0	31
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	6	1	18	0	0	0	0	0	0	0	0	0	25
INDV UNREST	610	90A	1	1	0	2	0	34	0	0	6	3	0	143	190
		91B	0	0	5	10	40	70	70	40	5	5	0	5	250
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL-CAPITAL	610	90A	4	1	0	6	0	34	4	0	7	22	0	143	221
		91B	0	0	5	10	40	70	70	40	5	5	0	5	250
		91A	6	1	18	0	0	0	0	0	0	0	0	0	25
OPERATING:															
CORP MEMBER	810	90A	6	0	20	5	5	5	29	22	9	36	19	7	163
		91B	10	10	15	20	15	10	30	20	20	20	10	10	190
		91A	5	5	5	0	0	0	0	0	0	0	0	0	16
INDV MEMBER	820	90A	4	5	3	4	4	4	2	1	7	6	4	11	55
		91B	4	4	4	4	4	4	4	4	4	4	4	4	48
		91A	3	2	7	0	0	0	0	0	0	0	0	0	12
ANNUAL FUND	730	90A	4	0	1	4	11	26	4	1	9	8	2	12	82
		91B	4	1	5	4	15	38	5	2	16	10	10	10	120
		91A	2	2	3	0	0	0	0	0	0	0	0	0	7
CORP UNREST	710	90A	0	0	0	0	0	0	0	0	0	1	0	0	1
		91B	0	0	25	50	10	0	0	10	0	25	0	0	120
		91A	0	50	0	0	0	0	0	0	0	0	0	0	50
GOVT UNREST	710	90A	19	0	0	19	0	0	19	0	0	18	0	0	75
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
FOUNDATION UNRES	710	90A	0	0	0	0	0	0	0	0	0	0	0	0	0
		91B	0	0	20	0	0	20	20	0	0	0	0	0	60
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
INDV UNREST	710	90A	28	50	0	0	0	0	3	0	0	0	0	0	81
		91B	0	0	0	0	0	0	0	0	0	0	0	0	0
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL	710	90A	47	50	0	19	0	0	22	0	0	19	0	0	157
		91B	0	0	45	50	10	20	20	10	0	25	0	0	180
		91A	0	50	0	0	0	0	0	0	0	0	0	0	50
BOWL CORP	750	90A	25	0	0	0	0	20	43	36	11	50	8	3	196
		91B	0	0	0	0	10	48	0	0	60	94	27	36	275
		91A	0	0	46	0	0	0	0	0	0	0	0	0	46
BOWL INDV	750	90A	0	23	0	0	0	4	0	0	0	26	2	5	60
		91B	0	0	0	0	0	0	0	0	10	15	0	0	25
		91A	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL	750	90A	25	23	0	0	0	24	43	36	11	76	10	8	256
		91B	0	0	0	0	10	48	0	0	70	109	27	36	300
		91A	0	0	46	0	0	0	0	0	0	0	0	0	46
TOTAL-OPERATING		90A	86	78	24	32	20	59	100	60	36	145	35	38	713
		91B	18	15	69	78	54	120	59	36	110	168	51	60	838
		91A	11	59	61	0	0	0	0	0	0	0	0	0	131
GRAND TOTAL		90A	90	79	24	38	20	93	104	60	43	167	35	181	934
		91B	18	15	74	88	94	190	129	76	115	173	51	65	1088
		90A	17	60	79	0	0	0	0	0	0	0	0	0	156