

Combined Budget

Canadian Federation of Students and Canadian Federation of Students-Services

Fiscal Year 2019-20

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
REVENUE					
Membership Dues (CFS 3: CFSS 1)					
Membership dues	\$3,610,799.92	\$3,647,564.68	\$3,549,989.34	\$2,765,000.00	\$3,500,000.00
Membership dues recovery	\$222,494.18	\$41,631.51	\$13,113.65	\$15,000.00	\$15,000.00
Total Net Membership Dues	\$3,833,294.10	\$3,689,196.19	\$3,563,102.99	\$2,780,000.00	\$3,515,000.00
Interest, Investments and Other (CFS/CFSS)					
Interest on deposits	\$25,566.55	\$37,977.75	\$42,834.39	\$35,000.00	\$55,000.00
Royalties (Merit Travel)	\$5,034.90	\$4,777.90	\$10,937.66	\$8,200.00	\$8,200.00
Other	\$190,882.14	\$4,494.24	\$0.00	\$250,000.00	\$0.00
Total Interest and Investments	\$221,483.59	\$47,249.89	\$53,772.05	\$293,200.00	\$63,200.00
TOTAL GROSS REVENUE	\$4,054,777.69	\$3,736,446.08	\$3,616,875.04	\$3,073,200.00	\$3,578,200.00

EXPENSE

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Administration and Office (CFS/CFSS)					
Automated payroll service	(\$5,132.72)	(\$4,839.06)	(\$4,444.85)	(\$4,000.00)	(\$4,500.00)
Bank and interest charges	(\$11,067.51)	(\$2,444.34)	(\$1,902.05)	(\$2,500.00)	(\$2,500.00)
Hiring	(\$7,403.39)	(\$4,226.89)	(\$4,388.27)	(\$3,000.00)	(\$4,500.00)
Insurance	(\$2,124.90)	(\$2,904.93)	(\$3,032.37)	(\$3,100.00)	(\$3,100.00)
Office equipment, materials and supplies	(\$20,205.47)	(\$23,881.53)	(\$4,840.70)	(\$4,000.00)	(\$10,000.00)
Computer support		(\$768.18)	(\$11,674.69)	(\$1,000.00)	(\$2,000.00)
Postage and courier	(\$10,341.18)	(\$11,805.80)	(\$10,930.74)	(\$10,000.00)	(\$10,000.00)
Wages	(\$212,331.79)	(\$242,709.49)	(\$243,661.05)	(\$160,000.00)	(\$250,000.00)
Employer Cost and Benefits	(\$49,318.21)	(\$46,618.45)	(\$45,585.95)	(\$32,000.00)	(\$50,000.00)
EHT/WSIB		(\$32,966.19)	(\$13,409.10)	(\$24,000.00)	(\$37,500.00)
Professional Development		(\$2,532.95)	(\$26,882.09)	(\$5,000.00)	(\$20,000.00)
Other	(\$2,783.37)	(\$17.35)	\$0.00	\$0.00	\$0.00
Sub-total	(\$320,708.54)	(\$375,715.16)	(\$370,751.86)	(\$248,600.00)	(\$394,100.00)
Allocations (CFS/CFSS)					
Allocation - Constituency Groups	(\$49,073.85)	(\$34,404.41)	(\$20,041.20)	(\$41,500.00)	(\$52,500.00)
Allocation - Black Caucus				(\$45,250.00)	(\$129,000.00)
Allocation - The Circle	(\$79,766.29)	(\$77,086.79)	(\$43,094.18)	(\$90,500.00)	(\$129,000.00)
Allocation - National Graduate Caucus	(\$77,175.29)	(\$47,872.04)	(\$62,741.19)	(\$90,500.00)	(\$129,000.00)
Allocation - provinces	(\$887,537.75)	(\$811,134.55)	(\$781,675.25)	(\$613,500.00)	(\$882,500.00)
Total Allocations	(\$1,093,553.18)	(\$970,497.79)	(\$907,551.82)	(\$881,250.00)	(\$1,322,000.00)

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Audit (CFS/CFSS)					
Audit - CFS	(\$26,233.28)	(\$14,080.00)	(\$15,380.00)	(\$15,500.00)	(\$15,500.00)
Audit - CFS.Services	(\$39,349.92)	(\$5,080.00)	(\$15,380.00)	(\$15,500.00)	(\$15,500.00)
Total Audit	(\$65,583.20)	(\$19,160.00)	(\$30,760.00)	(\$31,000.00)	(\$31,000.00)
Bulk Buying Services (CFSS)					
Handbook Printing					
Design and Layout	(\$16,320.00)	(\$16,205.00)	(\$18,970.00)	(\$3,000.00)	\$0.00
Printing	(\$340,520.00)	(\$392,634.00)	(\$265,223.48)	(\$145,000.00)	(\$265,000.00)
Shipping	\$0.00	(\$17,613.64)	\$0.00	\$0.00	(\$17,000.00)
Other	(\$1,904.48)	(\$149.44)	(\$12.42)	(\$500.00)	(\$500.00)
Wages	(\$20,509.42)	(\$28,845.75)	(\$32,690.19)	(\$25,000.00)	(\$35,000.00)
Employer Cost and Benefits	(\$6,891.31)	(\$6,732.61)	(\$6,040.69)	(\$5,000.00)	(\$7,000.00)
Recovery	\$288,150.77	\$264,705.08	\$271,093.78	\$168,000.00	\$270,000.00
Sub-total: Handbook	(\$97,994.44)	(\$197,475.36)	(\$51,843.00)	(\$10,500.00)	(\$54,500.00)

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Health and Dental Insurance					
Administration and office - depreciation	(\$603.12)	(\$713.25)	(\$823.40)	(\$823.40)	\$0.00
Administration and office - supplies and equipment	\$0.00	\$0.00	(\$2,441.73)	\$0.00	\$0.00
Administration and office - Professional fees	(\$12,430.00)	(\$141,257.75)	(\$142,638.76)	(\$58,760.00)	(\$60,000.00)
Consortium membership meetings (travel)	(\$328.85)	(\$7,167.79)	(\$6,497.28)	(\$12,000.00)	(\$15,000.00)
Consortium Services and Development - Materials	(\$8,354.93)	(\$12,218.30)	(\$8,958.41)	(\$15,000.00)	(\$15,000.00)
Service Delivery - Refund processing	(\$1,448.02)	\$47.59	(\$208.95)	(\$3,500.00)	(\$3,500.00)
Wages	(\$62,584.52)	(\$37,861.82)	(\$46,221.35)	(\$25,000.00)	(\$35,000.00)
Employer costs and benefits	(\$9,240.26)	(\$6,904.25)	(\$7,573.89)	(\$5,000.00)	(\$7,000.00)
Compressed lines	(\$519.12)	(\$37.11)	\$0.00	\$0.00	\$0.00
Consortium Membership Fees	\$317,556.61	\$298,457.89	\$340,059.41	\$280,000.00	\$280,000.00
Sub-total: Health and Dental Insurance Service	\$222,047.79	\$92,345.21	\$124,695.64	\$159,916.60	\$144,500.00
Mobile Application Service					
Contracted Services	(\$200,000.00)	(\$94,166.66)	(\$27,258.34)	(\$5,085.00)	\$0.00
Sub-total: Mobile Application Service	(\$200,000.00)	(\$94,166.66)	(\$27,258.34)	(\$5,085.00)	\$0.00

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Ethical Purchasing Network					
Materials	(\$432,626.49)	(\$331,036.93)	(\$391,891.60)	(\$87,000.00)	(\$87,000.00)
Storage and Shipping	(\$58,737.02)	(\$44,835.61)	(\$39,876.35)	(\$40,000.00)	(\$10,000.00)
Other	(\$6,954.29)	(\$11,718.05)	(\$1,287.58)	\$0.00	\$0.00
Wages	(\$20,726.93)	(\$28,845.75)	(\$32,690.17)	(\$25,000.00)	(\$35,000.00)
Employer Cost and Benefits	(\$3,299.37)	(\$6,732.59)	(\$6,040.64)	(\$5,000.00)	(\$7,000.00)
Recovery	\$317,038.45	\$308,039.82	\$245,774.54	\$87,000.00	\$87,000.00
Sub-total: Orientation Materials	(\$205,305.65)	(\$115,129.11)	(\$226,011.80)	(\$70,000.00)	(\$52,000.00)
Website Service					
Contracted Services	(\$81,401.64)	(\$56,205.24)	(\$24,909.34)	(\$3,300.00)	\$0.00
Wages	(\$116,733.69)	(\$82,258.51)	\$0.00	\$0.00	\$0.00
Employer Cost and Benefits	(\$19,654.52)	(\$18,259.46)	\$0.00	\$0.00	\$0.00
Sub-total: Website	(\$217,789.85)	(\$156,723.21)	(\$24,909.34)	(\$3,300.00)	\$0.00
Total Bulk Buying Services	(\$499,042.15)	(\$471,149.13)	(\$205,326.84)	\$71,031.60	\$38,000.00

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Building (CFS)					
Cleaning and Maintenance	(\$51,496.69)	(\$60,120.73)	(\$83,087.18)	(\$80,000.00)	(\$30,000.00)
Utilities	(\$23,161.26)	(\$19,494.33)	(\$18,884.95)	(\$13,000.00)	(\$7,000.00)
Property tax , security, insurance	(\$65,988.14)	(\$66,091.46)	(\$68,266.37)	(\$70,000.00)	(\$35,000.00)
Rent	\$37,362.00	\$39,900.00	\$40,500.00	\$40,500.00	\$0.00
CFS Rent				\$0.00	\$0.00
Total Net Building Expenses	(\$103,284.09)	(\$105,806.52)	(\$129,738.50)	(\$122,500.00)	(\$72,000.00)
Campaigns and Government Relations (CFS)					
Campaigns Strategy	(\$504,480.79)	(\$342,079.28)	(\$156,265.76)	(\$200,000.00)	(\$250,000.00)
Campaign Donations	(\$10,200.00)	(\$3,746.57)	(\$3,000.00)	(\$5,000.00)	(\$10,000.00)
Coalitions and Memberships	(\$13,991.35)	(\$11,631.22)	\$0.00	(\$2,000.00)	(\$2,000.00)
International Affairs	(\$5,460.66)	(\$580.29)	(\$8,539.72)	\$0.00	(\$5,000.00)
RISE Summit	(\$7,219.56)	(\$123,690.66)	\$0.00	(\$10,000.00)	(\$50,000.00)
Media Strategy	(\$55,073.39)	(\$77,281.97)	(\$22,585.88)	(\$30,000.00)	(\$40,000.00)
Wages	(\$138,883.67)	(\$131,590.11)	(\$72,346.75)	(\$162,000.00)	(\$350,000.00)
Employer Costs and Benefits	(\$22,869.53)	(\$24,956.26)	(\$8,233.76)	(\$32,000.00)	(\$70,000.00)
Sub-total	(\$758,178.95)	(\$715,556.36)	(\$270,971.87)	(\$441,000.00)	(\$777,000.00)

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Campaigns and Government Relations Research (CFS)					
Accommodation, Per Diem and Travel	(\$40.00)	(\$639.75)	(\$1,300.00)	\$0.00	(\$1,000.00)
Publications & Materials	(\$2,293.33)	(\$128.24)	(\$500.24)	\$0.00	(\$500.00)
Wages	(\$103,103.55)	(\$38,472.15)	(\$35,075.10)	(\$30,000.00)	(\$70,000.00)
Employer Costs and Benefits	(\$17,472.96)	(\$10,920.17)	(\$5,075.40)	(\$6,000.00)	(\$14,000.00)
Sub-total	(\$144,944.84)	(\$50,160.31)	(\$41,950.74)	(\$36,000.00)	(\$85,500.00)
Communications (CFS/CFSS)					
Photocopying	(\$22,806.34)	(\$12,203.09)	(\$10,515.39)	(\$10,000.00)	(\$10,000.00)
Telephone, Facsimile, etc.	(\$41,082.54)	(\$27,931.16)	(\$25,047.85)	(\$25,000.00)	(\$20,000.00)
Other	(\$7,731.81)	(\$1,111.92)	(\$4,746.00)	(\$2,000.00)	(\$2,000.00)
Website	(\$12,943.73)	(\$3,024.71)	(\$4,517.36)	(\$3,000.00)	(\$3,000.00)
Sub-total	(\$84,564.42)	(\$44,270.88)	(\$44,826.60)	(\$40,000.00)	(\$35,000.00)
Depreciation (CFS)					
Depreciation					
Depreciation - building	(\$183,357.42)	(\$186,452.36)	(\$188,564.52)	(\$188,564.52)	(\$90,000.00)
Depreciation - building furniture	(\$1,180.17)	(\$3,485.89)	(\$5,062.28)	(\$5,079.72)	(\$10,000.00)
Depreciation - computers	(\$12,967.07)	(\$20,309.96)	(\$14,606.28)	(\$5,961.32)	(\$10,000.00)
Depreciation - software	(\$68,973.33)	(\$35,328.33)	(\$4,425.00)	\$0.00	(\$2,000.00)
Depreciation - other equipment	(\$9,770.24)	(\$10,206.23)	(\$5,973.20)	\$0.00	(\$2,000.00)
Sub-Total	(\$276,248.23)	(\$255,782.77)	(\$218,631.28)	(\$199,605.56)	(\$114,000.00)

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Discount Program (CFSS)					
ISIC - sales	\$80,020.07	\$69,337.89	\$81,227.89	\$60,000.00	\$80,000.00
ISIC - cost of sales	(\$169,851.60)	(\$28,889.32)	(\$64,776.25)	(\$30,000.00)	(\$40,000.00)
ISIC - Merit administrative, advertising, commission charge-backs	(\$81,234.00)	(\$66,510.00)	(\$22,177.00)	\$0.00	\$0.00
Net ISIC Sales	(\$101,065.53)	(\$26,061.43)	(\$5,725.36)	\$30,000.00	\$40,000.00
ISIC - materials and printing	(\$19,424.39)	(\$21,890.94)	(\$7,071.35)	(\$2,000.00)	(\$10,000.00)
ISIC - printer depreciation	(\$28,011.33)	(\$25,856.51)	(\$18,325.40)	(\$8,981.76)	(\$1,000.00)
ISIC - postage and courier	(\$7,184.33)	(\$5,903.69)	(\$1,616.97)	(\$2,000.00)	(\$3,000.00)
ISIC/Studentsaver - discount solicitation	(\$13,187.86)	(\$1,487.90)	(\$147.52)	\$0.00	\$0.00
ISIC/Studentsaver - promotion and marketing	(\$14,586.39)	(\$16,467.97)	(\$54,360.15)	(\$15,000.00)	(\$50,000.00)
ISIC/Studentsaver - website		(\$5,934.84)	(\$12.60)	\$0.00	\$0.00
Other	(\$10,149.53)	(\$8,302.75)		(\$1,000.00)	(\$1,000.00)
Software development and upgrading	(\$6,934.33)	(\$20,866.69)		\$0.00	\$0.00
Travel	(\$9,914.76)	(\$12,292.22)	(\$10,603.49)	(\$2,000.00)	(\$2,000.00)
Wages and contracts	(\$96,967.97)	(\$145,075.95)	(\$120,802.77)	(\$25,000.00)	(\$35,000.00)
Employer Costs and Benefits	(\$14,087.80)	(\$24,612.62)	(\$15,171.74)	(\$5,000.00)	(\$7,000.00)
Sub-total	(\$220,448.69)	(\$288,692.08)	(\$228,111.99)	(\$60,981.76)	(\$109,000.00)
Total Net Expenses	(\$321,514.22)	(\$314,753.51)	(\$233,837.35)	(\$30,981.76)	(\$69,000.00)

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Legal (CFS/CFSS)					
Corp. Filing/Trademarks etc	\$0.00	\$0.00	(\$5,704.69)	(\$2,000.00)	(\$2,000.00)
General Contracts	(\$87,551.87)	(\$40,170.80)	(\$24,570.63)	(\$40,000.00)	(\$40,000.00)
Litigation	(\$118,208.60)	(\$71,015.53)	(\$12,181.54)	(\$250,000.00)	(\$20,000.00)
Other/Contingency	\$0.00	(\$51,249.05)	\$0.00	(\$10,000.00)	(\$10,000.00)
Total	(\$205,760.47)	(\$162,435.38)	(\$42,456.86)	(\$302,000.00)	(\$72,000.00)
Membership Development and Outreach (CFS 3: CFSS 1)					
Accommodation, Per Diem, Travel	(\$30,156.08)	(\$10,741.82)	(\$30,416.57)	(\$20,000.00)	(\$40,000.00)
Materials	(\$259.85)	(\$592.96)	\$0.00	(\$5,000.00)	(\$10,000.00)
Membership Drives and Referenda	(\$78,191.73)	(\$4,344.18)	(\$67,342.20)	(\$60,000.00)	(\$80,000.00)
Other	(\$1,710.96)	(\$404.65)		\$0.00	\$0.00
Total	(\$180,318.62)	(\$16,083.61)	(\$97,758.77)	(\$85,000.00)	(\$130,000.00)

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
National Congress (November) (CFS 3: CFSS 1)					
Accommodation, meals & A/V	(\$197,744.18)	(\$204,651.89)	(\$225,016.28)	(\$200,000.00)	(\$200,000.00)
Childcare	(\$3,450.00)	(\$1,940.00)	(\$3,820.00)	(\$1,000.00)	(\$1,000.00)
Accessibility	\$0.00	\$0.00	(\$1,017.00)	(\$1,000.00)	(\$1,000.00)
Guest speakers - fees, travel, accommodation, etc.	(\$5,264.25)	(\$8,003.65)	(\$17,300.00)	(\$3,000.00)	(\$3,000.00)
Materials and printing	(\$11,578.05)	(\$7,728.23)	(\$12,303.90)	(\$3,000.00)	(\$3,000.00)
Miscellaneous	(\$9,427.45)	(\$5,851.14)	(\$2,424.64)	(\$1,500.00)	(\$1,500.00)
Rental costs - rooms and related equipment	\$0.00	(\$367.25)	\$0.00	\$0.00	\$0.00
Rental costs - vehicles	\$0.00	(\$6,684.50)	(\$5,255.93)	(\$1,500.00)	(\$1,500.00)
Temporary meeting staff	\$0.00	(\$369.29)	\$0.00	(\$8,500.00)	(\$8,500.00)
Translation & interpretation	(\$31,767.93)	(\$30,856.26)	(\$31,658.60)	(\$12,000.00)	(\$12,000.00)
Travel	(\$90,983.19)	(\$101,490.11)	(\$67,862.27)	(\$40,000.00)	(\$40,000.00)
Small budget subsidies - registration fees	(\$8,838.41)	(\$6,205.82)	(\$3,556.70)	(\$2,000.00)	(\$2,000.00)
Small budget subsidies - travel pool fees	(\$1,688.88)	(\$5,270.98)	(\$5,340.72)	(\$1,500.00)	(\$1,500.00)
Sub-total	(\$360,742.34)	(\$379,419.12)	(\$375,556.04)	(\$275,000.00)	(\$275,000.00)
Registration fees	\$66,617.33	\$76,168.56	\$59,040.00	\$60,000.00	\$60,000.00
Registration fees - first delegates	\$0.00	(\$24,584.13)	(\$17,968.04)	(\$18,000.00)	(\$15,000.00)
Travel pool fees	\$65,773.59	\$66,387.28	\$56,948.12	\$55,000.00	\$55,000.00
Travel pool fees - first delegates	\$0.00	(\$24,081.19)	(\$15,655.66)	(\$15,000.00)	(\$13,000.00)
Sub-total	\$132,390.92	\$93,890.52	\$82,364.42	\$82,000.00	\$87,000.00
Total Net Cost	(\$228,351.42)	(\$285,528.60)	(\$293,191.62)	(\$193,000.00)	(\$188,000.00)

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
National Congress (Spring) (CFS 3: CFSS 1)					
Accommodation and meals	(\$222,860.09)	(\$227,066.20)	(\$189,200.79)	\$0.00	
Childcare	(\$1,285.00)	(\$2,950.00)	\$0.00	\$0.00	
Accessibility		\$0.00	(\$3,390.00)	\$0.00	
Guest speakers - fees, travel, accommodation, etc.	(\$8,462.60)	(\$14,655.22)	(\$8,600.00)	\$0.00	
Materials and printing	(\$14,941.64)	(\$12,053.29)	(\$5,255.66)	\$0.00	
Miscellaneous	(\$4,375.07)	(\$2,263.42)	(\$5,683.48)	\$0.00	
Rental costs - rooms and related equipment		\$0.00	(\$22,977.42)	\$0.00	
Rental costs - vehicles		(\$5,889.06)	(\$6,835.61)	\$0.00	
Temporary meeting staff	(\$5,058.43)	\$0.00	\$0.00	\$0.00	
Translation & interpretation	(\$36,980.79)	(\$27,491.05)	(\$11,336.16)	\$0.00	
Travel	(\$103,055.21)	(\$69,950.34)	(\$41,489.75)	\$0.00	
Small budget subsidies - registration fees	(\$16,527.96)	(\$5,420.32)	\$0.00	\$0.00	
Small budget subsidies - travel pool fees	(\$6,217.82)	(\$5,420.32)	(\$2,009.87)	\$0.00	
Sub-total	(\$419,764.61)	(\$373,159.21)	(\$296,778.74)	\$0.00	
Registration fees	\$90,748.49	\$75,256.97	\$52,857.65	\$0.00	
Accommodation and meals - first delegates	(\$46,080.52)	(\$30,666.41)	(\$19,775.99)	\$0.00	
Travel pool fees	\$77,912.13	\$70,884.81	\$47,969.79	\$0.00	
Travel - first delegates	\$0.00	\$0.00	(\$10,474.98)	\$0.00	
Sub-total	\$122,580.10	\$115,475.37	\$70,576.47	\$0.00	
Total Net Cost	(\$297,184.51)	(\$257,683.84)	(\$226,202.27)	\$0.00	

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
National Executive Meetings (CFS/CFSS)					
Accommodation	(\$8,469.45)	(\$13,161.66)	(\$16,954.43)	(\$7,500.00)	(\$7,500.00)
Childcare	(\$1,780.00)	(\$400.00)	(\$600.00)	(\$1,250.00)	(\$1,250.00)
Per Diems	(\$3,194.11)	(\$4,867.50)	(\$5,959.00)	(\$4,000.00)	(\$4,000.00)
Travel	(\$39,688.79)	(\$48,007.58)	(\$34,503.13)	(\$18,000.00)	(\$18,000.00)
Equipment, Materials, and Teleconference	(\$400.00)	(\$1,764.91)	(\$1,884.80)	(\$2,000.00)	(\$2,000.00)
Sub-total	(\$53,532.35)	(\$68,201.65)	(\$59,901.36)	(\$32,750.00)	(\$32,750.00)
National Executive Salaries (CFS/CFSS)					
Gross Salary - Chairperson	(\$42,527.71)	(\$44,406.44)	(\$37,232.84)	(\$46,500.00)	(\$47,500.00)
Gross Salary - Deputy Chairperson	(\$44,235.65)	(\$44,406.44)	(\$43,552.47)	(\$46,500.00)	(\$47,500.00)
Gross Salary - Treasurer	(\$44,235.65)	(\$42,088.51)	(\$44,406.44)	(\$46,500.00)	(\$47,500.00)
Overlap/Transition	(\$1,707.94)	(\$3,757.47)	(\$2,186.81)	(\$3,000.00)	(\$3,000.00)
Mandatory Employer Costs	(\$9,302.18)	(\$9,221.94)	(\$8,663.52)	(\$9,000.00)	(\$10,000.00)
Moving Expenses	(\$4,440.22)	(\$4,306.04)	(\$745.72)	(\$3,000.00)	(\$3,000.00)
Employer Health Benefits	(\$8,058.38)	(\$10,245.32)	(\$9,592.88)	(\$10,000.00)	(\$10,000.00)
Sub-total	(\$154,507.73)	(\$158,432.16)	(\$146,380.68)	(\$164,500.00)	(\$168,500.00)
Translation					
Wages and contracts	(\$49,377.95)	(\$57,691.50)	(\$60,050.19)	(\$30,000.00)	(\$70,000.00)
Employer Costs and Benefits	(\$6,762.44)	(\$10,823.60)	(\$9,978.77)	(\$6,000.00)	(\$14,000.00)
Total Translation	(\$56,140.39)	(\$68,515.10)	(\$70,028.96)	(\$36,000.00)	(\$84,000.00)

	FISCAL 2017 (AUDITED)	FISCAL 2018 (AUDITED)	FISCAL 2019 (AUDITED)	FISCAL 2020 (BUDGET)	FISCAL 2021 (BUDGET)
Other Expense and Contingency					
Bad debts	(\$499,609.63)	(\$113,559.46)	(\$202,068.31)	(\$80,000.00)	(\$20,000.00)
Miscellaneous	(\$1,384.75)	(\$60,606.24)	\$0.00	(\$2,000.00)	(\$2,000.00)
Student Work Abroad Program (SWAP) net	(\$96,233.55)	(\$120,860.39)	(\$105,353.17)	(\$100,000.00)	\$0.00
Contingency	\$0.00	\$0.00	\$0.00	(\$118,044.28)	(\$19,350.00)
Sub-total	(\$597,227.93)	(\$295,026.09)	(\$307,421.48)	(\$300,044.28)	(\$41,350.00)
TOTAL EXPENSE	(\$5,440,645.24)	(\$4,634,758.86)	(\$3,697,688.86)	(\$3,073,200.00)	(\$3,578,200.00)
TOTAL INCOME	\$4,054,777.69	\$3,736,446.08	\$3,616,875.04	\$3,073,200.00	\$3,578,200.00
TOTAL EXPENSE	(\$5,440,645.24)	(\$4,634,758.86)	(\$3,697,688.86)	(\$3,073,200.00)	(\$3,578,200.00)
SURPLUS/(DEFICIT)	(\$1,385,867.55)	(\$898,312.78)	(\$80,813.82)	\$0.00	\$0.00