

Head 160 — RADIO TELEVISION HONG KONG

Controlling officer: the Director of Broadcasting will account for expenditure under this Head.

Estimate 2006–07	\$438.9m
Establishment ceiling 2006–07 (notional annual mid-point salary value) representing an estimated 553 non-directorate posts as at 31 March 2006 reducing by 35 posts to 518 posts as at 31 March 2007	\$203.8m
In addition, there will be an estimated seven directorate posts as at 31 March 2006 and as at 31 March 2007.	
Commitment balance	\$13.3m

Controlling Officer's Report

Programmes

Programme (1) Radio	These programmes contribute to Policy Area 17: Information Technology and Broadcasting (Secretary for Commerce, Industry and Technology).
Programme (2) Public Affairs Television	
Programme (3) School Educational Television Production	This programme contributes to Policy Area 16: Education (Secretary for Education and Manpower).
Programme (4) New Media	This programme contributes to Policy Area 17: Information Technology and Broadcasting (Secretary for Commerce, Industry and Technology).

Detail

Programme (1): Radio

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	182.9	182.3	181.6 (–0.4%)	184.6 (+1.7%)
				(or +1.3% on 2005–06 Original)

Aim

2 As a public broadcaster, Radio Television Hong Kong (RTHK) aims to inform, educate and entertain the general public and specific target audiences through a balanced mix of high quality programming.

Brief Description

3 The Radio Division of the Department produces and transmits a mix of radio programming to the community of Hong Kong. It supports seven channels, which are:

- Channel 1 (Chinese) - news, information and general programming;
- Channel 2 (Chinese) - youth, entertainment and popular music; promotion of community projects;
- Channel 3 (English) - news, information and general programming;
- Channel 4 (Bilingual) - serious music and fine arts;
- Channel 5 (Chinese) - elderly, cultural and education;
- Channel 6 (English) - BBC World Service relay; and
- Channel 7 (Chinese) - Putonghua general programming, news and finance.

4 The Division itself is organised into three main services: the Chinese service supports channels 1, 2, 5 and 7; the English service, channels 3 and 4; and the News and Current Affairs service, all but channel 6. Reach Networks Hong Kong Limited provides engineering and technical support under the Technical Services Agreement.

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5 During 2005–06, RTHK relayed a series of specials on the election of the Chief Executive and his first Policy Address. In October, a full-day public consultation was held to collect views from the public on programming development. RTHK was the host broadcaster for the World Trade Organization Sixth Ministerial Conference (WTO MC6) held in Hong Kong in December. In the same month, RTHK conducted a four-day outside broadcast at the HK Brands and Products Expo.

6 The Radio Division launched its first Programme Commissioning Project to encourage new ideas and provide opportunities for public participation in programme-making. Considerable attention was paid to producing programmes and trailers in arousing public awareness in the prevention of Avian Flu and other issues of general health.

7 RTHK regularly reviews its programming strategy to preserve its identity of providing public service. In the context of aligning programmes with the public service remit, it ceased to relay horse racing at the end of the 2004–05 season to reallocate resources for knowledge-based programmes. Examples of such programmes include those on liberal studies, like ‘Free As The Wind’ (weekdays version), ‘City Snapshot’ and ‘Wise Citizen’, and informative ‘one-minuters’ on innovation, financial management and economics.

8 The key performance measures in respect of radio are:

Targets

	Target working days	2004–05 (Actual)	2005–06 (Revised Estimate)	2006–07 (Plan)
advice on radio reception	8	100%	100%	100%
follow-up action on calls to public affairs programming	8	100%	100%	100%

Indicators

	2004–05 (Actual)	2005–06 (Revised Estimate)	2006–07 (Estimate)
hours of output			
Channel 1	8 760	8 760	8 760
Channel 2	6 816	6 383	6 284
Channel 3	8 760	8 760	8 760
Channel 4	6 570	6 570	6 570
Channel 5	4 484	4 432	4 432
Channel 6	8 760	8 760	8 760
Channel 7	6 413	6 085	5 997
Total	50 563	49 750	49 563
hours of news programming output	6 567	6 553	6 553
cost per channel hour excluding Newsroom (\$)			
Channel 1	3,210	3,140	3,110
Channel 2	3,930	4,300	4,530
Channel 3	1,640	1,630	1,700
Channel 4	2,360	2,380	2,390
Channel 5	3,870	3,900	3,960
Channel 6	40	40	40
Channel 7	2,360	2,460	2,590
no. of listeners—past seven days (million)§	3.341	2.618	2.618
cost per listener—past seven days (\$)	54.7	69.4	70.5
audience reach per channel—past seven days (%/million)§			
Channel 1	32/2.143	24/1.559	24/1.559
Channel 2	28/1.867	23/1.503	23/1.503
Channel 3	5/0.321	3/0.169	3/0.169
Channel 4	4/0.266	4/0.236	4/0.236
Channel 5	9/0.596	6/0.384	6/0.384
Channel 6	2/0.162	1/0.084	1/0.084
Channel 7	7/0.459	4/0.283	4/0.283
minority audience compared with total audience (%)§	25.5	23.3	23.3
no. of partnerships/co-organised projects	139	137	137
new programmes hours compared with total output			
hours (%)	13.4	11.7	11.7
hours of web channel output for the youth	1 283	1 403	1 510
no. of substantiated complaints^	6	5	5
hours of radio programming per employee	351.1	365.8	396.5
community/educational projects organised	174	145	145
radio hours devoted to public affairs phone-in discussion	2 897	2 897	2 897

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§ The figures are based on a survey conducted by an independent survey house. A private sector research company was engaged for the survey in 2004–05 and an academic organisation in 2005–06. The number of listeners represents those who have listened to any of RTHK’s channels. However, a listener might have listened to more than one channel. According to the 2005–06 survey results, there has been a general drop in the total listenership of radio channels in Hong Kong.

^ Including warnings, breaches or advices issued by the regulatory authority, and substantiated complaints received from all other sources.

Matters Requiring Special Attention in 2006–07

9 During 2006–07, the Department will:

- implement a new technical services contract upon the expiry of the current Technical Services Agreement at the end of September 2006;
- produce programmes to promote life-long learning, healthy living, civic education for the youth, culture and the arts, and the usage of Putonghua and English; and
- enhance Radio 1’s identity as an Information and Current Affairs Channel, and Radio 2 as a platform in promoting public interest in liberal studies and education.

Programme (2): Public Affairs Television

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	218.6	198.3	199.0 (+0.4%)	208.2 (+4.6%)
				(or +5.0% on 2005–06 Original)

Aim

10 As a public broadcaster, RTHK aims to inform, educate and entertain the general public and specific target groups through the provision of a balanced mix of high quality television programmes which are not adequately provided by commercial broadcasters.

Brief Description

11 The Public Affairs Television Division of the Department provides a wide variety of high quality television productions for broadcast by commercial television channels and new media platforms to the community of Hong Kong.

12 Five programming strands are identified within the Division, namely, current affairs, educational programmes, general programmes, servicing and documentary. A number of production services such as film services, editing, art services, etc., together with the engineering and technical services from Reach Networks Hong Kong Limited under the Technical Services Agreement, provide support for the production of programmes.

13 In 2005, RTHK, together with the three local television stations (ATV, TVB and HK Cable TV), conducted an industry-wide television programmes 2004 Appreciation Index (A.I.) Survey. RTHK scored the highest average of 72.76 amongst the four stations. Of the top 20 highest A.I. rated programmes, nine were RTHK productions. Furthermore, in the 16th Appreciation Index Survey - Best Television Programmes Awards Presentation, ‘Golden Age III - Okinawa Smile’ won the Grand Jury Award. In the RTHK Public Opinion Survey conducted in October 2005, over 70% of the respondents think that RTHK TV programmes are diversified in content and over 80% of them are attracted by appealing topics, serious production attitude, educational content and credible information provided by the programmes, while another 63.5% are attracted by unbiased comments.

14 As the host broadcaster and event producer of the WTO MC6, RTHK provided the pool feed signals of the conference to local and overseas media. To raise the public’s awareness of the event, RTHK also produced ‘WTO Special’ and topics in selected programmes like ‘Hong Kong Connection’, ‘City Forum’, ‘Pentaprism’, etc., on WTO MC6.

15 On the arts and culture front, our commitment to strengthen public’s appreciation continued through the coverage of classical performances such as ‘Turandot’, ‘2005 World Children’s Choir Festival’, ‘Messiah’, ‘Hong Kong Philharmonic New Year’s Eve Gala Concert’, etc., and production of programmes like ‘Art Odyssey’ and ‘Food and Culture’, etc. To support the creative industry, apart from productions like ‘A Century of Light and Shadow’ and ‘Branding Hong Kong’, RTHK continued its commissioning project.

16 In the area of public and current affairs and civic education, RTHK produced various programmes of significant public interest, such as a review on the HKSAR - ‘8 Years In HKSAR’, ‘Basic Law Magazine’ and ‘WasteWise City’. Programmes to enrich the public’s understanding of different professions and for the youth included ‘Outstanding Services Awards’, ‘Working Generation’ and ‘Robocon’.

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17 To extend RTHK's audience reach, RTHK continues to provide programmes to pay television operators and new media including Hong Kong Cable Television, Hong Kong Broadband Network, SuperSun, Road Show and First Vision. Furthermore, all RTHK television programmes are put online and are available on the programme archive for one year. All our prime-time television programmes produced since 1989 are available free to the public for viewing and to non-profit making organisations for educational purposes or community service. All these titles are listed out in the Video Archive Catalogue, which is uploaded to RTHK ON INTERNET and updated periodically to facilitate public search. In addition, RTHK continues to strengthen co-operation and exchange with overseas broadcasters and our Mainland counterparts, to enrich its television output and to increase the choice of the audience.

18 For revenue generation, 60 hours of selected classic television programmes were licensed to a successful bidder for production, marketing and distribution on VCD/DVD (PDVD) format, products of which were available in the market in 2005.

19 The key performance measures in respect of television are:

Targets

	Target	2004-05 (Actual)	2005-06 (Revised Estimate)	2006-07 (Plan)
total hours of output	550.0	594.7	557.3	550.0
television coverage of LegCo sittings	Full	Full	Full	Full

Indicators

	2004-05 (Actual)	2005-06 (Revised Estimate)	2006-07 (Estimate)
hours of output per programming strand			
current affairs	182.8	182.7	175.0
educational programmes	159.3	154.3	154.0
general programmes	144.7	106.5	110.0
servicing	53.9	50.5	54.0
documentary	54.0	63.3	57.0
total	594.7	557.3	550.0
cost per hour (\$)	367,500	357,100	378,500
cost per hour per programming strand (\$)			
current affairs	330,200	300,200	322,400
educational programmes	379,800	362,400	381,700
general programmes	426,100	513,800	525,900
servicing	201,100	211,600	204,000
documentary	480,100	361,400	423,200
distribution of output by programming nature (%)			
current affairs	31.0	30.7	31.0
special interests group (includes elderly, minorities and the underprivileged)	16.0	15.4	15.0
youth and children	11.6	11.8	11.0
arts and culture	14.8	14.8	15.0
civic education	12.6	13.8	11.0
continuing education	8.1	8.9	11.0
Mainland affairs	3.9	3.5	4.0
others	2.0	1.1	2.0
output hour per programme staff	5.1	4.8	5.0
programmes produced	1 720	1 645	1 640
programmes per programme staff	14.7	14.3	14.9
average viewership of prime-time programmes			
on ATV	308 000	311 000	300 000
on TVB	1 182 000	1 137 000	1 150 000
no. of substantiated complaints^	10	8	8
community/educational projects organised	85	80	85
awards received	32	31	35
hours transmittedΔ	2 399	3 669	3 600
Appreciation Index Survey			
RTHK average@	72.76	72.50	72.50
no. of RTHK programmes in the top 20 list	9	8	8

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- ^ Including warnings, breaches or advices issued by the regulatory authority, and substantiated complaints received from all other sources.
- Δ With the inclusion of Hong Kong Broadband Network and exTV from 2004–05 onwards.
- @ Of the four participating broadcasters, the highest average was 72.76 while the lowest average was 68.66 for 2004–05.

Matters Requiring Special Attention in 2006–07

20 During 2006–07, the Department will:

- explore more co-production and exchange opportunities with different partners, in particular with Mainland broadcasters on Mainland-related topics, especially in the production of documentary programmes;
- reproduce classics like ‘Below The Lion Rock’;
- continue to support the creative industries and local talents by increasing opportunities in commissioning drama and documentary productions;
- nurture the public’s appreciation of music, art and culture through coverage of performances and special topic programmes;
- further extend audience reach by scheduling current programmes on pay television and other platforms; and
- put up a second tender for licensing the production, marketing and distribution on VCD/DVD (PDVD) format of more than 100 hours of selected classic television programmes.

Programme (3): School Educational Television Production

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	36.5	37.6	37.6 (—)	35.4 (–5.9%)
				(or –5.9% on 2005–06 Original)

Aim

21 The aim is to produce school educational television (ETV) programmes for the Education and Manpower Bureau (EMB) in support of the Government’s education policies.

Brief Description

22 School ETV programmes are produced mainly on the key subjects of Chinese Language, Putonghua, English Language, Mathematics, Science, General Studies and Personal, Social and Humanities Education (PSHE) for students in primary and secondary schools. Pre-primary programmes have also been produced since 2003. Most of the programmes are of 15 minutes duration and Cantonese is used in all subjects except Putonghua and English Language.

23 The programmes are broadcast to schools via the two local terrestrial television stations on weekdays from 8 a.m. to 4 p.m. during term time. The annual broadcast output in 2005 was 1 280 hours. In addition to broadcasting, the programmes are also recorded on VCDs for distribution to schools. All secondary schools use the programmes on VCDs and so do most primary schools and kindergartens. The programmes can also be viewed online at the ‘eTVonline’ website managed by RTHK.

24 For 2005:

- The Chinese School Programme ‘The Art of Writing’ won several major awards including:
 - Silver Hugo (Chicago International Television Awards 2005)
 - Bronze Remi (WorldFest Houston 2005)
 - Bronze Telly Award (The 26th Annual Telly Awards)
 - First Place ‘Gold Camera Award’ (38th US International Film and Video Festival)

25 Apart from providing real time transmission and archives of school ETV programmes, eTVonline and Tutor Online, both separately operated by RTHK, also act as the e-learning platforms which provide additional teaching materials to enhance the learning value of school ETV programmes. Students and teachers are able to interact and communicate via these platforms.

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26 The key performance measures in respect of school ETV productions are:

Target

	Target	2004–05 (Actual)	2005–06 (Revised Estimate)	2006–07 (Plan)
school ETV productions	143 ^β	161	147	143

^β Since the television broadcasting arrangement is under review and the transmission time slot would possibly be shortened, the target production is revised from 147 to 143 with effect from 2006–07 accordingly.

Indicators

	2004–05 (Actual)	2005–06 (Revised Estimate)	2006–07 (Estimate)
hours of output.....	49.6	51.3	48.8
cost per hour (\$).....	736,500	731,800	725,500
kindergartens covered.....	166	267	400
primary schools covered.....	631	615	600
secondary schools covered	474	444	410
cost per school benefited (\$).....	28,700	28,300	25,100
school children benefited.....	739 299	694 981	652 000
cost per school student benefited (\$).....	49.4	54.0	54.3
productions per programme staff.....	11.5	11.3	11.9
output hour per programme staff.....	3.5	3.9	4.1
utilisation rate of the school ETV service (average no. of programmes watched)			
(pre-primary/primary/secondary)@	13.1/57.8/9.6	5.7/50.5/7.6	5.7/50.5/7.6
usefulness of the school ETV service (pre-primary/primary/secondary)#.....	71/74/69	74/73/70	74/73/70

@ To better describe the utilisation of school ETV service, the original indicator of average viewing rate expressed as a percentage is replaced by the average number of programmes watched by a class of pupils during a school year.

The usefulness indicator is reported by teachers along the scale from 0 to 100.

Matters Requiring Special Attention in 2006–07

27 During 2006–07, the Department will:

- continue to produce new programmes on school subjects and cross-curriculum education for EMB;
- produce non-curriculum programmes, such as recording of inter-school contests including Hong Kong Schools Music Festival and Hong Kong Schools Speech Festival, School Dance Festival and re-packaging of prime-time programmes with educational values;
- produce web-based interactive programmes and value added non-curriculum programmes for eTVonline to supplement classroom teaching;
- produce programmes with interactive features to equip eTVonline as an online learning centre. The eTVonline will also develop topical coverage like Sex Education Online, Science Explorer and Language Online;
- actively produce programmes for eTVonline in assisting learning and teaching of Liberal Studies. A topical portal is planned to be developed in eTVonline to incorporate interactive materials; and
- continue to broadcast pre-primary school programmes in specified time slots from September 2006.

Programme (4): New Media

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	10.9	10.3	10.3 (—)	10.7 (+3.9%)

(or +3.9% on
2005–06 Original)

Aim

28 RTHK aims to extend its balanced mix of high quality radio and television programming to the Internet with a view to achieving its vision to be a leading public broadcaster in the new media environment.

Brief Description

29 The RTHK ON INTERNET service began in December 1994, and its popularity and importance have grown with time. In October 2000, the New Media Unit was set up to devise strategies and explore the development of multi-media opportunities in the new media arena.

30 The current webcasting schedule includes 24-hour live broadcast of all the six self-produced radio channels, and more than 11 hours weekly of regular prime-time and fringe-time Chinese and English television programmes. Other Internet services provided cover on-demand archives of all radio, television and news programming broadcast in the past 12 months, and a choice of Chinese and English access. Apart from live webcast of radio and television programming, the New Media Unit also produces original content comprising about 25% of the total webcast output.

31 In 2005, RTHK launched ‘myrthk’, a media player that provides customised playlist function. ‘Podcast Corner’ was also launched in 2005 to provide RTHK’s audio/visual podcast content to Portable Media Players.

32 Special on-line projects and live video webcasts on various social events and international conferences included The Hong Kong-Toronto-Vancouver Career Video Conference 2005, International Symposium on National Education 2005, The May Fourth Show 2005, and The RTHK Public Consultation.

33 In 2005, RTHK licensed RTHK ON INTERNET web content to Cyberport’s iResource Centre, SmarTone Mobile Communications Limited and China Resources Peoples Telephone Company Limited.

34 The key performance measures in respect of New Media are:

Target

	Target	2004–05 (Actual)	2005–06 (Revised Estimate)	2006–07 (Plan)
provision of 24-hour continuous streaming service	100%	100%	100%	100%

Indicators

	2004–05 (Actual)	2005–06 (Revised Estimate)	2006–07 (Estimate)
daily hit rate (million)§	20.0	22.0	25.0
daily page view (million)§	N.A.	1.5	1.7
daily streaming file access§	180 000	250 000	275 000
webcast hours of special online projects	400	400	400
% of content items which are tied in with Radio and TV	75	75	75
% of content items which are original web content	25	25	25

§ A hit refers to a request for a file (text/graphic/audio/video) from a web server. Page view refers to the number of hits to files designated as pages. Streaming file access refers to the number of requests from the audio and video servers.

Matters Requiring Special Attention in 2006–07

35 During 2006–07, the Department will:

- continue to increase original web content through digital video production and co-operation with outside organisations, e.g. the content of ‘Culture Web’ will be further enhanced;
- continue to improve the technical performance of RTHK ON INTERNET for stable access by local and overseas users as well as allowing personalised use of the content;
- collaborate with outside organisations to develop a variety of e-learning projects; and
- continue to prepare the delivery of RTHK ON INTERNET content to the next generation of integrated hand-held multimedia and communications devices. The development of ‘RTHK ON THE ROAD’ to explore new frontiers of RTHK’s distribution network, bringing RTHK content to portable devices that travel beyond the reach of broadcast airwaves and internet connections.

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ANALYSIS OF FINANCIAL PROVISION

Programme	2004–05 (Actual) (\$m)	2005–06 (Original) (\$m)	2005–06 (Revised) (\$m)	2006–07 (Estimate) (\$m)
(1) Radio	182.9	182.3	181.6	184.6
(2) Public Affairs Television	218.6	198.3	199.0	208.2
(3) School Educational Television Production	36.5	37.6	37.6	35.4
(4) New Media.....	10.9	10.3	10.3	10.7
	448.9	428.5	428.5 (—)	438.9 (+2.4%) (or +2.4% on 2005–06 Original)

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2006–07 is \$3.0 million (1.7%) higher than the revised estimate for 2005–06. This is mainly due to increase in operating expenses and capital expenditure.

Programme (2)

Provision for 2006–07 is \$9.2 million (4.6%) higher than the revised estimate for 2005–06. This is mainly due to increase in operating expenses and capital expenditure.

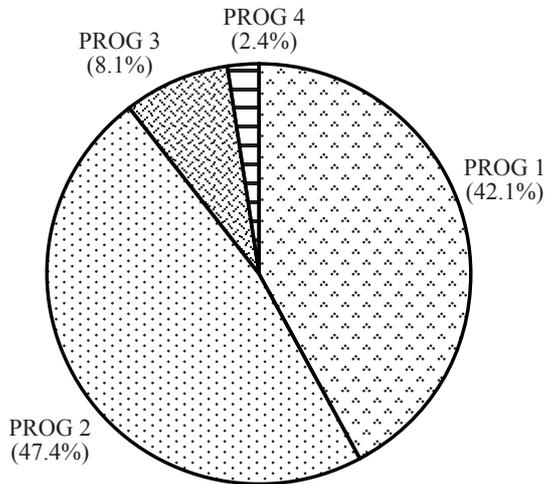
Programme (3)

Provision for 2006–07 is \$2.2 million (5.9%) lower than the revised estimate for 2005–06. This is mainly due to reduction in operating expenses.

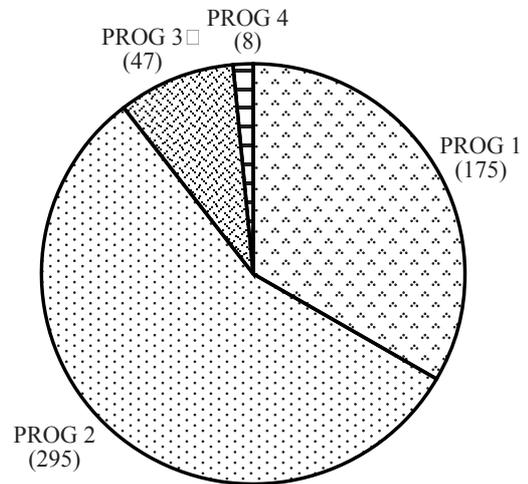
Programme (4)

Provision for 2006–07 is \$0.4 million (3.9%) higher than the revised estimate for 2005–06. This is mainly due to increase in operating expenses.

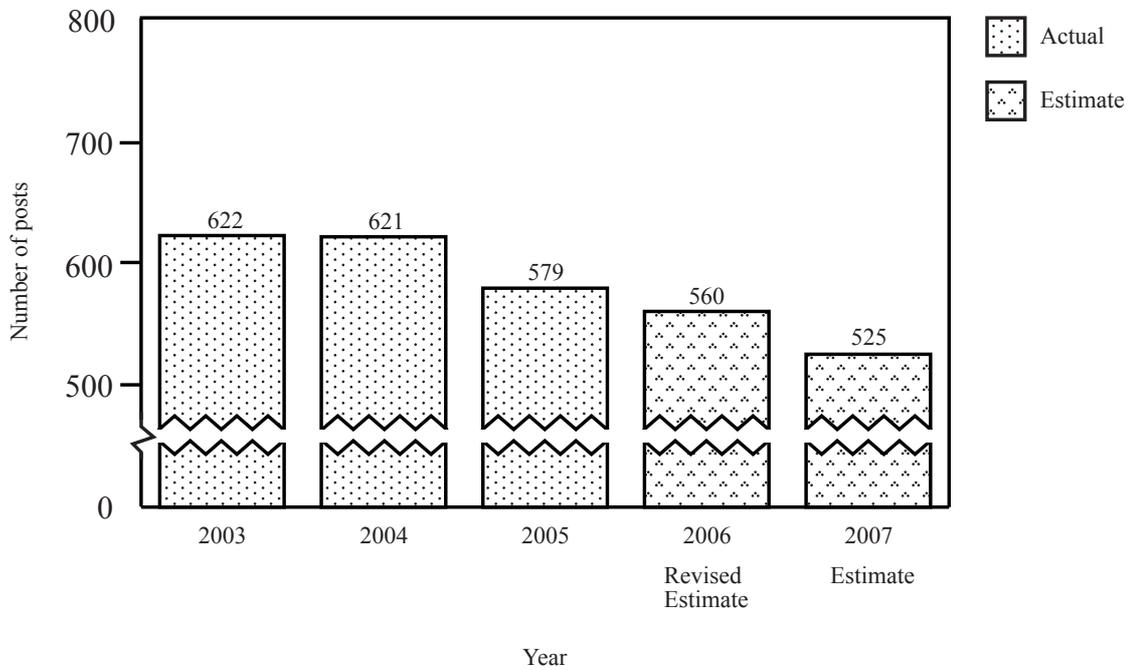
Allocation of provision to programmes (2006-07)



Staff by programme (as at 31 March 2007)



Changes in the size of the establishment (as at 31 March)



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Sub-head (Code)	Actual expenditure 2004-05	Approved estimate 2005-06	Revised estimate 2005-06	Estimate 2006-07	
	\$'000	\$'000	\$'000	\$'000	
Operating Account					
Recurrent					
000	Operational expenses	439,695	422,618	422,600	428,896
	Total, Recurrent	439,695	422,618	422,600	428,896
	Total, Operating Account	439,695	422,618	422,600	428,896
Capital Account					
Plant, Equipment and Works					
603	Plant, vehicles and equipment	1,255	1,961	1,956	6,340
661	Minor plant, vehicles and equipment (block vote)	7,937	3,900	3,900	3,650
	Total, Plant, Equipment and Works	9,192	5,861	5,856	9,990
	Total, Capital Account	9,192	5,861	5,856	9,990
	 Total Expenditure	 448,887	 428,479	 428,456	 438,886

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Details of Expenditure by Subhead

The estimate of the amount required in 2006–07 for the salaries and expenses of the Radio Television Hong Kong is \$438,886,000. This represents an increase of \$10,430,000 over the revised estimate for 2005–06 and a decrease of \$10,001,000 against actual expenditure in 2004–05.

Operating Account

Recurrent

2 Provision of \$428,896,000 under *Subhead 000 Operational expenses* is for the salaries, allowances and other operating expenses of the Radio Television Hong Kong.

3 The establishment as at 31 March 2006 will be 560 permanent posts. It is expected that 35 posts will be deleted in 2006–07. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2006–07, but the notional annual mid-point salary value of all such posts must not exceed \$203,808,000.

4 An analysis of the financial provision under *Subhead 000 Operational expenses* is as follows:

	2004–05 (Actual) (\$'000)	2005–06 (Original) (\$'000)	2005–06 (Revised) (\$'000)	2006–07 (Estimate) (\$'000)
Personal Emoluments				
- Salaries	214,903	204,286	201,900	200,560
- Allowances	3,905	3,978	3,562	3,562
- Job-related allowances	158	238	26	236
Personnel Related Expenses				
- Mandatory Provident Fund contribution	638	624	612	600
Departmental Expenses				
- Technical Services Agreement	51,650	56,400	56,400	30,000
- Temporary staff	31,330	32,300	32,000	31,400
- General departmental expenses	137,111	124,792	128,100	162,538
	439,695	422,618	422,600	428,896

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Commitments

Sub-head (Code)	Item (Code)	Ambit	Approved commitment	Accumulated expenditure to 31.3.2005	Revised estimated expenditure for 2005–06	Balance
			\$'000	\$'000	\$'000	\$'000
<i>Capital Account</i>						
603		<i>Plant, vehicles and equipment</i>				
329		Replacement of FM transmitters in Beacon Hill and Cloudy Hill.....	4,052	2,471	500	1,081
330		Replacement of FM transmitters in Castle Peak and Lamma Island	4,052	3,385	370	297
331		Replacement of FM transmitters at Golden Hill FM Station.....	2,080	724	220	1,136
332		Setting up transposers to enhance AM signals in Tin Shui Wai area	2,060	451	866	743
807		The supply of TV outside broadcast van	10,000	—	—	10,000
		Total	<u>22,244</u>	<u>7,031</u>	<u>1,956</u>	<u>13,257</u>