

American Sokol DRAFT Budget Worksheet for 2022 Convention

| # | Account / Line Item | 2022 Budget Jan-Jun | \$35 Adult Dues | | \$10 Youth Dues | | | \$10.00 Convention Dues | | July '22 thru Dec '26 Total Budget | Comment |
|-----------------|--------------------------------|---------------------------|---------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|-----------------------------------|---|--|
| | | | Proposed 2022 Budget Jul-Dec | Resulting 2022 Budget Total | Proposed Annual Budget 2023 | Proposed Annual Budget 2024 | Proposed Annual Budget 2025 | Proposed Annual Budget 2026 | 4-year budget 2023- 2026 | | |
| Revenues | | | | | | | | | | | |
| 1 | Income - Dues | \$ 114,000 | \$ 5,000 | \$ 119,000 | \$ 119,000 | \$ 115,500 | \$ 112,000 | \$ 108,500 | \$ 455,000 | \$ 460,000 | Assume 3400 adults down 100/yr |
| 2 | Income - Youth Dues | \$ 0 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 32,000 | \$ 40,000 | Assume 800 youth steady |
| 3 | Income - Convention Dues | \$ 14,000 | \$ 0 | \$ 14,000 | \$ 28,000 | \$ 27,000 | \$ 26,000 | \$ 25,000 | \$ 106,000 | \$ 106,000 | Assume 2800 voting mbrs down 100/yr |
| 4 | Income - Registration Fees | \$ 1,000 | \$ 500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 6,000 | \$ 6,500 | Assume 100 new per yr @\$15 ea |
| 5 | Income - Member at Large | \$ 400 | \$ 0 | \$ 400 | \$ 400 | \$ 400 | \$ 400 | \$ 400 | \$ 1,600 | \$ 1,600 | Assume 8 @ \$50/yr |
| 6 | Income - Donations | \$ 3,750 | \$ 3,750 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 30,000 | \$ 33,750 | All donations & fundraising |
| 7 | Income - Merchandise | \$ 250 | \$ 250 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 2,000 | \$ 2,250 | Sales of merch from ASO |
| 8 | Income - Uniform Rebates | \$ 0 | \$ 750 | \$ 750 | \$ 750 | \$ 750 | \$ 750 | \$ 750 | \$ 3,000 | \$ 3,750 | Return from BOI uniform sales |
| 9 | Income - Shipping | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | Ship costs from merch sales |
| 10 | Income - Grants | \$ 5,000 | \$ 10,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 60,000 | \$ 70,000 | Non Foundation - cover archivist salary |
| 11 | Income - Interest / Div | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | Bank interest only |
| 12 | Income - Miscellaneous | \$ 0 | \$ 375 | \$ 375 | \$ 375 | \$ 375 | \$ 375 | \$ 375 | \$ 1,500 | \$ 1,875 | "Sale of BOI Supplies" (See # 191) |
| 13 | Income - Events / Training | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | Fees for general events / training |
| 14 | Income - Admin Conference | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 15 | Income - National Camps | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 16 | Income - Development Conf | \$ 0 | \$ 0 | \$ 0 | \$ 1,875 | \$ 1,875 | \$ 1,875 | \$ 1,875 | \$ 7,500 | \$ 7,500 | |
| 17 | Income - Directors Conf | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 18 | Income - Instructor School | \$ 0 | \$ 15,000 | \$ 15,000 | \$ 22,500 | \$ 22,500 | \$ 22,500 | \$ 22,500 | \$ 90,000 | \$ 105,000 | |
| 19 | Income - Misc Programs | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 20 | Income - Slet | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 3,000 | \$ 10,000 | \$ 0 | \$ 13,000 | \$ 13,000 | Main Slet is net 10k, Winter slet is gross |
| 21 | Income - Fundraising | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | Track under Income-Donations |
| 22 | Income - Advertise / Sponsor | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | Marketing income |
| 23 | Income - Other | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| | Total Revenues | \$ 138,400 | \$ 43,625 | \$ 182,025 | \$ 205,400 | \$ 203,900 | \$ 206,400 | \$ 191,900 | \$ 807,600 | \$ 851,225 | |
| Expenses | | | | | | | | | | | |
| 101 | Advertising | \$ 200 | \$ 300 | \$ 500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 6,000 | \$ 6,300 | Includes MBR \$1000 for "Unit sharing" |
| 102 | Marketing Efforts | \$ 500 | \$ 4,000 | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 18,000 | \$ 22,000 | MBR Youth Gifts, plus \$500 other mktg |
| 103 | Bank Charges | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 104 | Education and Training | \$ 1,000 | \$ 1,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 8,000 | \$ 9,000 | Safesport reimbursements |
| 105 | Public Relations | \$ 0 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 2,000 | \$ 2,500 | PR/Mkt expenses |
| 106 | Membership & Subscriptions-Adm | \$ 100 | \$ 0 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 400 | \$ 400 | WSF |
| 107 | Membership & Subscriptions-BOI | \$ 0 | \$ 275 | \$ 275 | \$ 275 | \$ 275 | \$ 275 | \$ 275 | \$ 1,100 | \$ 1,375 | BOI: USAG, AAU, WSF Activities |
| 108 | Membership & Subscriptions-Edu | \$ 125 | \$ 0 | \$ 125 | \$ 125 | \$ 125 | \$ 125 | \$ 125 | \$ 500 | \$ 500 | |
| 109 | Gifts & Donations | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | General gifts from ASO |
| 110 | Insurance - Officer & Director | \$ 1,800 | \$ 0 | \$ 1,800 | \$ 1,800 | \$ 1,800 | \$ 1,800 | \$ 1,800 | \$ 7,200 | \$ 7,200 | |
| 111 | Insurance - Equipment | \$ 2,250 | \$ 0 | \$ 2,250 | \$ 2,250 | \$ 2,250 | \$ 2,250 | \$ 2,250 | \$ 9,000 | \$ 9,000 | Bus & Equipment |
| 112 | Insurance - Liability | \$ 2,400 | \$ 0 | \$ 2,400 | \$ 2,400 | \$ 2,400 | \$ 2,400 | \$ 2,400 | \$ 9,600 | \$ 9,600 | |
| 113 | Insurance - Workmen's Comp | \$ 650 | \$ 0 | \$ 650 | \$ 650 | \$ 650 | \$ 650 | \$ 650 | \$ 2,600 | \$ 2,600 | Minimum policy |
| 114 | Fundraising Expenses | \$ 0 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 2,000 | \$ 2,500 | |

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|-----|-------------------------------|---------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------|------------------------------------|---|
| 115 | Prof Svc - Accounting | \$ 0 | \$ 8,500 | \$ 8,500 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 8,500 | \$ 14,500 | \$ 23,000 | Annual taxes \$2k, \$6.5k audit once/4 yrs |
| 116 | Prof Svc - Legal | \$ 0 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 2,000 | \$ 2,500 | |
| 117 | Licenses & Fees | \$ 150 | \$ 0 | \$ 150 | \$ 150 | \$ 150 | \$ 150 | \$ 150 | \$ 600 | \$ 600 | Business License |
| 118 | Miscellaneous - ADM | \$ 125 | \$ 125 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 1,000 | \$ 1,125 | |
| 119 | Miscellaneous - BOI | \$ 125 | \$ 125 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 1,000 | \$ 1,125 | |
| 120 | Miscellaneous - Education | \$ 125 | \$ 125 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 1,000 | \$ 1,125 | Printing & supplies |
| 121 | Miscellaneous - PR | \$ 125 | \$ 125 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 1,000 | \$ 1,125 | |
| 122 | Office Supplies | \$ 100 | \$ 400 | \$ 500 | \$ 500 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 3,500 | \$ 3,900 | |
| 123 | Office Services - Bookkeeper | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | Assume office manager has the skills |
| 124 | Equipment Rental / Lease | \$ 725 | \$ 725 | \$ 1,450 | \$ 1,372 | \$ 0 | \$ 0 | \$ 0 | \$ 1,372 | \$ 2,097 | Don't renew copier lease after 2023 |
| 125 | Postage and Deliveries | \$ 1,250 | \$ 1,250 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 10,000 | \$ 11,250 | Includes mailing, bulk rate permits, fundraising, and publication |
| 126 | Repairs & Maintenance | \$ 125 | \$ 125 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 1,000 | \$ 1,125 | |
| 127 | Printing Expense - General | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 128 | BOI Salaries | \$ 0 | \$ 1,500 | \$ 1,500 | \$ 3,000 | \$ 3,000 | \$ 9,300 | \$ 3,000 | \$ 18,300 | \$ 19,800 | BOI request. Separate person needed? |
| 129 | Office Salaries | \$ 0 | \$ 12,500 | \$ 12,500 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 100,000 | \$ 112,500 | Start Jul '22, includes bookkeeping |
| 130 | Directors - Physical | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | Ending stipends |
| 131 | Archivist - Library | \$ 0 | \$ 5,000 | \$ 5,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 60,000 | \$ 65,000 | Paid by Grants |
| 132 | Newsletter Editor- ASO | \$ 0 | \$ 1,000 | \$ 1,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 8,000 | \$ 9,000 | Continue with or without stipends? |
| 133 | Newsletter Editor - Directors | \$ 0 | \$ 150 | \$ 150 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 1,200 | \$ 1,350 | Continue with or without stipends? |
| 134 | Printing Exp - ASO Newsletter | \$ 4,000 | \$ 4,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 32,000 | \$ 36,000 | \$2k each - 4 issues/yr |
| 135 | Printing Exp - Dir Newsletter | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | email only, no printing |
| 136 | Computer IT Services | \$ 432 | \$ 480 | \$ 912 | \$ 960 | \$ 960 | \$ 960 | \$ 960 | \$ 3,840 | \$ 4,320 | \$80/mo email |
| 137 | Software & Subscription - ADM | \$ 150 | \$ 0 | \$ 150 | \$ 150 | \$ 150 | \$ 150 | \$ 150 | \$ 600 | \$ 600 | Zoom |
| 138 | Software & Subscription - EDU | \$ 525 | \$ 0 | \$ 525 | \$ 525 | \$ 525 | \$ 525 | \$ 525 | \$ 2,100 | \$ 2,100 | PastPerfect, Lightroom |
| 139 | Software & Subscription - MBR | \$ 4,000 | \$ 0 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 16,000 | \$ 16,000 | Membership database |
| 140 | Computer Hardware | \$ 0 | \$ 500 | \$ 500 | \$ 1,250 | \$ 1,250 | \$ 1,250 | \$ 1,250 | \$ 5,000 | \$ 5,500 | Repl equip & buy copier + \$250/yr BOI |
| 141 | Computer - Web design / Maint | \$ 185 | \$ 185 | \$ 370 | \$ 370 | \$ 370 | \$ 370 | \$ 370 | \$ 1,480 | \$ 1,665 | \$120/yr web hosting + web design help |
| 142 | Internet & Telephone | \$ 1,250 | \$ 1,250 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 10,000 | \$ 11,250 | |
| 143 | Travel & Per Diem - ADM | \$ 500 | \$ 500 | \$ 1,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 8,000 | \$ 8,500 | |
| 144 | Travel & Per Diem - BOI | \$ 500 | \$ 500 | \$ 1,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 8,000 | \$ 8,500 | |
| 145 | Travel & Per Diem - EDU | \$ 300 | \$ 300 | \$ 600 | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 4,800 | \$ 5,100 | |
| 146 | Rent - Building | \$ 7,950 | \$ 7,950 | \$ 15,900 | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ 18,000 | \$ 72,000 | \$ 79,950 | |
| 147 | Natural Gas | \$ 1,000 | \$ 1,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 8,000 | \$ 9,000 | |
| 148 | Water & Sewer | \$ 450 | \$ 450 | \$ 900 | \$ 900 | \$ 900 | \$ 900 | \$ 900 | \$ 3,600 | \$ 4,050 | |
| 149 | Electric Service | \$ 750 | \$ 750 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 6,000 | \$ 6,750 | |
| 150 | Snow Removal | \$ 150 | \$ 150 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 1,200 | \$ 1,350 | |
| 151 | Waste Removal | \$ 350 | \$ 350 | \$ 700 | \$ 700 | \$ 700 | \$ 700 | \$ 700 | \$ 2,800 | \$ 3,150 | |
| 152 | Pest Control | \$ 188 | \$ 188 | \$ 375 | \$ 375 | \$ 375 | \$ 375 | \$ 375 | \$ 1,500 | \$ 1,688 | |
| 153 | Interest Expense | | | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 154 | Penalties & Fines | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 155 | Credit Card Process Expense | \$ 125 | \$ 125 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 1,000 | \$ 1,125 | |

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|-----|--------------------------------|---------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------|------------------------------------|-------------------------------|
| 156 | Grant Distributions | \$ 4,000 | \$ 0 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 16,000 | \$ 16,000 | Merit award |
| 157 | EmployER Soc Sec Expense | \$ 0 | \$ 1,178 | \$ 1,178 | \$ 2,666 | \$ 1,550 | \$ 1,550 | \$ 1,550 | \$ 7,316 | \$ 8,494 | 6% of wages |
| 158 | EmployER Medicare Expense | \$ 0 | \$ 275 | \$ 275 | \$ 624 | \$ 363 | \$ 363 | \$ 363 | \$ 1,711 | \$ 1,986 | 1.45% of wages |
| 159 | Employer SUTA Expense | \$ 0 | \$ 138 | \$ 138 | \$ 312 | \$ 181 | \$ 181 | \$ 181 | \$ 856 | \$ 994 | .725% for 2022 |
| 160 | Illinois Retailer Sales Tax | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 161 | Admin Conference Expenses | \$ 0 | \$ 625 | \$ 625 | \$ 625 | \$ 625 | \$ 625 | \$ 625 | \$ 2,500 | \$ 3,125 | EDU: \$625 |
| 162 | National Camps Expenses | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 163 | Convention | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 100,000 | \$ 100,000 | \$ 100,000 | Assumed cost for 2026 |
| 164 | Development Conference Expense | \$ 0 | \$ 0 | \$ 0 | \$ 2,125 | \$ 2,125 | \$ 2,125 | \$ 2,125 | \$ 8,500 | \$ 8,500 | |
| 165 | Directors Conference Expense | \$ 0 | \$ 0 | \$ 0 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 14,000 | \$ 14,000 | |
| 166 | Honor Guard | \$ 0 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 4,000 | \$ 5,000 | |
| 167 | Instructor School Expenses | \$ 0 | \$ 15,000 | \$ 15,000 | \$ 22,500 | \$ 22,500 | \$ 22,500 | \$ 22,500 | \$ 90,000 | \$ 105,000 | |
| 168 | Misc Program Expenses | \$ 0 | \$ 0 | \$ 0 | \$ 750 | \$ 750 | \$ 750 | \$ 750 | \$ 3,000 | \$ 3,000 | BOI: See #13 |
| 169 | Slet Expenses | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 3,000 | \$ 0 | \$ 0 | \$ 3,000 | \$ 3,000 | Winter slets only |
| 170 | Event Marketing | | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 2,000 | \$ 2,500 | BOI: Development & Promotions |
| 171 | Awards and Trophies | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 172 | Judges / Officials Fees | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| 173 | Balance Error Adjustment Acct. | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | |
| | Total Expenses | \$ 38,680 | \$ 76,119 | \$ 114,798 | \$ 155,753 | \$ 156,374 | \$ 159,674 | \$ 259,874 | \$ 731,675 | \$ 807,793 | |
| | Net Income | \$ 99,721 | (\$32,494) | \$ 67,227 | \$ 49,647 | \$ 47,526 | \$ 46,726 | (\$67,974) | \$ 75,926 | \$ 43,432 | |

Net income if remove convention entries: --> **\$ 21,647 \$ 20,526 \$ 20,726 \$ 7,026 \$ 69,926**

General Notes:

The proposed budget covers 4 1/2 years (Jul 2022 through December 2026). The reason is to get the budget in alignment with the AS Fiscal Year.

** Yellow highlighted columns (E, G, H, I, J, K, and L) **

Convention tracking is now included to forecast if the fund is growing large enough to cover costs (current 2022 convention may not have enough)

** Based on membership numbers and convention costs, B&F recommends increasing Convention Dues to \$10 per voting member. **

Note if this is not accepted, then future convention costs must be significantly reduced.

B&F is forecasting a Surplus (higher income than expenses). This is mainly due to better budgeting of departments.

** We recommend leaving dues at \$35 per member and increasing the savings account by the numbers shown above. **

Item 115 (Accounting Services) assumes passage of proposed bylaw change to only do outside audit once every four years.

** If this bylaw change does not pass, then Item 115 entries for all years increases to \$8,500 per year.

ALTERNATE Budget if the bylaw changes for Parents of Youth and Elimination of Registration Fees both pass:

Reduction of estimated 700 adult members each year (\$24,500/yr or \$98,000 for full cycle) and \$1,500/yr for new member registrations.

New net income without convention entries: --> (\$ 4,353) (\$ 5,474) (\$ 5,274) (\$ 18,974) (\$ 34,075)

This would require a reduction in spending in several areas. This would not be that difficult - just reduce travel & conference expenses.