



HELLENIC COMMUNITY OF GREATER MONTREAL

CONSOLIDATED BUDGET

JULY 1, 2020 TO JUNE 30, 2021

Montreal, QC

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET SUMMARY
For The Year Ending June 30, 2021

	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
REVENUES					
Montreal Regional Main Administration	2,640,547	3,189,950	4,008,175	3,920,152	4,820,793
Laval Region	998,175	1,340,225	1,517,983	1,475,945	1,651,835
South Shore Region	299,400	354,628	463,704	466,036	507,469
Socrates-Démosthène School	10,421,000	11,062,576	11,447,819	11,370,555	11,535,581
Total Revenues	14,359,122	15,947,379	17,437,681	17,232,688	18,515,678
EXPENSES					
Montreal Regional Main Administration	3,276,569	4,009,459	4,417,270	4,527,899	4,505,502
Laval Region	593,435	900,951	1,033,584	1,046,693	1,065,959
South Shore Region	236,163	314,344	314,360	318,584	312,749
Socrates-Démosthène School	10,866,710	11,091,827	11,626,365	11,904,716	11,829,194
Total Expenses	14,972,877	16,316,581	17,391,578	17,797,891	17,713,403
Excess (deficiency) of revenues over operating expenses	(613,755)	(369,202)	46,103	(565,203)	802,275
Extraordinary revenue (CEWS)	1,000,000	1,352,412			
Excess (deficiency) of revenues over operating expenses - after CEWS	386,245	983,210			

SUMMARY OF STATEMENT OF CASH FLOW

OPERATING ACTIVITIES

EXCESS (deficiency) of revenues over operating Expenses	386,245	983,210	46,103	(565,203)	802,275
Non-cash Items					
Amortization of property and equipment	1,027,000	1,087,353	997,274	988,568	997,000
Amortization of def. capital contributions	(99,569)	(99,569)	(99,569)	(99,569)	(99,569)
Amortization of emphyteutic lease	(31,678)	(31,678)	(31,678)	(31,678)	(31,678)
Amortization of financing fees	0	4,713	10,554	10,554	10,554
Gain on reversal from bad debt	—	—	—	—	—
Change in working capital items	(100,000)	(1,491,440)	—	(20,583)	—
Net cash generated (used)	1,181,998	452,589	922,684	282,089	1,678,581

FINANCING ACTIVITIES

Increase (decrease) in bank overdraft	(380,000)	2,678,589	(148,597)	226,152	(556,724)
Repayment of long-term debt	(293,333)	(2,764,293)	(293,333)	(293,228)	(293,333)
Net cash generated (used)	(673,333)	(85,704)	(441,930)	(67,076)	(850,057)

INVESTING ACTIVITIES

(Increase) decrease in Cash - restricted	—	(36,349)	—	89,597	—
Additions in Property & Equip incl.Churches capital (p. 10)	(500,000)	(297,772)	(215,000)	(257,730)	(544,500)
Purchases of property and equipment			(250,000)	(206,216)	(400,000)
Net cash generated (used)	(500,000)	(334,121)	(465,000)	(374,349)	(944,500)

NET INCREASE (DECREASE) in CASH	8,665	32,764	15,753	(159,336)	(115,976)
Cash, Beginning of Year	49,164	16,400	(4,699)	154,637	154,637
Increase (decrease) in Cash for the period	57,829	49,164	11,054	(4,699)	38,661

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
MONTREAL REGIONAL MAIN ADMINISTRATION
For The Year Ending June 30, 2021

	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
Revenues					
Advertising and calendar	45,000	15,175	15,000	16,305	20,000
Dances and activities	—	14,258	28,000	27,582	70,500
Magic Mission	200,000	199,987	230,000	223,924	280,000
Donations	40,000	29,429	15,000	14,647	55,000
Festival	—	5,000	—	—	—
Fundraising campaigns	150,000	172,571	367,000	276,366	360,000
Membership fees	89,000	81,234	127,600	133,636	100,000
Rental	1,021,000	1,024,425	1,021,000	1,090,130	1,249,813
Grants	—	—	—	1,000	—
Other	—	4,429	1,000	17,626	—
Amortization of emphyteutic lease	31,678	31,678	31,678	31,678	31,678
Amortization of deferred capital contributions	99,569	99,569	99,569	99,569	99,569
Administrative Revenue - School	240,000	240,000	230,000	234,978	275,000
Community Centres (Page 6)	10,000	258,666	275,228	251,067	279,269
Churches (Page 9)	372,100	516,920	792,900	757,998	937,383
Churches Capital (Page 10)	125,000	100,418	249,000	272,172	572,386
Educational Activities (Page 11)	48,700	124,395	140,400	139,607	137,900
Social Activities (Page 12)	168,500	271,795	384,800	331,866	352,295
	2,640,547	3,189,950	4,008,175	3,920,152	4,820,793
Operating expenses					
Advertising, general supplies and texts	6,800	4,294	6,800	3,730	6,400
Computer software and maintenance	4,300	5,652	3,500	2,501	3,800
Dances and activities	250	19,938	20,550	20,701	56,550
Magic Mission	200,000	279,194	148,000	165,827	259,000
Donations	12,200	57,479	32,200	42,814	22,200
Electricity, water and gas	105,000	103,462	125,000	119,550	129,800
Fundraising	17,300	68,284	124,830	188,937	101,530
General and administrative	73,500	14,684	68,550	88,901	60,000
Insurance	55,000	29,129	44,300	30,807	28,217
Interest and bank charges	406,050	400,078	431,250	421,011	425,200
Janitorial and cleaning	1,300	925	1,800	1,684	1,000
Maintenance and repairs	66,200	54,674	74,000	66,235	102,195
Office supplies and postage	46,900	35,827	45,400	43,913	48,500
Professional and consulting fees	93,000	55,487	45,100	58,343	59,000
Rent	56,960	54,960	56,960	56,722	55,260
Salaries and benefits	687,300	681,721	733,350	697,428	712,082
Taxes – municipal and school	—	(15,612)	—	15,011	24,200
Telephone	7,100	11,817	7,100	6,944	7,600
Travel and transportation	28,000	26,580	28,000	27,531	32,000
Amortization of property and equipment	600,000	692,646	580,000	574,475	564,726
Community Centres (Page 6)	80,400	284,425	353,599	355,813	349,437
Churches (Page 9)	497,705	760,727	953,605	1,028,753	967,855
Educational Activities (page 11)	66,000	116,299	162,205	162,964	145,930
Social Activities (Page 12)	165,304	266,787	371,171	347,306	343,020
	3,276,569	4,009,459	4,417,270	4,527,899	4,505,502
Excess (deficiency) of revenues over operating expenses	(636,022)	(819,508)	(409,095)	(607,747)	315,291

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
LAVAL REGION
For The Year Ending June 30, 2021

	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
Revenues					
Advertising and calendar	5,000	4,600	5,500	5,600	7,500
Dances and activities	—	—	—	—	33,000
Donations	—	25	—	—	—
Festival	—	57,138	65,150	61,361	81,120
Fundraising campaigns	—	—	—	—	—
Membership fees	—	75	2,725	2,755	10,750
Rental	630,000	692,357	629,240	629,238	628,388
Other	100	—	—	—	—
Community Centres (Page 6)	50,000	102,251	98,768	99,357	107,257
Churches (Page 9)	243,900	336,005	535,500	508,284	589,200
Churches Capital (Page 10)	2,675	8,428	13,000	8,451	16,370
Educational Activities (Page 11)	66,500	139,346	168,100	160,898	178,250
Social Activities (Page 12)	—	—	—	—	—
	998,175	1,340,225	1,517,983	1,475,945	1,651,835
Operating expenses					
Advertising, general supplies and texts	4,200	3,708	4,550	4,771	5,100
Computer software and maintenance	2,000	1,885	790	993	600
Dances and activities	1,500	—	1,500	1,500	20,000
Donations	250	—	250	—	1,000
Electricity, water and gas	—	—	—	—	—
Festival	—	36,850	45,000	68,147	62,000
General and administrative	1,000	229	1,000	533	975
Insurance	22,000	13,155	400	277	1,400
Maintenance and repairs	2,000	—	2,650	—	7,425
Interest and bank charges	—	—	2,000	2,674	3,800
Janitorial and cleaning	2,000	606	2,075	815	2,350
Office supplies and postage	1,400	197	1,395	899	1,950
Professional and consulting fees	9,500	9,500	5,000	4,249	4,600
Rent	4,000	13,551	13,300	13,285	12,900
Salaries and benefits	15,450	38,161	48,850	44,662	47,548
Taxes – municipal and school	340	313	340	397	565
Telephone	2,410	2,242	2,410	2,463	2,305
Travel and transportation	—	—	—	—	—
Amortization of property and equipment	100,000	99,604	100,000	99,647	100,000
Community Centres (Page 6)	46,100	72,317	79,259	72,801	74,851
Churches (Page 9)	333,060	487,817	596,090	606,220	584,168
Educational Activities (Page 11)	46,225	120,816	126,725	122,360	132,422
Social Activities (Page 12)	—	—	—	—	—
	593,435	900,951	1,033,584	1,046,693	1,065,959
Excess (deficiency) of revenues over operating expenses	404,740	439,274	484,400	429,252	585,876

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
SOUTH SHORE REGION
For The Year Ending June 30, 2021

	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
Revenues					
Advertising and calendar	8,000	8,225	7,698	7,250	7,350
Dances and activities	8,000	4,105	8,876	8,517	14,000
Donations	5,000	1,100	11,200	10,724	2,000
Festival	—	(12,539)	74,876	73,527	50,000
Fundraising campaigns	—	—	—	—	—
Membership fees	3,100	(190)	3,100	530	2,250
Rental	220,000	210,592	221,600	220,621	221,559
Other	—	—	—	—	—
Community Centres (Page 6)	5,000	4,958	14,000	13,849	22,000
Churches (Page 9)	26,200	67,420	71,254	76,262	76,000
Churches Capital (Page 10)	10,000	19,466	13,000	17,832	74,100
Educational Activities (Page 11)	14,100	51,490	38,100	36,926	38,210
Social Activities (Page 12)	—	—	—	—	—
	299,400	354,628	463,704	466,036	507,469
Operating expenses					
Advertising, general supplies and texts	1,900	1,935	1,900	1,843	1,900
Dances and activities	1,500	511	1,500	2,839	600
Donations	—	1,000	—	—	—
Electricity, water and gas	21,100	19,959	21,100	20,973	17,700
Festival	—	5,953	26,700	28,023	17,000
Fundraising campaign fees	500	911	500	500	3,000
General and administrative	450	1,714	450	698	350
Insurance	32,000	17,872	—	—	—
Maintenance and repairs	5,050	8,514	5,050	4,634	4,888
Interest and bank charges	200	158	200	765	200
Janitorial and cleaning	10,500	10,230	10,500	10,374	11,858
Office supplies and postage	200	—	200	290	—
Professional and consulting fees	2,900	4,634	1,900	1,767	—
Rent	—	400	—	—	350
Salaries and benefits	—	—	—	—	—
Taxes – municipal and school	110	106	110	105	109
Telephone	203	166	205	203	200
Travel and transportation	—	—	—	—	—
Amortization of property and equipment	60,000	60,615	50,274	50,274	50,274
Community Centres (Page 6)	9,700	11,967	13,270	13,092	14,740
Churches (Page 9)	66,500	126,337	123,701	126,640	133,267
Educational Activities (Page 11)	23,350	41,363	56,800	55,561	56,313
Social Activities	—	—	—	—	—
	236,163	314,344	314,360	318,584	312,749
Excess (deficiency) of revenues over operating expenses	63,237	40,284	149,345	147,452	194,720

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
SOCRATES - DEMOSTHENE SCHOOL
For The Year Ending June 30, 2021

	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
Revenues					
Advertising and calendar	—	2,900	—	1,125	—
Dances and activities	—	37,057	167,200	139,764	230,000
Donations	45,000	64,650	63,500	27,819	80,791
Fundraising campaigns	—	12,541	175,000	63,143	146,392
Membership fees	—	—	—	2,505	—
Rental	—	—	—	—	—
School fees	5,037,000	5,319,779	5,503,940	5,503,739	5,621,590
Grants	5,096,000	5,290,667	5,017,429	5,167,010	5,051,900
Other	243,000	334,981	520,750	465,451	401,300
	10,421,000	11,062,576	11,447,819	11,370,555	11,531,972
Operating expenses					
Advertising, general supplies and texts	—	23,150	24,000	22,626	33,579
Bussing	796,395	796,393	919,957	1,022,205	1,001,190
Computer software and maintenance	155,772	126,133	58,650	64,302	68,330
Dances and activities	—	52,883	164,621	161,378	220,420
Donations	—	—	—	—	2,000
Electricity, water and gas	241,700	204,621	241,700	237,898	248,000
General and administrative	358,700	309,259	342,200	348,594	347,806
Insurance	148,000	79,148	101,000	70,266	70,600
Interest and bank charges	20,000	36,635	20,250	(18,023)	20,050
Janitorial and cleaning	336,205	325,054	336,205	338,312	348,377
Maintenance and repairs	80,117	112,572	76,259	86,722	80,991
Office supplies and postage	18,900	45,553	18,900	18,264	16,900
Pedagogical materials and texts	99,200	64,376	96,200	96,910	83,540
Professional and consulting fees	70,500	61,529	70,500	71,425	77,700
Rent	1,107,268	1,107,268	1,107,268	1,107,268	1,107,268
Salaries and benefits	7,147,002	7,494,113	7,761,705	7,992,912	7,800,043
Telephone	19,000	18,076	19,000	18,770	18,800
Travel and transportation	950	576	950	714	1,600
Amortization of property and equipment	267,000	234,488	267,000	264,172	282,000
	10,866,710	11,091,827	11,626,365	11,904,716	11,829,194
Excess (deficiency) of revenues over operating expenses	(445,710)	(29,251)	(178,546)	(534,161)	(297,221)

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
COMMUNITY CENTRES
For The Year Ending June 30, 2021

	Montreal				
	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
Revenues					
Athletics department (p.7)	10,000	116,620	104,128	94,832	133,269
Banquet facilities (p.8)	—	142,046	171,100	156,235	146,000
	10,000	258,666	275,228	251,067	279,269
Expenses					
Athletics department (p.7)	29,900	113,242	142,354	139,877	136,628
Banquet facilities (p. 8)	50,500	171,183	211,245	215,935	212,810
	80,400	284,425	353,599	355,813	349,438
Net excess (deficiency) of revenues over expenses	(70,400)	(25,759)	(78,371)	(104,745)	(70,169)

	South Shore				
	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
	5,000	4,958	14,000	13,849	22,000
	—	—	—	—	—
	5,000	4,958	14,000	13,849	22,000
	9,700	11,967	13,270	13,288	14,740
	—	—	—	—	—
	9,700	11,967	13,270	13,288	14,740
	(4,700)	(7,009)	731	561	7,260

	Laval				
	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
	50,000	102,251	98,768	99,357	107,257
	—	—	—	—	—
	50,000	102,251	98,768	99,357	107,257
	46,100	72,317	79,259	72,801	74,851
	—	—	—	—	—
	46,100	72,317	79,259	72,801	74,851
	3,900	29,934	19,510	26,556	32,406

	Totals				
	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
	65,000	223,829	216,896	208,038	262,526
	—	142,046	171,100	156,235	146,000
	65,000	365,875	387,996	364,273	408,526
	85,700	197,525	234,882	225,966	226,219
	50,500	171,183	211,245	215,935	212,810
	136,200	368,709	446,127	441,901	439,029
	(71,200)	(2,834)	(58,131)	(77,628)	(30,503)

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
ATHLETICS
For The Year Ending June 30, 2021

	Montreal					South Shore					Laval					Totals				
	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Budget 2019	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Budget 2019	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Budget 2019	Budget 2021	Actual 2020	Budget 2020	Actual 2019	Budget 2019
Revenues																				
Advertising	—	—	—	—	2,000	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2,000
Activities and events	1,000	3,260	4,000	4,050	8,000	—	—	—	—	—	—	—	—	—	—	1,000	3,260	4,000	4,050	8,000
General revenues	—	—	—	—	1,500	—	—	—	—	—	—	—	—	—	—	—	—	—	—	1,500
Grants	—	39,128	39,128	40,003	41,169	—	—	—	—	—	28,000	55,768	55,768	57,122	57,637	28,000	94,896	94,896	97,125	98,806
Program fees	4,000	7,525	4,000	3,630	3,000	—	—	—	—	—	—	—	—	550	—	4,000	7,525	4,000	4,180	3,000
Rental	5,000	34,381	31,000	20,899	44,000	5,000	4,958	14,000	13,849	22,000	—	2,014	7,000	5,755	3,000	10,000	41,353	52,000	40,503	69,000
Summer camp fees	—	32,326	26,000	26,250	33,600	—	—	—	—	—	22,000	44,469	36,000	35,930	46,620	22,000	76,795	62,000	62,180	80,220
	10,000	116,620	104,128	94,832	133,269	5,000	4,958	14,000	13,849	22,000	50,000	102,251	98,768	99,357	107,257	65,000	223,829	216,896	208,038	262,526
Operating expenses																				
Activities	—	9,474	8,200	8,190	10,000	—	—	—	—	—	12,000	11,575	12,000	12,220	14,246	12,000	21,048	20,200	20,410	24,246
Electricity, water and gas	14,000	13,509	15,100	15,002	14,800	7,000	6,653	7,000	6,991	6,000	—	—	—	—	—	21,000	20,162	22,100	21,993	20,800
General expenses	700	251	1,100	1,047	1,469	200	166	200	203	220	300	200	300	—	550	1,200	617	1,600	1,250	2,239
Janitorial and cleaning	9,700	7,809	9,700	9,874	10,653	2,000	1,919	2,000	1,901	2,229	—	—	—	—	700	11,700	9,728	11,700	11,775	13,582
Maintenance and repairs	4,000	4,673	1,200	2,893	1,968	500	407	500	427	441	—	—	—	—	—	4,500	5,081	1,700	3,320	2,409
Salaries and benefits	—	77,463	105,554	101,415	96,240	—	2,822	3,570	3,570	5,850	31,800	60,232	64,959	58,739	56,355	31,800	140,517	174,082	163,724	158,445
Supplies	1,500	63	1,500	1,457	1,498	—	—	—	—	—	2,000	311	2,000	1,841	3,000	3,500	373	3,500	3,298	4,498
	29,900	113,242	142,354	139,877	136,628	9,700	11,967	13,270	13,092	14,740	46,100	72,317	79,259	72,801	74,851	85,700	197,525	234,882	225,770	226,219
Excess (deficiency) of revenues over operating expenses	(19,900)	3,379	(38,226)	(45,045)	(3,359)	(4,700)	(7,009)	731	757	7,260	3,900	29,934	19,510	26,556	32,406	(20,700)	26,304	(17,986)	(17,732)	36,307

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
BANQUET FACILITIES - MONTREAL
For The Year Ending June 30, 2021

	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
Revenues					
Activities and events	—	107,773	106,500	91,588	81,000
Cafeteria revenues	—	4,943	12,000	14,902	17,000
Rental	—	29,330	52,600	49,745	48,000
	—	142,046	171,100	156,235	146,000
Operating expenses					
Activities and events	—	1,808	3,600	3,804	2,115
Cafeteria expenses	—	2,865	7,800	8,473	8,150
Electricity, water and gas	25,000	27,901	31,000	30,984	31,100
Food and alcohol	—	41,400	43,000	44,437	33,500
General and administrative	—	—	—	—	610
Janitorial and cleaning	13,000	15,192	17,500	17,390	20,850
Insurance	—	—	5,500	5,500	5,500
Linen rentals and laundry	—	3,112	4,120	4,607	3,700
Maintenance and repairs	12,000	23,431	19,825	22,102	21,630
Permits	—	1,068	1,400	1,398	1,260
Salaries and benefits	—	53,161	75,000	74,685	83,000
Supplies	—	253	1,200	1,214	460
Telephone	500	684	500	487	450
Travel and transportation	—	309	800	854	485
	50,500	171,183	211,245	215,935	212,810
Excess (deficiency) of revenues over operating expenses	(50,500)	(29,137)	(40,145)	(59,700)	(66,810)

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
CHURCHES
For The Year Ending June 30, 2021

	ST-GEORGE					KOIMISIS					EVANGELISMOS					ST-JEAN-BAPTISTE				
	2021	2020		2019		2021	2020		2019		2021	2020		2019		2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget
Revenues																				
Baptisms	10,000	9,849	21,000	20,650	17,930	2,000	5,300	18,000	16,440	12,000	8,000	6,400	13,200	12,550	11,424	3,000	5,800	8,400	8,825	5,100
Candle sales	70,000	65,239	96,000	93,093	95,211	120,000	146,691	200,000	190,176	250,000	80,000	153,643	167,000	164,967	271,196	15,000	25,651	28,654	29,926	34,200
Ceremonial fees	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Commemorations	7,000	5,750	4,000	5,700	770	10,000	5,550	10,000	11,100	5,000	7,000	9,850	12,000	13,150	11,760	500	2,350	2,500	3,150	1,750
Donations	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Festival	—	—	2,000	1,500	36,087	—	—	—	—	34,000	—	8,981	80,000	63,645	35,280	—	5,119	—	—	2,500
Funerals	15,000	20,475	10,200	10,350	10,450	10,000	6,750	11,100	12,020	8,917	10,000	16,845	17,100	18,600	24,960	3,000	4,600	3,000	3,300	3,500
Membership fees	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Rental	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Sundry	—	1,738	2,300	2,480	1,990	—	5,780	5,000	7,560	2,480	—	510	1,000	835	852	—	6,933	8,500	10,873	1,150
Tray (general)	—	3,915	27,000	24,163	25,252	—	6,840	25,000	20,983	8,500	—	15,364	40,000	37,137	48,010	4,000	14,367	18,000	17,537	25,900
Weddings	13,300	17,350	17,000	16,900	13,255	4,200	3,400	6,000	6,000	3,480	5,600	700	8,000	8,000	8,580	700	2,600	2,200	2,650	1,900
	115,300	124,316	179,500	174,836	200,944	146,200	180,311	275,100	264,279	324,377	110,600	212,293	338,300	318,883	412,062	26,200	67,420	71,254	76,262	76,000
Expenses																				
Advertising, general supplies and texts	815	1,064	815	815	815	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Dances and activities	—	—	—	7,400	500	—	—	—	1,197	16,000	—	—	—	—	1,000	—	3,563	—	—	175
Metropolis Fees	15,000	40,000	40,000	40,000	40,000	15,000	40,000	40,000	40,000	40,000	15,000	36,085	40,000	36,085	40,000	15,000	40,000	40,150	40,150	40,000
Electricity, water and gas	17,000	14,905	17,000	16,553	17,000	18,000	16,626	22,600	22,389	20,000	35,500	34,120	35,500	34,120	35,000	7,200	6,653	7,200	6,991	5,874
Festival	—	—	—	—	—	—	—	—	—	—	—	9,813	50,000	46,963	50	—	—	—	—	—
General and administrative	1,300	3,441	1,300	7,988	3,900	3,000	1,501	3,000	3,094	6,700	2,300	1,554	5,300	13,666	6,050	700	4,044	3,450	1,539	4,082
Insurance	39,000	18,874	25,000	18,458	16,458	12,000	5,662	8,000	6,142	6,142	28,000	13,599	19,000	14,339	12,439	7,000	3,220	—	—	3,900
Interest and bank charges	1,000	469	1,000	812	300	20,200	28,809	200	55,209	250	250	284	250	271	300	500	136	500	470	300
Janitorial and cleaning	1,000	1,083	1,000	2,829	900	2,000	1,205	2,000	1,955	1,800	1,000	674	1,000	886	1,700	3,400	3,264	3,400	3,234	3,792
Maintenance and repairs	14,400	20,201	14,400	15,430	20,143	3,720	3,699	3,720	5,647	2,700	3,500	1,360	3,500	3,160	6,529	1,600	4,337	1,600	1,519	1,101
Professional and consulting fees	—	13,814	—	—	—	—	(3,586)	—	—	—	—	(269)	—	—	—	—	—	—	—	—
Office supplies and postage	1,400	1,056	1,400	1,499	1,400	350	572	350	391	1,300	500	718	100	66	400	100	140	100	61	500
Salaries and benefits	96,500	128,070	171,200	171,128	152,804	42,000	107,286	153,800	156,857	150,303	46,400	118,118	144,600	144,920	135,935	25,600	51,831	57,651	60,150	61,425
Supplies	12,000	13,906	29,000	30,131	24,653	34,000	43,846	64,000	66,982	123,685	10,000	35,764	49,000	50,527	75,000	5,000	7,209	9,250	12,120	11,317
Telephone	1,520	1,639	1,520	1,484	1,700	2,100	1,960	2,100	2,528	1,700	1,950	2,801	1,950	1,945	2,301	400	332	400	406	800
Travel and transportation	—	2	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
	200,935	258,526	303,635	314,525	280,573	152,370	247,579	299,770	362,391	370,580	144,400	254,622	350,200	346,949	316,703	66,500	124,729	123,701	126,640	133,267
Net Excess (deficiency) of revenues over operating expenses	(85,635)	(134,210)	(124,135)	(139,690)	(79,629)	(6,170)	(67,268)	(24,670)	(98,112)	(46,203)	(33,800)	(42,329)	(11,900)	(28,065)	95,359	(40,300)	(57,309)	(52,447)	(50,378)	(57,267)

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
CHURCHES
For The Year Ending June 30, 2021

	HOLY CROSS				
	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
Revenues					
Baptisms	18,000	11,900	25,200	21,150	31,500
Candle sales	105,000	117,372	170,000	162,927	175,000
Ceremonial fees	—	—	—	—	—
Commemorations	7,000	6,750	8,000	10,050	7,350
Donations	—	—	—	—	—
Festival	—	—	—	—	—
Funerals	9,000	12,300	12,000	12,950	15,850
Membership fees	—	—	—	—	—
Rental	—	—	—	—	—
Sundry	—	3,025	1,800	1,900	6,000
Tray (general)	—	25,840	50,000	42,090	65,250
Weddings	8,400	10,250	12,000	12,500	14,600
	147,400	187,437	279,000	263,567	315,550
Expenses					
Advertising, general supplies and texts	—	—	—	—	—
Dances and activities	—	—	—	153	—
Metropolis Fees	15,000	40,000	40,000	40,000	40,000
Electricity, water and gas	33,000	31,180	36,500	35,020	35,250
Festival	(3,000)	(2,402)	—	—	—
General and administrative	2,580	1,212	1,880	3,332	1,065
Insurance	26,000	12,552	15,000	13,101	13,101
Interest and bank charges	—	—	55	60	105
Janitorial and cleaning	2,000	1,477	2,050	2,597	2,900
Maintenance and repairs	19,900	11,704	19,900	22,831	17,194
Professional and consulting fees	—	(269)	—	—	—
Office supplies and postage	905	420	830	843	1,110
Salaries and benefits	76,000	127,172	151,500	149,622	138,195
Supplies	20,000	32,870	52,700	56,369	52,500
Telephone	1,830	2,018	1,830	1,840	1,910
Travel and transportation	—	—	—	—	—
	194,215	257,934	322,245	325,768	303,329
Net Excess (deficiency) of revenues over operating expenses	(46,815)	(70,497)	(43,245)	(62,201)	12,221

	ST-NICHOLAS				
	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
	26,000	21,850	34,200	35,550	27,850
	50,000	76,838	140,000	133,272	148,500
	—	—	—	—	—
	4,000	8,850	15,150	16,250	10,200
	—	—	—	—	—
	—	—	—	—	—
	8,000	15,250	15,600	16,500	18,250
	—	—	—	—	—
	—	—	—	—	—
	4,300	3,125	4,550	3,850	7,050
	—	14,455	38,000	28,995	50,300
	4,200	8,200	9,000	10,300	11,500
	96,500	148,568	256,500	244,717	273,650
	—	—	—	—	—
	—	—	—	—	—
	15,000	40,000	40,000	40,000	40,000
	18,650	18,643	24,400	26,002	24,600
	—	—	—	—	—
	1,605	1,614	1,605	2,074	2,105
	23,000	10,926	8,000	7,620	7,611
	65	—	65	60	50
	650	1,095	650	775	1,250
	3,300	4,014	3,300	6,259	10,025
	—	(269)	—	—	—
	1,245	1,416	1,245	1,504	1,450
	55,300	127,252	146,300	144,251	136,498
	18,000	23,342	46,250	49,687	55,250
	2,030	1,852	2,030	2,221	2,000
	—	—	—	—	—
	138,845	229,884	273,845	280,453	280,839
	—	—	—	—	—
	—	—	—	—	—
	(42,345)	(81,316)	(17,345)	(35,736)	(7,189)

	TOTAL CHURCHES				
	2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget
	67,000	61,099	120,000	115,165	105,804
	440,000	585,434	801,654	774,360	974,107
	—	—	—	—	—
	35,500	39,100	51,650	59,400	36,830
	—	—	—	—	—
	—	14,100	82,000	65,145	107,867
	55,000	76,220	69,000	73,720	81,927
	—	—	—	—	—
	—	—	—	—	—
	4,300	21,111	23,150	27,498	19,522
	4,000	80,781	198,000	170,905	223,211
	36,400	42,500	54,200	56,350	53,315
	642,200	920,345	1,399,654	1,342,544	1,602,583
	815	1,064	815	815	815
	—	3,563	—	8,750	17,675
	90,000	236,085	240,150	236,235	240,000
	129,350	122,127	143,200	141,075	137,724
	(3,000)	7,411	50,000	46,963	50
	11,485	13,366	16,535	31,693	23,902
	135,000	64,832	75,000	59,660	59,651
	22,015	29,698	2,070	56,881	1,305
	10,050	8,798	10,100	12,277	12,342
	46,420	45,317	46,420	54,847	57,692
	—	9,422	—	—	—
	4,500	4,323	4,025	4,364	6,160
	341,800	659,728	825,051	826,927	775,158
	99,000	156,937	250,200	265,815	342,405
	9,830	10,602	9,830	10,424	10,411
	—	2	—	—	—
	897,265	1,373,275	1,673,396	1,756,726	1,685,290
	(255,065)	(452,930)	(273,742)	(414,182)	(82,708)

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
CHURCHES - CAPITAL PROJECTS
For The Year Ending June 30, 2021

	ST-GEORGE					KOIMISIS					EVANGELISMOS					ST-JEAN-BAPTISTE				
	2021	2020		2019		2021	2020		2019		2021	2020		2019		2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget
Revenues																				
Donations account	120,000	69,687	—	172,038	435,944	5,000	7,005	35,000	32,467	50,000	—	13,306	15,000	17,195	24,941	10,000	17,443	8,000	11,497	6,000
Tray B' (2nd tray)	—	8,715	40,000	27,567	24,000	—	1,305	5,000	4,545	7,500	—	—	4,000	4,260	—	—	2,023	5,000	6,335	—
Fundraising - capital projects	—	—	150,000	14,100	—	—	—	—	—	—	—	—	—	—	30,000	—	—	—	—	68,100
	120,000	78,402	190,000	213,705	459,944	5,000	8,310	40,000	37,012	57,500	—	13,306	19,000	21,455	54,941	10,000	19,466	13,000	17,832	74,100
Capital purchases																				
Capital project expenditures	120,000	123,740	130,000	174,615	428,500	—	—	40,000	56,893	—	—	3,268	19,000	5,123	32,500	10,000	—	13,000	9,940	68,100
	120,000	123,740	130,000	174,615	428,500	—	—	40,000	56,893	—	—	3,268	19,000	5,123	32,500	10,000	—	13,000	9,940	68,100
Net Excess (deficiency) of revenues over operating expenses	—	(45,338)	60,000	39,090	31,444	5,000	8,310		(19,882)	57,500	—	10,038		16,332	22,441	—	19,466		7,892	6,000

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
CHURCHES - CAPITAL PROJECTS
For The Year Ending June 30, 2021

	HOLY CROSS					
	2021		2020		2019	
	Budget	Actual	Budget	Actual	Budget	Budget
Revenues						
Donations account	175	1,557	300	271	500	500
Tray B' (2nd tray)	—	—	7,700	4,266	11,400	11,400
Fundraising - capital projects	—	—	—	—	—	—
	175	1,557	8,000	4,537	11,900	11,900
Capital purchases						
Capital project expenditures	—	—	8,000	7,460	11,400	11,400
	—	—	8,000	7,460	11,400	11,400
Net Excess (deficiency) of revenues over operating expenses	175	1,557		(2,923)	500	500

	ST-NICHOLAS					
	2021		2020		2019	
	Budget	Actual	Budget	Actual	Budget	Budget
	2,500	6,871	200	122	470	470
	—	—	4,800	3,792	—	—
	—	—	—	—	4,000	4,000
	2,500	6,871	5,000	3,914	4,470	4,470
	—	—	5,000	3,699	4,000	4,000
	—	—	5,000	3,699	4,000	4,000
	2,500	6,871		215	470	470

	TOTAL CHURCHES					
	2021		2020		2019	
	Budget	Actual	Budget	Actual	Budget	Budget
	137,675	115,869	58,500	233,590	517,855	517,855
	—	12,043	66,500	50,765	42,900	42,900
	—	—	150,000	14,100	102,100	102,100
	137,675	127,912	275,000	298,455	662,855	662,855
	130,000	127,008	215,000	257,730	544,500	544,500
	130,000	127,008	215,000	257,730	544,500	544,500
	7,675	904	60,000	40,725	118,355	118,355

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
EDUCATIONAL ACTIVITIES - PLATON-OMEROS
ELEMENTARY For The Year Ending June 30, 2021

	MONTREAL					ROXBORO					SOUTH SHORE					SAINT NICHOLAS - LAVAL					TOTAL									
	2021	2020		2019		2021	2020		2019		2021	2020		2019		2021	2020		2019		2021	2020		2019						
	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget					
Revenues																														
Activities and events	—	—	—	316	—	—	—	—	158	—	—	—	—	158	—	—	—	—	316	—	—	—	—	948	—	—	—	—	948	—
Tuition Fees	18,000	71,545	62,000	61,322	63,000	5,500	15,605	20,000	20,491	22,000	6,500	44,760	30,000	30,135	30,000	60,000	107,988	134,000	123,081	142,000	90,000	239,899	246,000	235,029	257,000	90,000	239,899	246,000	235,029	257,000
Other	3,000	2,750	2,500	1,365	2,500	700	620	900	1,185	900	1,500	1,130	1,400	1,480	1,450	(6,000)	5,255	5,500	6,110	5,500	(800)	9,755	10,300	10,140	10,350	(800)	9,755	10,300	10,140	10,350
	21,000	74,295	64,500	63,003	65,500	6,200	16,225	20,900	21,834	22,900	8,000	45,890	31,400	31,773	31,450	54,000	113,243	139,500	129,507	147,500	89,200	249,654	256,300	246,117	267,350	89,200	249,654	256,300	246,117	267,350
Expenses																														
Dances and activities	—	—	700	637	—	400	—	400	156	400	200	—	200	156	—	—	—	400	388	—	600	—	1,700	1,337	400	600	—	1,700	1,337	400
Electricity, water and gas	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
General and administrative	600	575	600	580	300	400	150	400	430	—	150	325	150	140	250	1,375	1,854	1,375	836	7,811	2,525	2,905	2,525	1,986	8,361	2,525	2,905	2,525	1,986	8,361
Janitorial and cleaning	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	8,223	8,100	8,061	8,061	—	8,223	8,100	8,061	8,061	—	8,223	8,100	8,061	8,061
Maintenance and repairs	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	520	—	—	—	—	520	—	—	—	—	520	—
Pedagogical materials and texts	3,000	2,753	3,000	2,945	2,600	1,000	688	1,000	982	830	1,500	1,514	1,300	1,402	1,250	6,000	5,781	6,000	5,889	5,700	11,500	10,736	11,300	11,217	10,380	11,500	10,736	11,300	11,217	10,380
Office supplies and postage	800	620	800	298	1,000	300	—	300	154	150	100	—	100	86	325	400	722	400	408	800	1,600	1,341	1,600	946	2,275	1,600	1,341	1,600	946	2,275
Rent for classrooms	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Salaries and benefits	19,000	48,852	56,205	56,100	59,500	16,000	24,586	32,200	32,116	29,000	9,800	22,663	33,900	32,800	37,645	27,000	72,540	79,600	75,698	81,100	71,800	168,641	201,905	196,713	207,245	71,800	168,641	201,905	196,713	207,245
Telephone	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Travel and transportation	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	(123)	—	—	—	—	(124)	—	—	—	—	(124)	—	—	—
	23,400	52,800	61,305	60,559	63,400	18,100	25,424	34,300	33,837	30,380	11,750	24,502	35,650	34,585	39,470	34,775	88,996	95,875	91,801	103,472	88,025	191,722	227,130	220,781	236,722	88,025	191,722	227,130	220,781	236,722
Net Excess (deficiency) of revenues over operating expenses	(2,400)	21,495	3,195	2,445	2,100	(11,900)	(9,199)	(13,400)	(12,003)	(7,480)	(3,750)	21,388	(4,250)	(2,812)	(8,020)	19,225	24,247	43,625	37,706	44,028	1,175	57,932	29,170	25,336	30,628	1,175	57,932	29,170	25,336	30,628

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
EDUCATIONAL ACTIVITIES - ARISTOTELIS SECONDARY
For The Year Ending June 30, 2021

	MONTREAL					SOUTH SHORE					LAVAL					TOTAL				
	2021	2020		2019		2021	2020		2019		2021	2020		2019		2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget
Revenues																				
Activities and events	—	—	—	316	—	—	—	—	—	—	—	—	—	316	—	—	—	—	632	—
Tuition Fees	20,000	32,560	48,000	48,079	43,000	5,500	5,550	6,500	5,103	6,500	11,500	25,543	28,000	30,765	30,000	37,000	63,653	82,500	83,947	79,500
Other	1,500	1,190	1,500	2,730	1,500	600	50	200	50	260	1,000	560	600	210	750	3,100	1,800	2,300	2,990	2,510
	21,500	33,750	49,500	51,125	44,500	6,100	5,600	6,700	5,153	6,760	12,500	26,103	28,600	31,291	30,750	40,100	65,453	84,800	87,569	82,010
Expenses																				
Dances and activities	—	—	700	637	—	—	—	—	—	—	—	—	300	315	—	—	—	1,000	951	—
Electricity, water and gas	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
General and administrative	2,400	1,824	2,400	2,758	4,050	—	—	100	70	—	1,100	1,146	800	911	500	3,500	2,969	3,300	3,739	4,550
Janitorial and cleaning	—	—	400	389	2,000	—	—	—	—	—	—	—	—	—	—	—	—	400	389	2,000
Maintenance and repairs	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Pedagogical materials and texts	—	—	—	—	—	600	551	150	140	170	—	—	—	—	—	600	551	150	140	170
Office supplies and postage	600	739	820	859	1,050	—	—	—	19	50	100	9	100	56	300	700	748	920	934	1,400
Rent for classrooms	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Salaries and benefits	21,500	42,290	56,780	57,030	40,550	11,000	13,403	20,900	20,747	16,624	10,000	25,284	29,400	29,278	28,150	42,500	80,977	107,080	107,055	85,324
Telephone	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Travel and transportation	—	(22)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	(22)	—	—	—
	24,500	44,831	61,100	61,673	47,650	11,600	13,954	21,150	20,977	16,844	11,200	26,439	30,600	30,559	28,950	47,300	85,223	112,850	113,209	93,444
Net Excess (deficiency) of revenues over operating expenses	(3,000)	(11,081)	(11,600)	(10,548)	(3,150)	(5,500)	(8,354)	(14,450)	(15,824)	(10,084)	1,300	(336)	(2,000)	732	1,800	(7,200)	(19,771)	(28,050)	(25,640)	(11,434)

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
SUPPLEMENTARY EDUCATION (KEDEPE)
For The Year Ending June 30, 2021

	KEDEPE					TOTAL - SUPPLEMENTARY EDUCATION (*)				
	2021	2020		2019		2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget
Revenues										
Activities and events	—	—	—	—	—	—	—	—	1,580	—
Parent contributions	—	125	5,500	3,645	5,000	127,000	303,676	341,500	322,621	341,500
Other	—	—	—	—	—	2,300	11,555	12,860	13,130	12,860
	—	125	5,500	3,645	5,000	129,300	315,231	354,360	337,331	354,360
Expenses										
Dances and activities	—	—	—	—	—	600	—	400	2,288	400
Electricity, water and gas	—	—	—	—	—	—	—	—	—	—
General and administrative	—	568	5,500	6,895	4,500	6,025	6,442	17,411	12,621	17,411
Janitorial and cleaning	—	—	—	—	—	—	8,223	10,061	8,451	10,061
Maintenance and repairs	—	—	—	—	—	—	—	—	520	—
Pedagogical materials and texts	—	—	—	—	—	12,100	11,286	10,550	11,358	10,550
Office supplies and postage	—	—	—	—	—	2,300	2,089	3,675	1,880	3,675
Rent for classrooms	—	—	—	—	—	—	—	—	—	—
Salaries and benefits	—	—	—	—	—	114,300	249,618	292,569	303,768	292,569
Telephone	—	—	—	—	—	—	—	—	—	—
Travel and transportation	—	—	—	—	—	—	(146)	—	—	—
	—	568	5,500	6,895	4,500	135,325	277,513	334,666	340,885	334,666
Net Excess (deficiency) of revenues over operating expenses	—	(443)		(3,250)	500	(6,025)	37,718	19,694	(3,554)	19,694

(*) Includes KEDEPE

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
SOCIAL ACTIVITIES
For The Year Ending June 30, 2021

MONTREAL CENTRE FOR GREEK STUDIES				
2021	2020		2019	
Budget	Actual	Budget	Actual	Budget
Revenues				
Dances and activities	—	—	—	—
Donations	7,000	1,250	8,000	4,100
School and registration fees	16,000	14,900	16,000	15,825
Grants	—	—	—	—
	23,000	16,150	24,000	19,925
Expenses				
Dances and activities	—	—	—	—
General and administrative	—	—	—	—
Insurance	—	—	—	—
Maintenance and repairs	—	—	—	—
Office supplies and postage	—	—	—	—
Pedagogical materials and texts	—	—	—	—
Professional and consulting fees	—	—	—	—
Salaries and benefits	23,244	16,854	23,171	23,171
Telephone	—	—	—	—
Travel and transportation	—	—	—	—
	23,244	16,854	23,171	22,214
Net Excess (deficiency) of revenues over operating expenses	(244)	(704)	829	(3,246)

SOCIAL SERVICES - MONTREAL				
2021	2020		2019	
Budget	Actual	Budget	Actual	Budget
	5,500	7,895	51,800	6,580
	10,000	58,531	26,000	33,889
	—	—	—	—
	130,000	109,454	196,500	185,170
	145,500	175,880	274,300	225,639
	1,000	2,847	8,000	7,713
	21,500	11,648	16,500	16,008
	—	—	—	—
	50	870	50	23
	100	1,219	100	156
	—	350	—	—
	17,000	4,517	9,600	7,645
	97,000	169,510	227,740	214,210
	2,410	2,467	2,410	2,378
	3,000	6,917	9,900	7,264
	142,060	200,346	274,300	255,397
	3,440	(24,466)		(29,758)
				(7,367)

HELLENIC COMMUNITY OF GREATER MONTREAL
CONSOLIDATED BUDGET
SOCIAL ACTIVITIES
For The Year Ending June 30, 2021

	CULTURAL INSTITUTE					TOTAL				
	2021	2020		2019		2021	2020		2019	
	Budget	Actual	Budget	Actual	Budget	Budget	Actual	Budget	Actual	Budget
Revenues										
Dances and activities	—	21,330	31,000	28,423	36,000	5,500	29,225	82,800	35,003	57,729
Donations	—	6,375	—	160	—	17,000	66,156	34,000	38,149	40,231
School and registration fees	—	52,060	55,500	57,720	55,500	16,000	66,960	71,500	73,545	70,500
Grants	—	—	—	—	—	130,000	109,454	196,500	185,170	183,835
	—	79,765	86,500	86,303	91,500	168,500	271,795	384,800	331,866	352,295
Expenses										
Dances and activities	—	19,903	6,000	4,567	20,000	1,000	22,750	14,000	12,280	25,900
General and administrative	—	581	700	501	100	21,500	12,229	17,200	16,510	16,840
Insurance	—	—	—	—	—	—	—	—	—	—
Maintenance and repairs	—	138	12,000	11,811	300	50	1,008	12,050	11,834	600
Office supplies and postage	—	—	—	—	—	100	1,219	100	156	80
Pedagogical materials and texts	—	—	—	—	—	—	350	—	—	—
Professional and consulting fees	—	8,040	12,000	9,144	12,000	17,000	12,557	21,600	16,789	24,545
Salaries and benefits	—	20,925	42,200	41,641	45,843	120,244	207,290	293,111	279,021	264,243
Telephone	—	—	—	—	—	2,410	2,467	2,410	2,378	2,412
Travel and transportation	—	—	800	1,075	400	3,000	6,917	10,700	8,339	8,400
	—	49,588	73,700	68,739	78,643	165,304	266,787	371,171	347,306	343,020
Net Excess (deficiency) of revenues over operating expenses		30,177	12,800	17,564	12,857	3,196	5,008	13,629	(15,440)	9,275