

From: District Financial Questions districtquestions@toastmasters.org 

Subject: D39 Official Budget Approval

Date: September 8, 2023 at 9:25 AM

To: Donna Lewis donna.lewis@district39.org, Lance McMahan lance.mcmahan@icloud.com, miroslava.johnson@gmail.com, Laura Gregory laura.gregory@district39.org

DQ

Hi Team,

Your budget (attached) and the related percent maximum exception/s and/or net loss exceptions have been officially approved.

Best Regards,

District Finance Team




www.toastmasters.org



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D39 Annual-
budget...ed.xlsx



From: lance.mcmahan@icloud.com 
Subject: Re: Preliminary District 39 Budget
Date: September 5, 2023 at 3:13 PM
To: District Financial Questions districtquestions@toastmasters.org
Cc: Greg Wingrove GWingrove@toastmasters.org, Laura Gregory laura.gregory@district39.org, Donna L. Lewis donna.lewis@district39.org, Mirka J. miroslava.johnson@googlemail.com
Bcc: Lance McMahan lance.mcmahan@icloud.com

Hello District Finance Team, and thank you for your questions.

As suggested, the conference income and expenses have been moved to May, and meals were added for the trio for \$200 each in the month of January.

The projected loss of \$8,663 results from the need to replace our outdated website, and elevated lodging expenses for the International Convention in the Bahamas. Rebuilding our website, which will last for many years once completed, is a long overdue major administrative cost. We request the cost of the website upgrade (\$5,250) be drawn from the reserve. Once the \$5,250 is removed, the administration cost is within the policy limits, adjusting our total loss to \$3,413 caused by the Bahamas convention lodging. For the Bahamas lodging, we budgeted \$2,600 per person, or \$7,800 for the Trio. This alone represents 19.6% of our total budget, exceeding the 15.0% maximum set by policy for lodging. Lodging totals \$13,500, which includes \$400 for the Regional Advisor visit in October and \$600 for the international officer visit in May. Overall, District 39 seeks your help with \$8,663 in supplemental funds, with \$3,413 from TI to offset elevated lodging expenses and \$5,250 from the reserve to replace our website. With such assistance, our budgeted net profit/loss would be \$0.

The updated budget is attached, and will be published on or before Tuesday, September 12, which is fourteen days before the District Council meeting.

Thank you,

Lance K. McMahan, DTM
District Director
Toastmasters International, District 39
Cell 916.316.0573
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Annual-budget-
D39-2...-2.xlsx
[1.8 MB](#)

On Aug 31, 2023, at 9:35 PM, District Financial Questions <districtquestions@toastmasters.org> wrote:

Hi Lance,

I apologize for our delayed response. Please see our comments below.

Exceptions:

- Net Loss
- Over Percent Max for Lodging

- Over Percent Max for Administration

Comments:

- Conference Tab
 - Please budget for all revenues and expenses in the month the event is expected to happen. Please move everything to May.
- Food and Meals Tab
 - Will you be budgeting for January District Leader Training Trio travel meals?

Let us know if you have any questions or concerns. Once we receive an updated budget template with our comments considered we will begin the process to request the needed exceptions. It will take about 1 week to get the verdict. Along with your updated budget can you please provide more information on why the net loss is necessary? It will help with the decision for the exception.

Best Regards,

District Finance Team



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From: lance.mcmahan@icloud.com <lance.mcmahan@icloud.com>
Sent: Thursday, August 24, 2023 10:34 PM
To: District Financial Questions <districtquestions@toastmasters.org>; Greg Wingrove <GWingrove@toastmasters.org>
Cc: Laura Gregory <laura.gregory@district39.org>; Donna Lewis <donna.lewis@district39.org>; Mirka J. <miroslava.johnson@googlemail.com>
Subject: Preliminary District 39 Budget

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Hello TI.

We have prepared the attached preliminary budget for consideration at our DECM this Monday, August 28 at 6 pm. Along with your general feedback, we seek your assistance with two areas: Lodging and Administration.

Lodging expenses are elevated due to the conference in Nassau, and dignitary visits.

Administration expenses are elevated due to the need to hire a professional to update our website.

Additional support along with an increase in the allowed percentages for both categories would be greatly appreciated.

Thank you

Lance K. McMahan, DTM
District Director
Toastmasters International, District 39
Cell 916.316.0573
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<D39 Annual Budget 2023-2024.xlsx>



District #: 39
 Budget Currency: USD
 Fiscal Year 2023-2024

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
Membership Dues Allocation	373	2,240	12,938	2,675	633	520	492	2,628	12,122	2,777	1,119	1,267	39,785
Conference revenue	-	-	-	-	-	-	-	-	-	-	20,250	-	20,250
Fundraising revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Education and Training revenue	-	-	-	-	2,800	-	-	-	-	-	-	-	2,800
District store revenue	-	-	-	-	-	-	-	-	-	-	500	-	500
Speech contest revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	373	2,240	12,938	2,675	3,433	520	492	2,628	12,122	2,777	21,869	1,267	63,335
TI Allocation Expense	151	151	151	151	151	151	151	151	151	151	151	151	1,808
Conference expense	-	-	-	-	-	-	-	-	-	-	19,675	-	19,675
Fundraising expense	-	-	-	-	-	-	-	-	-	-	-	-	-
District store expense	-	-	-	500	-	-	-	-	-	-	-	-	500
Marketing Outside Toastmasters expense	-	-	858	310	360	310	310	360	360	310	460	360	3,998
Recognition expense	58	-	150	150	850	150	150	550	190	229	729	150	3,356
Club Growth expense	-	-	400	400	400	100	200	300	200	100	200	-	2,300
Public Relations expense	76	76	191	191	191	191	191	631	301	191	191	191	2,612
Education & training expense	-	1,146	1,146	-	-	-	-	-	-	-	-	-	2,292
Speech contest expense	-	47	-	-	-	-	958	950	-	-	-	-	1,955
Administration expense	2,212	241	-	5,425	175	175	175	175	175	175	175	175	9,278
Food and Meals expense	300	1,350	100	300	2,900	100	700	100	100	100	100	100	6,250
Travel expense	43	2,416	140	119	119	49	49	49	139	139	1,162	49	4,473
Lodging expense	100	7,800	100	500	100	100	2,800	100	100	500	1,200	100	13,500
	2,940	13,226	3,236	8,046	5,246	1,326	5,684	3,366	1,716	1,895	24,042	1,276	71,997
District net income/(loss)	(2,568)	(10,986)	9,703	(5,370)	(1,813)	(806)	(5,192)	(738)	10,406	882	(2,174)	(8)	(8,663)

We, the undersigned, certify that this budget and narrative cover estimated receipts and expenditures for the district year. This budget directs the financial resources entrusted to the district toward achieving the district mission and will be presented to the district council for approval at its next meeting.

District Director	Date
Program Quality Director	Date
Club Growth Director	Date
Finance Manager	Date

<u>Break even</u>	<u>Revenue</u>	<u>Expense</u>	<u>Net</u>	<u>Policy</u>
Conference	20,250	19,675	575	Meets Policy
Fundraising	-	-	-	Meets Policy
District Store	500	500	-	Meets Policy
Minimum Expense Type		Expense	%	Policy
Marketing Outside Toastmasters		3,998	10.0%	5.0%
Maximum Expense Type		Expense	%	Policy
Education and Training		2,292	5.8%	15.0%
Marketing Outside Toastmasters		3,998	10.0%	10.0%
Club Growth		2,300	5.8%	15.0%
Public Relations		2,612	6.6%	10.0%
Recognition		3,356	8.4%	20.0%
Travel		4,473	11.2%	25.0%
Lodging		13,500	33.9%	15.0%
Food and Meals		6,250	15.7%	15.0%
Speech Contest		1,955	4.9%	5.0%
Administration		9,278	23.3%	10.0%
Total Membership Dues		39,785	100.0%	

One of the expense categories is over the policy max. Please review and adjust appropriately.

*** The District may not budget for a Net Loss



**TOASTMASTERS INTERNATIONAL
ANNUAL BUDGET
2023-2024**

District

39

Following is a brief description/explanation of the estimated income and estimated expenses based on the goals outlined in the District success plan. The white rows are not password protected. Users may adjust the white area as necessary by adjusting the row height. Alternatively, a separate sheet may be used. Each section of this narrative page must be completed in order for this report to be considered complete and counted as received by WHQ. There are example questions to answer in each box. These can be deleted and replaced by your answers.

(Numbers are pulled from Summary tab)

Membership Revenue

**Budgeted
39,785**

What is the district's goals for the year regarding membership? Our overall goal is to retain our clubs and increase their membership, while opening one new club in each area (23).

Since these numbers are based off prior year's actual totals, what strategies have changed or remained the same compared to last year to ensure this budgeted revenue is met? Division directors are developing marketing plans specific to their areas to build membership, and our CGD is planning two-day trips to the more distant areas of our District to build new clubs. Our PRM is implementing advertising geared to attract potential members.

Conference Net Income/(Loss)

575

At this time, what is the plan for conference? What city/state/country will they be held? The conference will be held in person, and we are seeking a venue.

If the conference is not budgeted to net zero, explain why. What is the profit for? How do you justify the loss? The conference is budgeted to nearly net zero, with a slight profit.

How many attendees are you budgeting for and at what cost each? About how much will the tickets cost per registrant? Approximately 100 registrants are expected at a cost of \$159 (full price).

Fundraising Net Income/(Loss)

-

How many events will be held? No fundraising events are planned.

What is each event for?

What will the funds be used for?

District Store Net Income/(Loss)

-

Does the District have a District Store? Yes

Are all the costs from Toastmasters International products? Yes

If not from World Headquarters, what are the other costs?

When is the District Store available to the members? Possibly at an in-person training event November 11, and at the May conference.

Marketing Outside of Toastmasters

3,998

What is the main focus for your District? Social media and booths at public events.

What events are planned? Division directors are taking the lead in scheduling booth space at public events.

What is being done differently or the same as last year? We participated in few public events, and we plan to increase involvement significantly. We will also increase the use of paid social media.

Public Relations

2,612

What is the main focus for your District? We will look for opportunities to publicize our events (e.g., conference) and reach out through social media.

What events are planned? Conference.

What is being done differently or the same as last year? As COVID restrictions are lifting, we are meeting in person.

Club Growth

2,300

What is the main focus for your District? Building one or more new clubs in each Area (23).

What events are planned? Our CGD is planning two-day trips to the more distant areas of our District to build new clubs. What is being done differently or the same as last year? Our CGD is planning two-day trips to the more distant areas of our District to build new clubs.

Recognition

3,356

What is the main focus for your District? We will recognize progress in the newsletter, at DECMs, DCs, and training sessions.

What events are planned? Successes will be celebrated during in-person events on November 11 and at the May conference.

What is being done differently or the same as last year? The fall in-person training event did not happen last year. We are working towards more in-person events.

Education and Training

508

What is the main focus for your District? Training for club officers, district leaders, building new clubs, club sponsors, club mentors, and club coaches.

What events are planned? Club officer training is taking place online on weekends, noon time during work days, and in the evening. In-person training will be provided for club officers, district leaders and all members on November 11. The November 11 event will include food, which cannot be accounted for under the ET tab; the food is addressed under the Food and Meals tab.

What is being done differently or the same as last year? The in-person event on November 11 is new, and expanded opportunities for club

Speech contests

(1,955)

What is the main focus for your District? International speech and evaluation contests.

What events are planned? Area, Division and District contests.

What is being done differently or the same as last year? We are leaving a two week break between the last Division contest and the District contest. This budget assumes Division and District contests will be hybrid.

Administration

9,278

What is the main focus for your District? Updating our website has been a goal for 10 years, and this year we seek to retain a professional website developer to replace our web page. This will cost approximately \$5250, for which we seek supplemental funding. We have changed and upgraded our storage location to move assets out of members' homes and due to rain damage in our prior unit.

What events are planned? None related to administration.

What is being done differently or the same as last year? Updating our website has been a goal for 10 years, and this year we seek to retain a professional website developer to replace our web page. This will cost approximately \$5250, for which we seek supplemental funding.

Food and Meals

6,250

What is the main focus for your District? The CGD is taking two-day trips to the more distant areas of our district to build new clubs. There are also food costs associated with training and District leader training.

Are there any maximums for your District to keep food and meal costs at a minimum? The per diem has been increased from \$30 to \$50.

Who is budgeted to be reimbursed for food and meals? District leadership and the audio visual team for remote events.

What events are being budgeted to be reimbursed for food and meals? TI annual conference, district leader training, CGD marketing travel, remote district contests for AV team, and November 11 training. The November 11 event will include food, which cannot be accounted for

Travel

4,473

What is the main focus for your District? The CGD is taking two-day trips to the more distant areas of our district to build new clubs. Are there any maximums for your District to keep travel costs at a minimum? Following requirements for mileage rate.
Who is budgeted to be reimbursed for travel? District leadership (Trio, Division Directors, Area Directors) and Audio Visual Team to support contests in two areas.
What events are being budgeted to be reimbursed for travel? Annual Conference, Trio training, two Division contests, CGD club building efforts

Lodging

13,500

What is the main focus for your District? The CGD is taking two-day trips to the more distant areas of our district to build new clubs. Are there any maximums for your District to keep lodging costs at a minimum? We are budgeting all internal travel lodging at \$100 per day, which may present a challenge. Who is budgeted to be reimbursed for lodging? District leadership (Trio, Division Directors, Area Directors) and Audio Visual Team to support contests in two areas. TI leadership for RA and Board Member visits. What events are being budgeted to be reimbursed for lodging? RA Visit, Board member visit, Trio training, certain Division contests.
What is being done differently or the same as last year? Lodging costs greatly exceed the allowed percentage. We seek TI support to defray



TOASTMASTERS INTERNATIONAL
ANNUAL BUDGET
2023-2024

USD														
<u>Account #</u>	<u>Account Name</u>	<u>Jul-23</u>	<u>Aug-23</u>	<u>Sep-23</u>	<u>Oct-23</u>	<u>Nov-23</u>	<u>Dec-23</u>	<u>Jan-24</u>	<u>Feb-24</u>	<u>Mar-24</u>	<u>Apr-24</u>	<u>May-24</u>	<u>Jun-24</u>	<u>Total</u>
6005	Membership Dues Allocation	373	2,240	12,938	2,675	633	520	492	2,628	12,122	2,777	1,119	1,267	39,785

**This amount is provided by World Headquarters in an email.



TOASTMASTERS INTERNATIONAL
ANNUAL BUDGET
2023-2024

DISTRICT

39

USD

Account #	Account Name	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
Conference Revenue														
6025	Conference Registration-Member registrations											16,550		16,550
6025	Conference Registration-Spouse / guest													-
6025	Conference-Late registrations													-
6025	Conference Registration -Meal Events													-
6025	Conference Registration-Speech contest													-
6025	Conference Registration -Other													-
6025	Conference Registration-Training													-
6050	Conference Refunds - Registration & Tickets													-
6055	Conference Refunds - Other													-
6060	Reimbursments - Registration & Tickets													-
6030	Conference-Sponsorship/Advertising											400		400
6035	Conference-Raffle											1,200		1,200
6040	Conference-Auction											1,800		1,800
6010	Conference-Donation											300		300
6020	Conference-Other Revenue													-
Total Conference Revenue		-	-	-	-	-	-	-	-	-	-	20,250	-	20,250
Conference Expenses														
7004	Conference-Badges & Pins											100		100
7008	Conference-Promotional Materials													-
7010	Conference-Awards Expense (Trophies,													-
7012	Conference-Supplies & Stationery Expense											100		100
7014	Conference-Room Rental Event Expense											4,000		4,000
7016	Conference-Meal Event Expense											14,000		14,000
7018	Conference-Decorations Expense											200		200
7020	Conference-Printing Expense											650		650
7022	Conference-Audio Visual Expense											100		100
7030	Conference-Photocopying Expense													-
7042	Conference-Outside Contractor Expense													-
7048	Conference-Equipment Purchase Expense													-
7070	Conference-Bank Charges & Credit Card Fee											300		300
7072	Conference-Sales Tax Expense (incl. GST, VAT,													-
7078	Conference-Food Expense													-
7080	Conference-Gifts & Thank Yous											25		25
7090	Equipment Rental											200		200
														-
														-
														-
Total Conference Expenses		-	-	-	-	-	-	-	-	-	-	19,675	-	19,675
Conference Net Income/(Loss)		-	-	-	-	-	-	-	-	-	-	575	-	575



TOASTMASTERS INTERNATIONAL
ANNUAL BUDGET
2023-2024

USD														
<u>Account #</u>	<u>Account Name</u>	<u>Jul-23</u>	<u>Aug-23</u>	<u>Sep-23</u>	<u>Oct-23</u>	<u>Nov-23</u>	<u>Dec-23</u>	<u>Jan-24</u>	<u>Feb-24</u>	<u>Mar-24</u>	<u>Apr-24</u>	<u>May-24</u>	<u>Jun-24</u>	<u>Total</u>
6045	District Store Revenue											500		500
7002	Cost of Sales Expense - District Store				500									500
District Store Net Income/(Loss)		-	-	-	(500)	-	-	-	-	-	-	500	-	-



TOASTMASTERS INTERNATIONAL
ANNUAL BUDGET
2023-2024

USD

Account #	Account Name	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
Marketing Outside Toastmasters Expenses														
Marketing Outside Toastmasters Expenses														
7006	Marketing-Educational Materials													-
7008	Marketing-Promotional Materials													-
7010	Marketing-Awards Expense (Trophies, Plaques, Ribbons &)													-
7012	Marketing-Supplies & Stationery Expense			545	10	10	10	10	10	10	10	10	10	635
7036	Marketing-Advertising Expense			200	200	200	200	200	200	200	200	200	200	2,000
7044	Marketing-Postage & Shipping Expense													-
7082	Marketing-Incentives													-
7088	Marketing-Storage Expenses													-
7014	Marketing-Room Rental Event Expense			50	100	150	100	100	150	150	100	100	150	1,150
7026	Marketing-Website Expense			63								150		213
Marketing Outside Toastmasters Expenses Total		-	-	858	310	360	310	310	360	360	310	460	360	3,998
Total Marketing Outside Toastmasters Expenses		-	-	858	310	360	310	310	360	360	310	460	360	3,998



TOASTMASTERS INTERNATIONAL
ANNUAL BUDGET
2023-2024

		USD												
Account #	Account Name	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
Travel Expenses														
District Director														
7056	Convention Registration Fees Expense		185											185
7060	Transportation - Airfare Expense													-
7062	Transportation - Mileage Expense		4											4
7064	Transportation - Taxis/Shuttle Expense		100											100
7066	Transportation - Rail Expense													-
7068	Transportation - Other Expense		220											220
7072	Travel-Sales Tax Expense (incl. GST, VAT, etc.)													-
District Director Total		-	509	-	-	-	-	-	-	-	-	-	-	509
Club Growth Director														
7056	Convention Registration Fees Expense		725											725
7060	Transportation - Airfare Expense													-
7062	Transportation - Mileage Expense	43	6	70	49	49	49	49	49	49	49	49	49	561
7064	Transportation - Taxis/Shuttle Expense		100											100
7066	Transportation - Rail Expense													-
7068	Transportation - Other Expense		100											100
7072	Travel-Sales Tax Expense (incl. GST, VAT, etc.)													-
Club Growth Director Total		43	931	70	49	49	49	49	49	49	49	49	49	1,486
Program Quality Director														
7056	Convention Registration Fees Expense		725											725
7060	Transportation - Airfare Expense													-
7062	Transportation - Mileage Expense													-
7064	Transportation - Taxis/Shuttle Expense		100											100
7066	Transportation - Rail Expense													-
7068	Transportation - Other Expense		80											80
7072	Travel-Sales Tax Expense (incl. GST, VAT, etc.)													-
Program Quality Director Total		-	905	-	-	-	-	-	-	-	-	-	-	905
Finance Manager														
7060	Transportation - Airfare Expense													-
7062	Transportation - Mileage Expense													-
7064	Transportation - Taxis/Shuttle Expense													-
7066	Transportation - Rail Expense													-
7068	Transportation - Other Expense													-
7072	Travel-Sales Tax Expense (incl. GST, VAT, etc.)													-
Finance Manager Total		-	-	-	-	-	-	-	-	-	-	-	-	-
PR Manager														
7060	Transportation - Airfare Expense													-
7062	Transportation - Mileage Expense													-

Region Advisor Total	-	-	-	-	-	-	-	-	-	-	-	-	-
International Officer													
7060 Transportation - Airfare Expense													-
7062 Transportation - Mileage Expense													-
7064 Transportation - Taxis/Shuttle Expense													-
7066 Transportation - Rail Expense													-
7068 Transportation - Other Expense													-
7072 Travel-Sales Tax Expense (incl. GST, VAT, etc.)													-
International Officer Total	-	-	-	-	-	-	-	-	-	-	-	-	-
Keynote Speaker													
7060 Transportation - Airfare Expense													-
7062 Transportation - Mileage Expense													-
7064 Transportation - Taxis/Shuttle Expense													-
7066 Transportation - Rail Expense													-
7068 Transportation - Other Expense													-
7072 Travel-Sales Tax Expense (incl. GST, VAT, etc.)													-
Keynote Speaker Total	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Member													
7060 Transportation - Airfare Expense													-
7062 Transportation - Mileage Expense		70											70
7064 Transportation - Taxis/Shuttle Expense													-
7066 Transportation - Rail Expense													-
7068 Transportation - Other Expense													-
7072 Travel-Sales Tax Expense (incl. GST, VAT, etc.)													-
Other Member Total	-	70	-	-	-	-	-	-	-	-	-	-	70
Total Travel Expenses	43	2,416	140	119	119	49	49	49	139	139	1,162	49	4,473



TOASTMASTERS INTERNATIONAL
ANNUAL BUDGET
2023-2024

DISTRICT

39

		USD												
Account #	Account Name	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
Travel Expenses														
District Director														
7058	Lodging Expense		2,600					900						3,500
	District Director total	-	2,600	-	-	-	-	900	-	-	-	-	-	3,500
Club Growth Director														
7058	Lodging Expense	100	2,600	100	100	100	100	1,000	100	100	100	100	100	4,600
	Club Growth Director Total	100	2,600	100	100	100	100	1,000	100	100	100	100	100	4,600
Program Quality Director														
7058	Lodging Expense		2,600					900				200		3,700
	Program Quality Director Total	-	2,600	-	-	-	-	900	-	-	-	200	-	3,700
Finance Manager														
7058	Lodging Expense													-
	Finance Manager Total	-	-	-	-	-	-	-	-	-	-	-	-	-
PR Manager														
7058	Lodging Expense													-
	PR Manager Total	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration Manager														
7058	Lodging Expense													-
	Administration Manager Total	-	-	-	-	-	-	-	-	-	-	-	-	-
Division Director														
7058	Lodging Expense													-
	Division Director Total	-	-	-	-	-	-	-	-	-	-	-	-	-
Area Director														
7058	Lodging Expense													-
	Area Director Total	-	-	-	-	-	-	-	-	-	-	-	-	-
IPDD														
7058	Lodging Expense											300		300
	IPDD total	-	-	-	-	-	-	-	-	-	-	300	-	300
Region Advisor														
7058	Lodging Expense				400									400
	Region Advisor Total	-	-	-	400	-	-	-	-	-	-	-	-	400
International Officer														
7058	Lodging Expense											600		600
	International Officer total	-	-	-	-	-	-	-	-	-	-	600	-	600

Keynote Speaker													
7058 Lodging Expense													-
Keynote Speaker Total	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Member													
7058 Lodging Expense										400			400
Other Member Total	-	-	-	-	-	-	-	-	-	400	-	-	400
Total Lodging Expenses	100	7,800	100	500	100	100	2,800	100	100	500	1,200	100	13,500