

Hispanic Unity of Florida, Inc

2018 Budget

December 13, 2017
Finance Committee

Hispanic Unity of Florida, Inc. 2018 Budget

Summary of 2018 Budget:

Support Services	\$ (753,788)
Programs	638,860
NET to UNR Assets	<u><u>\$ (114,928)</u></u> (1)

Support Services	\$ (753,788)
Economic Development	300,161
Education	126,675
Civic Engagement	212,024
Programs	638,860
	<u><u>\$ (114,928)</u></u> (1)

Note (1) - The loss of (\$115K) includes strategic plan salaries for: Accountant, Compliance/Risk Manager, Executive Support, and Development Director totaling \$277K.

Costs Covered:

	Allocated Costs Paid	Contribution to Admin	Total	
Development	30,684	222,292	252,976	11%
Programs	546,194	638,860	1,185,054	89%
TOTAL	<u><u>\$ 576,878</u></u>	<u><u>\$ 861,152</u></u>	<u><u>\$ 1,438,030</u></u>	<u><u>100%</u></u>

* **Allocated costs include:** repairs & maintenance, depreciation, insurance, interest, IT, postage, printing, rent (storage-corp records & other), telephone, utilities)

During HUF's Strategic Planning process our Board of Directors and staff addressed a number of financial capacity challenges that would allow HUF to scale its mission. (Note: HUF had very strong programmatic and financial performance for many years. For the prior past years 2013 to 2016 HUF had positive operating financial results for 39 consecutive months.

Planning Conclusions and Vision for the Future

- 1) HUF's reliance on one-year (foundation) grant cycles had led to variability of revenues and the need for smoothing of cash flows through revenue diversification (in particular multi-year government grants and large multi-year foundation grants), and
- 2) HUF needed to maximize its fundraising capacity (from restricted grants to unrestricted) which is limiting its ability to "do more mission."

The board and staff determined that HUF should hire additional Development, Program and Finance personnel to increase revenues and cash flows.

The HUF board decided to invest to scale HUF's work and add greater capacity.

The 2017 financial results and 2018 budget reflect the investment being made over this two year period.

The five year projection also reflects growth for HUF after these two years of investments.

Hispanic Unity of Florida, Inc.			
Comparison of 2018 Budget vs 2017 Estimated Actual			
	2018 Budget	2017 Estim Actual	Over (Under)
Revenues			
Donations - UNR	410,004	358,000	52,004
Donations - TR	1,707,128	1,217,000	490,128
Satisfaction of restrictions	464,015	193,020	270,995
Fundraising events	85,000	82,800	2,200
Grants	2,716,821	2,800,000	(83,179)
Rental income	48,012	46,300	1,712
Family Central/VPK	29,136	20,700	8,436
Interest & dividend income	180	235	(55)
Tuition, Fees, Books, Other Income	184,812	221,100	(36,288)
Total Revenues	5,645,108	4,939,155	705,953
Expenses			
Salaries and benefits	4,401,779	3,815,700	586,079
Advertising	6,996	6,000	996
Bank service charges	8,700	10,000	(1,300)
Building repairs/maint	194,106	190,000	4,106
Depreciation	119,596	119,600	(4)
Dues and subscriptions	10,476	10,800	(324)
Information Technology	43,778	37,000	6,778
Insurance	52,586	46,500	6,086
Interest	48,502	48,000	502
Licenses & Permits	756	2,600	(1,844)
Mileage	30,698	29,400	1,298
Office expense	51,282	51,000	282
Postage and shipping	6,780	8,000	(1,220)
Printing	47,497	50,000	(2,503)
Professional fees - Audit	24,996	25,000	(4)
Professional fees - Bkgrd Cks	5,604	9,000	(3,396)
Professional fees - Grants	15,000	10,000	5,000
Professional fees - Other	61,956	53,500	8,456
Professional fees - Personnel	6,996	7,500	(504)
Professional fees - Recruitment	3,504	7,500	(3,996)
Professional fees - Web Page	4,500	4,500	-
Program Expenses	369,363	373,200	(3,837)
Public Relations	24,996	26,200	(1,204)
Rent	23,058	15,000	8,058
Software	5,004	7,000	(1,996)
Special fundrsg events	32,004	24,000	8,004
Staff events	3,900	3,600	300
Staff training/develpmt	44,412	67,000	(22,588)
Telephone	65,935	67,200	(1,265)
Utilities	45,276	45,000	276
Total Expenses	5,760,036	5,169,800	590,236
Incr (Decr) in UNR Assets	(114,928)	(230,645)	115,717
	483,124	464,100	19,024

Hispanic Unity of Florida, Inc.
 2018 Budget - Program Funding Projections

Division	Program	Grantor	Secured In Program	New Grants Not Secured In Program	Revenues In Budget	To Secure for 2019	Secured for 2019
Ec Dev	CWF	Broward County - FSS	125,000	-	125,000	125,000	-
Ec Dev	CWF	Capital One	-	25,000	25,000	25,000	-
Ec Dev	CWF	COH - CDBG	-	3,000	3,000	3,000	-
Ec Dev	CWF	Comerica	-	7,500	7,500	7,500	-
Ec Dev	CWF	Community Found	42,500	-	42,500	-	42,500
Ec Dev	CWF	JP MorganChase	100,000	-	100,000	50,000	50,000
Ec Dev	CWF	Moran Foundation	350,000	-	350,000	350,000	-
Ec Dev	CWF	TD Bank	-	5,000	5,000	5,000	-
Ec Dev	CWF	Unidos - Latinos Finance (BOA)	-	75,000	75,000	75,000	-
Ec Dev	CWF	Unidos - Retail	11,515	-	11,515	11,515	-
Ec Dev	CWF	United Way	145,000	-	145,000	-	145,000
Ec Dev	CWF	Wells Fargo	-	40,000	40,000	40,000	-
			774,015	155,500	929,515	692,015	237,500
Ec Dev	FE	Prosperity Now	6,000	-	6,000	6,000	-
Ec Dev	FE	State Farm	-	6,000	6,000	6,000	-
Ec Dev	FE	Unidos - Financial	-	20,000	20,000	20,000	-
Ec Dev	FE	Unidos - Housing	41,000	-	41,000	41,000	-
			47,000	26,000	73,000	73,000	-
Ec Dev	PB	AutoNation	-	25,000	25,000	25,000	-
Ec Dev	PB	BRHPC-UF Health	22,000	-	22,000	-	-
Ec Dev	PB	Florida Blue	-	25,000	25,000	25,000	-
Ec Dev	PB	Humana	50,000	25,000	75,000	25,000	-
Ec Dev	PB	NCLR - Rico	-	75,000	75,000	75,000	-
			72,000	150,000	222,000	150,000	-
Ec Dev	VITA	Bank of America	-	20,000	20,000	20,000	-
Ec Dev	VITA	Citi Community Devel	100,000	-	100,000	-	100,000
Ec Dev	VITA	CSC	315,000	-	315,000	-	315,000
Ec Dev	VITA	IRS	51,917	37,916	89,833	51,917	-
Ec Dev	VITA	United Way	40,000	-	40,000	-	40,000
			506,917	57,916	564,833	71,917	455,000
Ec Dev	Entrep		-	-	-	-	-
			-	-	-	-	-
Educ	U4K	AD Henderson	-	35,000	35,000	35,000	-
Educ	U4K	Comcast	-	20,000	20,000	20,000	-
Educ	U4K	Comcast	-	5,000	5,000	5,000	-
Educ	U4K	Publix	-	5,000	5,000	5,000	-
Educ	U4K	Tate	15,000	-	15,000	-	15,000
			15,000	65,000	80,000	65,000	15,000

2018 Budget - Program Funding Projections

Division	Program	Grantor	Secured In Program	New Grants Not Secured In Program	Revenues In Budget	To Secure for 2019	Secured for 2019	
Educ	FS	CSC	215,000	-	215,000	-	215,000	
			215,000	-	215,000	-	215,000	
Educ	U4T-MS	BSO	-	10,000	10,000	10,000	-	
Educ	U4T-MS	COH Police	-	5,000	5,000	5,000	-	
Educ	U4T-MS	CSC	1,055,295	-	1,055,295	-	1,055,295	
Educ	U4T-MS	Publix	-	10,000	10,000	10,000	-	
Educ	U4T-MS	SunSentinel	-	10,000	10,000	10,000	-	
Educ	U4T-MS	Target	100,000	-	100,000	-	100,000	
Educ	U4T-MS	Unidos - Financial	-	20,000	20,000	20,000	-	
			1,155,295	55,000	1,210,295	55,000	1,155,295	
Educ	U4T-HS	CSC - Miramar	300,371	-	300,371	-	300,371	
Educ	U4T-HS	CSC - Stranahan	168,138	-	168,138	-	168,138	
Educ	U4T-HS	CSC-COMPASS-Stranahan	122,875	-	122,875	-	122,875	
Educ	U4T-HS	New Funding -see #1 below-COMPASS	-	150,000	150,000	150,000	-	
Educ	U4T-HS	TK Fd - COMPASS-Stranahan	-	100,000	100,000	100,000	-	
Educ	U4T-HS	Unidos - Digital Innovation	25,000	-	25,000	-	-	
Educ	U4T-HS	Unidos/Others - COMPASS - Stran	-	27,638	27,638	27,638	-	
			616,384	277,638	894,022	277,638	591,384	
CE	Citizenship	AMEX	-	25,000	25,000	25,000	-	
CE	Citizenship	CitiCommDev	90,000	30,000	120,000	90,000	-	
CE	Citizenship	JPMorganChase	150,000	-	150,000	-	150,000	
CE	Citizenship	JPMorganChase - Miami	140,000	-	140,000	-	140,000	
CE	Citizenship	Local Government Grants	-	25,000	25,000	25,000	-	
CE	Citizenship	NALEO	28,000	18,000	46,000	18,000	-	
CE	Citizenship	New Funding -see #2 below-Miami	-	75,000	75,000	75,000	-	
CE	Citizenship	USCIS	105,000	35,000	140,000	105,000	-	
			513,000	208,000	721,000	338,000	290,000	
			\$ 3,914,611	\$ 995,054	\$ 4,909,665	\$ 1,722,570	\$ 2,959,179	
			2017 Projections	3,787,376	679,238	4,466,614	1,115,238	3,181,197
			Increase(Decrease)	127,234.67	315,816	443,051	607,332	(222,018)

#1 New Funding-COMPASS-\$150K - prospects include: a) Kellogg Foundation b) CitiFoundation c) Kresge Foundation

#2 New Funding-Miami-\$75K - prospects include: a) Miami Foundation b) UW of Miami Dade c) Rosenberg Foundation d) Roblee Foundation

The total of Items #1 & #2 - \$225K - represents 71% of the \$315K increase in unsecured.

Hispanic Unity of Florida, Inc.
Annual Budget - Total Page
For the Twelve Months Ending December 31, 2018

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - UNR	\$ 34,178	\$ 34,166	34,166	\$ 34,166	\$ 34,166	34,166	34,166	34,166	34,166	34,166	34,166	34,166	410,004
Donations - TR	307,344	32,344	52,344	132,344	32,344	468,344	72,344	137,344	172,344	32,344	235,344	32,344	1,707,128
Satisfaction of restrictions	(131,481)	145,204	143,677	40,289	140,291	(295,711)	130,291	30,291	10,291	130,291	(9,709)	130,291	464,015
Fundraising events	7,087	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	85,000
Grants	227,013	227,013	227,013	227,013	227,013	227,013	227,013	227,013	227,013	224,568	224,568	224,568	2,716,821
Rental income	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	48,012
Family Central/VPK	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	29,136
Interest & dividend income	15	15	15	15	15	15	15	15	15	15	15	15	180
Tuition, Fees, Books	15,401	15,401	15,401	15,401	15,401	15,401	15,401	15,401	15,401	15,401	15,401	15,401	184,812
Total Revenues	465,986	467,655	486,128	462,740	462,742	462,740	492,742	457,742	472,742	450,297	513,297	450,297	5,645,108
Expenses													
Salaries and benefits	372,783	372,783	372,783	370,477	370,477	370,459	363,156	363,156	363,156	360,852	360,852	360,852	4,401,779
Advertising	583	583	583	583	583	583	583	583	583	583	583	583	6,996
Bank service charges	725	725	725	725	725	725	725	725	725	725	725	725	8,700
Building repairs/maint	16,176	16,176	16,176	16,176	16,176	16,176	16,176	16,176	16,176	16,176	16,176	16,176	194,106
Depreciation	9,966	9,966	9,966	9,966	9,966	9,966	9,966	9,966	9,966	9,966	9,966	9,966	119,596
Dues and subscriptions	873	873	873	873	873	873	873	873	873	873	873	873	10,476
Information Technology	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	3,183	38,198
Insurance	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	4,382	52,586
Interest	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	4,042	48,502
Licenses & Permits	63	63	63	63	63	63	63	63	63	63	63	63	756
Mileage	2,600	2,600	2,600	2,600	2,600	2,600	2,517	2,517	2,517	2,517	2,517	2,517	30,698
Office expense	4,284	4,284	4,284	4,284	4,284	4,284	4,264	4,264	4,264	4,264	4,264	4,264	51,282
Postage and shipping	569	569	569	569	569	569	561	561	561	561	561	561	6,780
Printing	4,133	4,133	4,133	3,933	3,933	3,933	3,883	3,883	3,883	3,883	3,883	3,883	47,497
Professional fees - Audit	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	24,996
Professional fees - Bkgrd Cks	467	467	467	467	467	467	467	467	467	467	467	467	5,604
Professional fees - Grants	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Professional fees - Network	465	465	465	465	465	465	465	465	465	465	465	465	5,580
Professional fees - Other	5,163	5,163	5,163	5,163	5,163	5,163	5,163	5,163	5,163	5,163	5,163	5,163	61,956
Professional fees - Personnel	583	583	583	583	583	583	583	583	583	583	583	583	6,996
Professional fees - Recruitmen	292	292	292	292	292	292	292	292	292	292	292	292	3,504
Professional fees - Web Page	375	375	375	375	375	375	375	375	375	375	375	375	4,500
Program Expenses	54,499	25,989	24,499	24,499	27,973	24,499	24,499	24,499	24,499	34,917	24,499	54,499	369,363
Public Relations	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	24,996
Rent	2,440	5,296	2,440	2,034	2,034	2,034	1,201	1,201	1,201	1,059	1,059	1,059	23,058
Software	417	417	417	417	417	417	417	417	417	417	417	417	5,004
Special fundrng events	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	32,004
Staff events	325	325	325	325	325	325	325	325	325	325	325	325	3,900
Staff training/develpmt	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	44,412
Telephone	5,509	5,505	5,505	5,505	5,505	5,505	5,484	5,484	5,484	5,484	5,484	5,484	65,935
Utilities	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	3,773	45,276
Total Expenses	510,454	484,796	480,450	477,538	481,012	477,520	469,202	469,202	469,202	477,174	466,756	496,756	5,760,036
Incr (Decr) in UNR Assets	(\$ 44,468)	(\$ 17,141)	5,678	(\$ 14,798)	(\$ 18,270)	(14,780)	23,540	(11,460)	3,540	(26,877)	46,541	(46,459)	(114,928)
Investing in HUF's Future: 2017-2021 Strategic Plan													
During HUF's Strategic Planning process our Board of Directors and staff addressed a number of financial capacity challenges that would allow HUF to scale its mission. (Note: HUF had very strong programmatic and financial performance for many years. For the prior past years 2013 to 2016 HUF had positive operating financial results for 39 consecutive months.													
Planning Conclusions and Vision for the Future													
1) HUF's reliance on one-year (foundation) grant cycles had led to variability of revenues and the need for smoothing of cash flows through revenue diversification (in particular multi-year government grants and large multi-year foundation grants), and													
2) HUF needed to maximize its fundraising capacity (from restricted grants to unrestricted) which is limiting its ability to "do more mission."													
The board and staff determined that HUF should hire additional Development, Program and Finance personnel to increase revenues and cash flows.													
The HUF board decided to invest to scale HUF's work and add greater capacity.													
The 2017 financial results and 2018 budget reflect the investment being made over this two year period. The five year projection also reflects growth for HUF after these two years of investments													

Hispanic Unity of Florida, Inc.
Annual Budget - Economic Development
For the Twelve Months Ending December 31, 2018

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - TR	84,208	9,208	29,208	109,208	9,208	109,208	49,208	14,208	29,208	9,208	62,208	9,208	523,496
Satisfaction of restrictions	(1,572)	75,121	73,594	(29,794)	70,208	(29,792)	61,875	61,875	61,875	61,875	61,875	61,875	529,015
Grants	61,514	61,514	61,514	61,514	61,514	61,514	61,514	61,514	61,514	59,069	59,069	59,069	730,833
Total Revenues	144,150	145,843	164,316	140,928	140,930	140,930	172,597	137,597	152,597	130,152	183,152	130,152	1,783,344
Expenses													
Salaries and benefits	94,432	94,432	94,432	92,126	92,126	92,108	84,805	84,805	84,805	82,501	82,501	82,501	1,061,571
Building repairs/maint	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	5,096	61,146
Depreciation	3,139	3,139	3,139	3,139	3,139	3,139	3,139	3,139	3,139	3,139	3,139	3,139	37,672
Information Technology	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	20,474
Insurance	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	1,871	22,454
Interest	1,274	1,274	1,274	1,274	1,274	1,274	1,274	1,274	1,274	1,274	1,274	1,274	15,286
Mileage	537	537	537	537	537	537	454	454	454	454	454	454	5,946
Office expense	547	547	547	547	547	547	527	527	527	527	527	527	6,434
Postage and shipping	265	265	265	265	265	265	257	257	257	257	257	257	3,132
Printing	1,575	1,575	1,575	1,375	1,375	1,375	1,325	1,325	1,325	1,325	1,325	1,325	16,801
Professional fees - Bkgrd Cks	317	317	317	317	317	317	317	317	317	317	317	317	3,804
Professional fees - Other	3,096	3,096	3,096	3,096	3,096	3,096	3,096	3,096	3,096	3,096	3,096	3,096	37,152
Program Expenses	35,154	6,644	5,154	5,154	8,628	5,154	5,154	5,154	5,154	15,572	5,154	35,154	137,230
Rent	1,320	4,176	1,320	914	914	914	81	81	81	(61)	(61)	(61)	9,618
Staff training/developmt	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	13,068
Telephone	1,570	1,570	1,570	1,570	1,570	1,570	1,549	1,549	1,549	1,549	1,549	1,549	18,711
Utilities	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	1,057	12,684
Total Expenses	154,045	128,391	124,045	121,133	124,607	121,115	112,797	112,797	112,797	120,769	110,351	140,351	1,483,183
Incr (Decr) in UNR Assets	(\$ 9,895)	\$ 17,452	40,271	\$ 19,795	\$ 16,323	19,815	59,800	24,800	39,800	9,383	72,801	(10,199)	300,161

Hispanic Unity of Florida, Inc.
Annual Budget - Education
For the Twelve Months Ending December 31, 2018

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - TR	212,719	12,719	12,719	12,719	12,719	162,719	12,719	112,719	12,719	12,719	22,719	12,719	612,628
Satisfaction of restrictions	(168,739)	31,249	31,249	31,249	31,249	(118,751)	31,249	(68,751)	31,249	31,249	31,249	31,249	(75,000)
Grants	155,141	155,141	155,141	155,141	155,141	155,141	155,141	155,141	155,141	155,141	155,141	155,141	1,861,692
Rental income	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	48,012
Family Central/VPK	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	29,136
Tuition, Fees, Books	9,092	9,092	9,092	9,092	9,092	9,092	9,092	9,092	9,092	9,092	9,092	9,092	109,104
Total Revenues	214,642	214,630	214,630	214,630	214,630	214,630	214,630	214,630	214,630	214,630	224,630	214,630	2,585,572
Expenses													
Salaries and benefits	161,034	161,034	161,034	161,034	161,034	161,034	161,034	161,034	161,034	161,034	161,034	161,034	1,932,404
Building repairs/maint	7,764	7,764	7,764	7,764	7,764	7,764	7,764	7,764	7,764	7,764	7,764	7,764	93,168
Depreciation	4,784	4,784	4,784	4,784	4,784	4,784	4,784	4,784	4,784	4,784	4,784	4,784	57,408
Information Technology	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	1,005	12,060
Insurance	1,763	1,763	1,763	1,763	1,763	1,763	1,763	1,763	1,763	1,763	1,763	1,763	21,156
Interest	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	1,940	23,280
Licenses & Permits	63	63	63	63	63	63	63	63	63	63	63	63	756
Mileage	1,099	1,099	1,099	1,099	1,099	1,099	1,099	1,099	1,099	1,099	1,099	1,099	13,184
Office expense	2,219	2,219	2,219	2,219	2,219	2,219	2,219	2,219	2,219	2,219	2,219	2,219	26,632
Postage and shipping	109	109	109	109	109	109	109	109	109	109	109	109	1,308
Printing	1,432	1,432	1,432	1,432	1,432	1,432	1,432	1,432	1,432	1,432	1,432	1,432	17,184
Professional fees - Bkgrd Cks	95	95	95	95	95	95	95	95	95	95	95	95	1,140
Professional fees - Network	314	314	314	314	314	314	314	314	314	314	314	314	3,768
Professional fees - Other	650	650	650	650	650	650	650	650	650	650	650	650	7,800
Program Expenses	16,350	16,350	16,350	16,350	16,350	16,350	16,350	16,350	16,350	16,350	16,350	16,350	196,193
Rent	799	799	799	799	799	799	799	799	799	799	799	799	9,588
Staff training/developmt	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140	13,680
Telephone	1,707	1,707	1,707	1,707	1,707	1,707	1,707	1,707	1,707	1,707	1,707	1,707	20,484
Utilities	642	642	642	642	642	642	642	642	642	642	642	642	7,704
Total Expenses	204,909	204,909	204,909	204,909	204,909	204,909	204,909	204,909	204,909	204,909	204,909	204,909	2,458,897
Incr (Decr) in UNR Assets	\$ 9,733	\$ 9,721	9,721	\$ 9,721	\$ 9,721	9,721	9,721	9,721	9,721	9,721	19,721	9,721	126,675

