



REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF BUDGET AND MANAGEMENT
 GENERAL SOLANO ST., SAN MIGUEL, MANILA

CORPORATE OPERATING BUDGET

Calendar Year 2016

TO: TRADE AND INVESTMENT DEVELOPMENT CORPORATION OF THE PHILIPPINES (TIDCORP)

Your Corporate Operating Budget (COB) for Calendar Year 2016 per approved Board of Directors Resolution No. 2877, s. 2016 dated April 6, 2016, submitted pursuant to Section 6 of Executive Order (E.O.) No. 518, series of 1979 and Section 19, Chapter 3, Book VI of E.O. No. 292, series of 1987, is hereby approved for a total amount not exceeding EIGHT HUNDRED EIGHT MILLION FIVE HUNDRED FIFTY SEVEN THOUSAND PESOS ONLY (P808,557,000) details of which are shown below:

PARTICULARS	PROPOSAL (a)	APPROVED (b)	VARIANCE (c=b-a)
TOTAL SOURCES:	P <u>856,509,000</u>	P <u>856,509,000</u>	P -
Corporate Funds	856,509,000	856,509,000	-
TOTAL USES:	P <u>822,493,000</u>	P <u>808,557,000</u>	P (13,936,000)
Personnel Services (PS)	111,301,000	a/ 106,415,000	b/ (4,886,000)
Maintenance & Other Operating Exp. (MOOE)	77,111,000	68,061,000	c/ (9,050,000)
Capital Outlays (CO)	35,000,000	35,000,000	d/ -
Others (Guarantees, Loan Releases, Investments)	599,081,000	599,081,000	e/ -
Excess/Shortfall	P <u>34,016,000</u>	P <u>47,952,000</u>	P <u>13,936,000</u>

Footnotes:

a/ The TIDCORP shall strictly adhere to the following provisions of laws:

Section 9 of Joint Resolution No. 4, s. 2009 provides that exempt entities shall observe the policies, parameters and guidelines governing position classification, salary rates, categories and rates of allowances, benefits and incentives, prescribed by the President. Any increase in the existing salary rates, as well as, the grant of new allowances, benefits and incentives, or an increase in the rates shall be subject to the approval by the President, upon recommendation of the DBM. Section 10 thereof, required exempt entities to submit their existing compensation and position classification systems and their implementation status to the DBM.

Sections 8 and 9 of Executive Order No. 7 s. 2010 mandated that:

- GOCCs/GFIs shall submit information on all salaries, allowances, incentives and other benefits.
- Except salary adjustments pursuant to E.O. Nos. 811 s. 2009 and 900 s. 2010, a moratorium on the increases in the rates of salaries, and the grant of new or increase in the rates of allowances, incentives and other benefits is imposed until specifically authorized by the President.

The members of the Board shall be compensated in accordance with Executive Order No. 24 dated February 10, 2011.

Pursuant to Item VII of the Compensation Position and Classification System (CPCS) under Executive Order No. 203 dated March 22, 2016, for GOCCs covered by Republic Act No. 10149, each covered GOCC, acting through its Governing Board, shall adopt a Total Compensation Framework for their Officers and Employees pursuant to the terms therein and the Index of Occupational Services (IOS), Position Titles and Pay Grades, subject to the approval of the President of the Philippines with favorable recommendation from the Governance Commission for GOCCs (GCG).

b/ The PS variance refers to the following:

Overprovision based on 94 positions:

Productivity Enhancement Incentive	P 3,571,000	P5,000/annum/employee
PAG-IBIG Contributions	102,000	P100/month/employee
Year-end Bonus	119,000	One month basic salary
Medical/Dental/Optical Allowance	828,000	P20,000/annum/employee
Chargeable against savings:		
ESIAS	266,000	subject to CSC approval on PRAISE Rules
Total	P <u>4,886,000.00</u>	

This review action shall not be construed as an authorization for specific expenditure items under PS but for budgetary purposes only. The grant of such items is subject to approval from the Office of the President. Further, it is understood that:

1. Standard allowances and benefits, which are authorized to officials and employees of the National Government Agencies (NGAs) covered by SSL, may be adopted provided these are not already being granted in other forms;
2. All other allowances/benefits shall be granted in accordance with the Compensation and Position Classification System (CPCS) issued by the Governance Commission for GOCCs (GCG) pursuant to R.A. No. 10149.
3. The payment of salaries and increase in the rates thereof and the grant of allowances, benefits and incentives, or an increase in the rates thereof shall be subject to the approval of the President.

c/ MOOE level computed considering the highest actual/audited amounts from previous years (FYs 2014 - 2015) and the effects of inflation.

d/ CO is intended to the following:

Office Furniture and Fixtures	P	7,800,000.00
Information Technology Equipment		21,000,000.00
Transportation Outlay		<u>6,200,000.00</u>
TOTAL	P	<u>35,000,000.00</u>

e/ Covers loan releases for guarantees, investment income taxes, receivables from subrogated claims and payment of dividends, interest, and financial charges.

The approval of the COB shall be subject to the following conditions:

1. All expenditures, whether for current operating expenditures or COs, shall be made within the limits of available funds realized from corporate receipts, authorized corporate borrowings and National Government budgetary support either in the form of subsidy, equity or loans outlay.
2. Disbursements for personnel amelioration/benefit shall be subject to the pertinent compensation laws, rules and regulations. Such expenditures shall also be conditioned on the relevant General Provisions of Republic Act (R.A.) No. 10717, the FY 2016 General Appropriations Act (ex. Representation and Transportation Allowances under Section 59, General Provisions), or any specific law or approval of the President of the Philippines or Secretary of Budget and Management, as the case maybe.
3. Disbursements for extraordinary and miscellaneous expenses shall be subject to Section 47, General Provisions of R.A. No. 10717.
4. For equipment items per Annual Equipment Procurement Program that require specific clearance/approval from the Agencies concerned (ex. Medium-Term Information and Communication Technology Harmonization Initiative Secretariat for information technology equipment and Office of the President/Department of Budget and Management/Supervising Department for motor vehicles) the same shall be secured before acquisition thereof in accordance with Corporate Budget Circular No. 17 dated February 9, 1996 and National Budget Circular Nos. 446 and 446-A dated November 24, 1995 and January 30, 1998, respectively; Budget Circular No. 2016-5 dated August 22, 2016 and Administrative Order (A.O.) No. 233 dated August 1, 2008 as amended by AO No. 15, as well as, OP Memorandum Circular No. 9 dated December 14, 2010.
5. The fiscal discipline measures prescribed under A.O. No. 103 dated August 31, 2004 shall be observed.
6. It is understood that this review action does not authorize any item of expenditure that is prohibited by or inconsistent with the provisions of law.
7. The pertinent laws, rules and regulations including those on compensation, procurement, budgeting, accounting and auditing shall be strictly followed. Compliance with all existing laws, rules and regulations shall be the responsibility of the implementing government corporation.

Recommending Approval:

Approved:

Lorenzo C. Drapete
LORENZO C. DRAPETE

Director, Budget and Management Bureau - C

Benjamin E. Diokno
BENJAMIN E. DIOKNO
Secretary

Date:

SEP 30 2016

cc:

The Chairman
Board of Directors, TIDCORP

Assistant Commissioner Lourdes M. Castillo
Commission on Audit (COA) - Central Office
COA Building, Quezon City

The Resident Auditor
COA - TIDCORP

COB-C4-16-0023

Department of Budget and Management
BTS



2016-S10610

REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF BUDGET AND MANAGEMENT
Budget and Management Bureau - C

Ref No. 2016-BC-035224

September 28, 2016

MEMORANDUM

F O R : **The Secretary of Budget and Management**

T H R U : **Undersecretary Luz M. Cantor** *Person needed approval 9/25*

F R O M : **The Director, BMB - C**

SUBJECT : **Trade and Investment Development Corporation of the Philippines (TIDCORP) - CY 2016 Corporate Operating Budget (COB)**

1.0 NATURE OF REQUEST

DBM Review and Approval: TIDCORP - CY 2016 COB (Total P822,493,000)
Supported by: Board of Directors Resolution No. 2877, s. 2014 dated April 6, 2016

Details:

Fund Source

Corporate Funds	856,509,000
Total	856,509,000

Uses of Funds:

Personnel Services	11,301,000
Maintenance and Other Operating Expenses	77,111,000
Capital Outlays	35,000,000
Others (Guarantes, Loan Releases, Investments)	599,081,000
Total	822,493,000

2.0 FINDINGS/COMMENTS

2.1 Source of Funds

	Proposed	Recommended	Variance
Corporate Funds	P856,509,000	P856,509,000	-

Corporate Funds include income from operations, i.e., guarantees, commitment and processing fees, insurance premium fees, interest on investments & deposit and other income.

Office of the Undersecretary L.M. Cantor
RECEIVED
SEP 29 2016
By: _____ CONTROL NO. 110-4

Office of the Secretary-DBM
RECEIVED
SEP 30 2016
By: _____ CTRL No. 441
10:02 AM

2.2 Uses of Funds

2.2.1 Personnel Services (PS)

Proposed	Recommended	Variance
√P111,301,000	✓P106,415,000	√(P4,886,000)*
* Represents overprovision for Productivity Enhancement Incentive, PAG-IBIG Contributions, Year-End Bonus, Medical/Dental/Optical Allowance and ESIAS. PS level evaluation is shown in Annex A.		

- TIDCORP is exempt from the Salary Standardization Law (SSL) pursuant to Section 7 of Republic Act (R.A.) No. 8494 (TIDCORP Charter) dated February 12, 1998.
- Nevertheless, TIDCORP shall adhere to the relevant provisions for SSL exempt entities.
- PS level recommendation shall not be construed as an authorization of grant for the following specific expenditure items: rice, meal, children's, medicine, grocery, amelioration, medical/dental/optical, and birthday bonus, but for budgetary purposes only.

2.2.2 Maintenance and Other Operating Expenses (MOOE)

Proposed	Recommended	Variance
√P77,111,000	✓P68,061,000	√(P9,050,000)**
** The variance of P9,050,000 represents overprovision for non-core function expenses considering the highest audited/actual expenses for 2015 and the effects of inflation. Details shown in Annex B.		

- Bulk of the MOOE expenses: Collection, business development, acquired asset administration, taxes, duties and fees, among others, which are mostly administrative cost related to the attainment of TIDCORP's core function.

2.2.3 Capital Outlays (CO)

Proposed	Recommended	Variance
√P35,000,000	✓P35,000,000***	-
***The recommended amount for CO represents acquisition of Office Furnitures and Fixtures (P7,800,000), IT Equipment (P21,000,000) , and Motor Vehicles (R6,200,000). The Motor Vehicles shall be evaluated pursuant to the provisions of Administrative Order (AO) No. 233 as amended by AO No. 15 and Budget Circular No. 2016-5 dated August 22, 2016, as well as, OP Memorandum Circular No. 9 dated December 14, 2010 and will be acted upon separately. Details shown in Annex C.		

2.2.4 Others (Guarantees, Loan Releases, Investments)

Proposed	Recommended	Variance
P599,081,000	P599,081,000	-

- For investment placements, repayment of loans, payment of interest and financial charges and investment income taxes
- Cover loan releases by extending guarantees in support of its core functions.

3.0 FINANCIAL DATA. Shown below are the relevant financial data and ratios for 2014 - 2016:

Particulars	Amount		
	(In Thousand Pesos)		
	2014	2015	2016
Cash and Cash Equivalent (CCE)	1,570,473	906,507	933,624
Current Assets (CA)	2,383,873	992,421	1,095,374
Current Liabilities (CL)	1,899,906	1,060,122	1,234,050
Total Liabilities (TL)	2,051,995	1,128,204	1,293,044
Net Worth (NW)	584,289	537,384	374,339
Operating Income (OI)	485,643	292,953	221,402
Operating Expenses (OE)	414,575	311,419	378,313

FINANCIAL RATIOS:

Particulars	2014	2015	2016
Quick Ratio (CCE/CL)	0.83:1	0.86:1	0.76:1
Current Ratio (CA/CL)	1.25:1	0.94:1	0.89:1
Debt to Equity Ratio (TL/NW)	3.51:1	2.10:1	3.45:1
Revenue to Expense Ratio (OI/OE)	1.17:1	0.94:1	0.59:1

Quick Ratio – shows that TIDCORP does not have enough cash to meet its current obligations.

Current Ratio – shows that TIDCORP has less than one peso of current asset to pay every peso of current liability.

Debt to Equity Ratio – shows that TIDCORP does not have enough capital to cover its obligations.

Revenue to Expense Ratio - shows that TIDCORP's revenue cannot fully finance its operating expenses. For three comparative years, TIDCORP has an average earning of P0.90 for every peso spent.

PERSONNEL SERVICES

Department: Department of Finance (DOF)

GOCC: Trade and Investment Development Corporation of the Philippines (TIDCORP)

(in thousand pesos)

ANNEX A

Particulars	2014	2015	2016			Remarks
	Actual	Actual	Proposal	Recom	Variance	
BASIC						
No. of Positions	119	97	94	94	-	Authorized Positions
Salaries, Permanent	48,809	47,291	48,465	48,465	-	Recommended salary for 94 positions
Sub-Total	48,809	47,291	48,465	48,465	-	
STANDARD ALLOWANCES AND BENEFITS						
PERA	1,209	1,090	1,092	1,092	-	P1,000/month for 12 months x 94 positions. Proposal is lower.
Honoraria	126	63	-	-	-	
Clothing/Uniform Allowance	508	450	470	470	-	P5,000/employee x 94 positions. Proposal is lower.
Year-End Bonus	4,076	4,185	4,158	4,039	(119)	Equivalent to one-month salary
Cash Gift	512	470	467	467	-	P5,000 x 94 positions. Proposal is lower.
Sub-Total	6,431	6,258	6,187	6,068	(119)	
SPECIFIC PURPOSE ALLOWANCES AND BENEFITS						
RATA	6,699	6,755	7,454	7,454	-	Computed in accordance with Sec. 59, RA 10717, FY 2016 GAA (details in Annex A1)
Per Diem	462	516	500	500	-	GCG rates per Executive Order No. 24 under Class D or proposal whichever is lower
Overtime Pay	71	77	200	200	-	As proposed
Monetization of Leave Credits	4,609	3,024	6,478	6,478	-	As proposed
Sub-Total	11,841	10,372	14,632	14,632	-	
OTHER ALLOWANCES AND BENEFITS						
Subsistence Allowance	713	513	405	405	-	Computation per Sec. 8 of Circular No. 1, s. 2012; proposal is lower than 2015 actual amount
Rice Subsidy	1,460	1,317	1,309	1,309	-	P1,200/month x 12 x 94 positions. As proposed. Proposal is lower.
Meal Allowance	845	763	764	764	-	P700/month x 12 x 94 positions. As proposed. Proposal is lower.
Children's Allowance	56	53	56	56	-	As proposed. Based on 2014 Actual.
Medicine Allowance	495	445	470	470	-	P5,000 x 94 employees
Grocery Bonus	4,492	12,492	4,430	4,430	-	As proposed. Proposal is lower than 2015 actual.
Amelioration Allowance	3,907	7,065	3,892	3,892	-	Equivalent to one month salary. Proposal is lower than 2015 actual.
Medical/Dental/Optical Allowance	1,348	1,972	2,708	1,880	(828)	P20,000/year x 94 positions
Birthday Bonus	520	450	470	470	-	P5,000 /year x 94 positions
Provident Fund	12,160	11,805	12,115	12,115	-	25% of basic salary
Productivity Enhancement Incentives (PEI)	462	3,700	4,041	470	(3,571)	P5,000 /year/employee
Performance Based Bonus	5,143	4,804	4,339	4,339	-	For budgetary purpose only, subject to the evaluation/recommendation and approval of GCG
Loyalty Incentive	106	107	163	163	-	With submitted list of awardees
ESTIAS	-	-	266	-	(266)	Chargeable against savings, subject to CSC approved PRAISE Rules
Other Allowance	245	-	-	-	-	
Sub-Total	31,952	45,486	35,428	30,763	(4,665)	
FIXED EXPENDITURES						
Life and Retirement Insurance	5,782	5,529	5,816	5,816	-	12% of basic annual salary or proposal whichever is lower
Employee Compensation Insurance	122	110	109	109	-	P100 x 12 months x 94 positions. Proposal is lower.
PAG-IBIG Contributions	122	110	215	113	(102)	P100/month x 12 months x 94 positions
Philhealth Contributions	439	409	449	449	-	Computation per PHIC Circular No. 027. s. 2013 or proposal whichever is lower.
Sub-Total	6,465	6,158	6,589	6,487	(102)	
GRAND TOTAL	105,498	115,565	111,301	106,415	(4,886)	

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Department: Department of Finance (DOF)

GOCC: Trade and Investment Development Corporation of the Philippines (TIDCORP)

No. of Positions	PG-Step	Status	Recommended		
			Annual Basic Salary	RATA	
Managerial	19				
	1	17-3	Permanent	1,397	689
	0	17-2	Permanent	76	0
	3	16-4	Permanent	4,115	517
	1	16-3	Permanent	1,315	138
	1	16-2	Permanent	1,122	190
	1	15-4	Permanent	1,225	126
	1	15-3	Permanent	1,186	132
	1	14-4	Permanent	1,093	120
	1	14-2	Permanent	895	120
	2	14-1	Permanent	1,590	240
	1	13-4	Permanent	976	120
	1	13-1	Permanent	710	120
	0	13-2	Permanent	52	0
	1	12-4	Permanent	880	115
	3	12-2	Permanent	2,139	328
	1	12-1	Permanent	634	109
Technical	67				
	1	11-5	Permanent	679	120
	5	11-4	Permanent	3,113	546
	3	11-3	Permanent	1,729	328
	2	11-2	Permanent	1,050	219
	3	11-1	Permanent	1,101	273
	2	10-5	Permanent	1,171	218
	1	10-4	Permanent	553	109
	1	10-3	Permanent	500	109
	4	10-2	Permanent	1,764	437
	6	10-1	Permanent	1,368	373
	5	9-4	Permanent	2,313	360
	5	9-3	Permanent	2,103	360
	9	9-2	Permanent	3,420	685
	1	9-1	Permanent	337	109
	1	8-5	Permanent	435	0
	1	8-4	Permanent	399	0
	6	8-3	Permanent	2,202	108
	0	8-2	Permanent	28	36
	0	7-5	Permanent	13	0
	2	7-4	Permanent	698	0
	1	7-3	Permanent	328	0
	0	7-1	Permanent	22	0
	1	6-5	Permanent	323	0
	3	6-4	Permanent	889	0
	1	6-3	Permanent	270	0
	2	6-2	Permanent	553	0
	1	6-1	Permanent	234	0
Administrative Support	8				
	1	6-1	Permanent	228	0
	3	11-1	Permanent	579	0
	1	9-4	Permanent	176	0
	1	11-3	Permanent	179	0
	2	9-2	Permanent	303	0
Total				48,465	7,454

Department: Department of Finance (DOF)
 GOCC: Trade and Investment Development Corporation of the Philippines (TIDCORP)
 Computation of Funding Requirement for Per Diem of Board Members
 FY 2016

Annex A-2

Board Officer/ Member	No. of Officials	Per Diem Rates 1/		Recommendation		Remarks
		Max per meeting	Max per year	No. of Officials Entitled	Amount	
I. Board Meeting						
Chairman	1	-	-	1	-	Ex-Officio member
Members	3	10,000	720,000	4	500,000	
	<u>4</u>			<u>5</u>	<u>500,000</u>	
Total					<u><u>500,000</u></u>	

1/ Per Executive Order No. 24, TIDCORP falls under class D (Total Assets greater than P1.0 Billion and Total Revenues greater than P100.0 Million and less than P500.0 Million)

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MAINTENANCE AND OTHER OPERATING EXPENSES
ANNEX B
Department: Department of Finance (DOF)
GOCC: Trade and Investment Development Corporation of the Philippines (TIDCORP)

(in thousand pesos)

Particulars	2014	2015	2016			Remarks
	Audited	Actual	Proposal	Recom	Variance	
CORE						
Meetings - Business Development	3,193	2,581	3,068	3,068	-	As proposed.
Collection Expense	1,984	665	5,000	5,000	-	As proposed.
Acquired Asset Administration	2,494	1,881	6,000	6,000	-	As proposed.
Legal Fees and Other Services	380	44	2,000	2,000	-	As proposed.
Service Facility Fee	7,145	4,173	4,603	4,603	-	As proposed.
Fidelity Bonds & Insurance Premium	1,043	1,798	1,968	1,968	-	As proposed.
NON-CORE						
Travelling Expenses	1,700	1,690	7,052	3,000	(4,052)	Based on projected travels to and from regional offices in Cebu and Davao.
Communication Expenses	3,293	3,529	3,762	3,635	(127)	Highest audited/actual + 3% inflation rate
Repairs and Maintenance of Office Building	9	37	570	38	(532)	Highest audited/actual + 3% inflation rate
Repairs and Maintenance of Government Facilities	4,028	2,171	3,379	3,379	-	Highest audited/actual + 3% inflation rate or proposal whichever is lower
Repairs and Maintenance of Government Vehicles	525	308	525	525	-	Highest audited/actual + 3% inflation rate or proposal whichever is lower
Supplies and Materials	602	917	883	883	-	Highest audited/actual + 3% inflation rate or proposal whichever is lower
Rents	1,146	1,072	2,352	2,352	-	Based on Contract
Water, Illumination & Power Service	1,850	1,596	1,825	1,825	-	Highest audited/actual + 3% inflation rate or proposal whichever is lower
Auditing Services	3,472	3,537	4,333	3,643	(690)	Highest audited/actual + 3% inflation rate
Training and Seminar Expenses	650	1,078	1,840	1,840	-	GAD activities during anniversary activities
Taxes, Duties and Fees	9,776	2,731	6,442	6,442	-	Highest audited/actual + 3% inflation rate or proposal whichever is lower
Gasoline, Oil and Lubricants	873	652	1,210	899	(311)	Highest audited/actual + 3% inflation rate
Other Services						
Consultancy Services	18	836	4,565	4,565	-	Based on Contract
Meetings and Conferences	1,500	907	3,728	2,000	(1,728)	Based on projected meetings with clients, with expected increase in the number of clients.
Advertising Expense	107	72	355	110	(245)	Highest audited/actual + 3% inflation rate
Athletics and Cultural Activities	169	121	261	174	(87)	Highest audited/actual + 3% inflation rate
Contributions and Donations	-	-	110	110	-	As proposed.
Security Services	1,011	1,020	960	960	-	Highest audited/actual + 3% inflation rate or proposal whichever is lower
Janitorial Services	5,431	6,827	7,000	7,000	-	Highest audited/actual + 3% inflation rate or proposal whichever is lower
Printing Services	493	398	549	500	(49)	Actual Obligation as of June 30, 2016 and Expenses projected for publication
Dues and Subscription	557	416	971	971	-	Subscription to Credit Bureau (CMAP)
Discretionary	195	-	1,000	201	(799)	Highest audited/actual + 3% inflation rate
Miscellaneous Expense	359	218	800	370	(430)	Highest audited/actual + 3% inflation rate
Total	56,043	41,275	77,111	68,061	(9,050)	

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CAPITAL OUTLAYS
Department: Department of Finance (DOF)
GOCC: Trade and Investment Development Corporation of the Philippines (TIDCORP)
 (in thousand pesos)

Particulars	2013	2014	2015	2016			Remarks
	Audited	Actual	Estimates	Proposal	Recom	Variance	
Buildings and Structures Outlay							The recommended amount was based on estimated costs of projects to be implemented up to year-end. Details are shown below.
Office Equipment, Furniture and Fixtures	293	324	581	7,800	7,800	-	
Information Technology	3,049	760	1,653	21,000	21,000	-	
Leasehold Improvements			168				
Transportation Equipment			2,360	6,200	6,200	-	The Motor Vehicles shall be evaluated pursuant to the provisions of Administrative Order (AO) No. 233 as amended by AO No. 15 and Budget Circular No. 2016-5 dated August 22, 2016, as well as, OP Memorandum Circular No. 9 dated December 14, 2010 and will be acted upon separately.
Total	3,342	1,084	4,762	35,000	35,000	-	

BREAKDOWN OF EXPENDITURES

I. Office Furniture and Fixtures			
1 Blinds		350	I
25 Executive Chairs		400	R
100 Clerical Chairs		1,200	R
Workstations		5,840	R
1 Fax Machine		10	R
Sub-total		<u>7,800</u>	
II. Information Technology			
30 Thin Client		600	
14 Laptops		700	I
1 Network Storage		2,900	R
4 Servers		3,000	R
2 Core Switches		2,000	R
Arising Technologies		1,000	R
Printer, Projector, Cabling, Biometrics		3,800	R
1 HRIS		3,500	R
1 DMS		1,000	I
1 DRP		2,500	I
Sub-total		<u>21,000</u>	
III. Transportation			
2 Vans		3,200	
3 SUVs		3,000	
Sub-total		<u>6,200</u>	
TOTAL		<u><u>35,000</u></u>	

Legend:
 I - Initial
 R - Replacement