

Draft – May 25, 2023  
Final – June 22, 2023

## Coastal Quilters Guild Board Meeting May 18, 2023 (virtual) 7:00 p.m.

Call to Order at: 7:05PM

Board Attendees: Bee Saunders, Sandy O'Meara, Bonnie Barber, Elaine Rottman, Nancy Butterfield, Jennifer Frangos

Committee/Guest Attendees: Jennifer Hendrickson, Traci Cope, Rosana Swing, Eileen Lewendowski, Sue Kadner, Barbara La Plante

Apologies sent by: Susanne Kyre, Cynthia Manzer

Minutes:

- April General Meeting Minutes Approved MSC Butterfield/O'Meara
- April Board Meeting Minutes Approved MSC Frangos/Barber

### Board Member Reports

**Bee Saunders**, President: No Report

**Nancy Butterfield**, Program Director

- Thursday June 8 - (in-person/virtual) 2023 Challenge
- Saturday June 24 - (in-person only) fabric and book sale at St. Andrews Presbyterian Church
- Thursday July 13 - (in-person/virtual) Verushka Zarate, "My Creative Process"
- Friday July 14 - (in-person only) Verushka Zarate workshop
- Thursday August 10h - (in-person only) annual picnic
- Survey will close May 31, 2023 Results will be in July Newsletter article

**Bonnie Barber**, Workshops

- July Workshop has 13 signups so far; attendance to be cut off at 20
- September Workshop has (1) signup so far.
- Boosts in social media suggested to generate more signups

**Sandra O'Meara**, Treasurer

- April treasurer's reports reviewed: Balance Sheet, P/L: Income and Expense - Columns by Month, and Annual Budget. Approved - MSC Frangos/Butterfield
- YTD Income from 23/24 dues is \$1834.00
- Request that current Board provide input for incoming Board
- Expenses for Bizland and iContact renewals will be submitted in June.

### **Jennifer Frangos, Membership**

- Meeting attendance: zoom: 29; in-person: 50
- Renewed memberships for 23/24 - 36; new members - 3
- New badge holders (250) shipping 6/10/23
- Renewal form published on the Guild website and will be available at in-person meetings

### **Elaine Rottman, Public Relations**

- Suggestion that role and duties of this position be reviewed by a sub committee
- Tabled to be addressed by incoming Board.

### **Cynthia Manzer, Corresponding Secretary**

- Awaiting additional information to send condolence letter to Lou Anne Schlichter's family

### **Susanne Kyre, Recording Secretary: No Report**

### **Vacant, Parliamentarian**

### Committee Reports

**Sue Kadner for Election Committee:** At the Guild's May General Meeting, the following slate of Officers and Directors were elected by acclamation in accordance with Section 7.4 of our by-laws which reads: "A candidate who runs unopposed will be elected by acclamation, not ballot." Since the candidates were running unopposed, the Directors listed below will serve for the 2023/2024 fiscal year beginning July 1.

#### **Officers/Directors:**

- President: Barbara LaPlante
- Recording Secretary: Jennifer Hendrickson
- Treasurer: Sandra O'Meara

#### **Directors:**

- Corresponding Secretary: Isabel Downs
- Membership Coordinator: Carole Kennedy
- Parliamentarian: Kristen Watts
- Program Director: Nancy Butterfield
- Speaker Liaison: Polly Matsuoka
- Workshop Coordinator: Bonnie Barber

The Public Relations Coordinator position remains vacant and will be filled in accordance with the Guild's by-laws.

#### Committee positions that have been filled:

- Block of the Month: Kika Hutchings
- Community Projects: Diana Hamilton, NancyLaRoche-Blau, Susan White, Michelle, Garbarino & Kathy Piasecki
- Door Prizes: Linda Estrada & Marilyn Martin
- Library: Traci Cope
- Newsletter Distribution: Mary Ringer
- Newsletter Editor: Eileen Lewandowski
- Newsletter Layout: Elisa Purnell
- 2024 Quilt Show: Nancy Butterfield
- Satellite Group Coordinator: Sue Orfila
- SCCQG Representative: Rosana Swing
- Welcome Committee - Pam Holst & Shirley Morrison
- 2024 Challenge: Patti Hunter, Ranell Hansen, & Carol Fay

Committee positions that are still vacant

- Refreshments
- Opportunity Quilt Ticket Sales
- 2024 Quilt Show Co-Chair

New Business:

**Santa Barbara Quilt:** Sue Kadner working with former mayor Marty Blum and SB City Administrator to find a more permanent home for this quilt. Guild might have to contribute to supplies to hang, such as a plexi-glass protector.

Closing and reminders

- June Board meeting changed to Thursday June 22, 2023, 7pm
  - In person meeting, location TBA
  - Incoming Board members will be invited.
- Newsletter articles will be due Sunday, June 25

Meeting adjourned at: 8:06PM

Respectfully submitted by Nancy Butterfield, acting for Suzanne Kyre

Attachments:

Balance Sheet – April 30, 2023

Income & Expenses – Columns by Month, July 2022 – April 2023

Income & Expenses Versus Annual Budget, July 2022 – April 2023

**Coastal Quilters Guild, Inc**  
**Balance Sheet**  
As of April 30, 2023

	April 30, 2023	March 31, 2023	Change
<b>ASSETS</b>			
Current Assets			
Bank Accounts			
Bank Checking - CommWest XX342	11,778.85	13,853.17	(2,074.32)
CD-128698-27785 Comm West Bank	20,069.68	20,065.93	3.75
<b>Total Bank Accounts</b>	<b>31,848.53</b>	<b>33,919.10</b>	<b>(2,070.57)</b>
<b>Total Current Assets</b>	<b>31,848.53</b>	<b>33,919.10</b>	<b>(2,070.57)</b>
Other Assets			
Security Deposit - Live Oak	300.00	300.00	-
<b>Total Other Assets</b>	<b>300.00</b>	<b>300.00</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b>32,148.53</b>	<b>34,219.10</b>	<b>(2,070.57)</b>
<b>LIABILITIES AND EQUITY</b>			
Liabilities			
Current Liabilities			
Other Current Liabilities			
Sales Tax Payable	691.80	691.80	-
Gift Certificates	50.00	50.00	-
<b>Total Other Current Liabilities</b>	<b>741.80</b>	<b>741.80</b>	<b>-</b>
<b>Total Current Liabilities</b>	<b>741.80</b>	<b>741.80</b>	<b>-</b>
<b>Total Liabilities</b>	<b>741.80</b>	<b>741.80</b>	<b>-</b>
Equity			
Unrestricted Net Assets	33,241.10	33,241.10	-
Net Income	(1,834.37)	236.20	(2,070.57)
<b>Total Equity</b>	<b>31,406.73</b>	<b>33,477.30</b>	<b>(2,070.57)</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>32,148.53</b>	<b>34,219.10</b>	<b>(2,070.57)</b>

**Coastal Quilters Guild, Inc**  
**Income and Expense - Columns by Month**  
 July 2022 - April 2023

	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	YTD Total
<b>Income</b>											
Amazon.com Smile	-	-	23.17	-	21.43	-	-	20.30	-	-	64.90
Donations - Income Unrestricted	286.00	233.00	110.00	15.00	-	-	50.00	-	5.00	280.00	979.00
Fabric Sale	-	64.00	-	-	-	-	-	-	-	-	64.00
Gift Basket Raffle Income	43.00	-	50.00	30.00	-	80.00	14.00	-	83.00	-	300.00
Library - Book Sales	-	-	-	-	-	-	22.00	-	-	-	22.00
Membership Dues	1,392.60	1,800.00	450.00	360.00	180.00	135.00	-	45.00	22.50	45.00	4,430.10
Newsletter & Directory Mailing											
Mailing Directories	8.00	30.00	6.00	2.00	2.00	2.00	-	-	-	-	50.00
Mailing Newsletter	15.00	45.00	30.00	45.00	-	-	-	-	-	-	135.00
<b>Total Newsletter &amp; Directory Mailing</b>	<b>23.00</b>	<b>75.00</b>	<b>36.00</b>	<b>47.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185.00</b>
<b>Quilt Show Income</b>											
Boutique Income (100%)	-	-	6,501.44	-	-	-	-	-	-	-	6,501.44
Boutique Sales Rebate	-	-	-	-	(4,777.36)	-	-	-	-	-	(4,777.36)
<b>Total Boutique Income (100%)</b>	<b>-</b>	<b>-</b>	<b>6,501.44</b>	<b>-</b>	<b>(4,777.36)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,724.08</b>
Boutique Sales Tax	-	-	666.81	-	-	-	-	-	-	-	666.81
Donations	-	-	-	500.00	-	-	-	-	-	-	500.00
Entrance Fees	400.00	1,084.00	10,595.44	-	-	-	-	-	-	-	12,079.44
Judging Fees	250.00	1,425.00	-	-	-	-	-	-	-	-	1,675.00
Raffle	-	-	1,070.00	-	-	-	-	-	-	-	1,070.00
Vendor Fees	3,330.00	1,495.00	-	-	-	-	-	-	-	-	4,825.00
<b>Total Quilt Show Income</b>	<b>3,980.00</b>	<b>4,004.00</b>	<b>18,833.69</b>	<b>500.00</b>	<b>(4,777.36)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,540.33</b>
<b>Special Events Income</b>											
Opportunity Quilt Income	340.00	340.00	770.00	20.00	40.00	180.00	-	-	-	-	1,690.00
Postcard Project Income	-	-	1,030.00	9.20	78.16	138.39	59.77	-	-	-	1,315.52
Sew Day	-	-	-	-	-	-	-	-	100.00	20.00	120.00
<b>Total Special Events Income</b>	<b>340.00</b>	<b>340.00</b>	<b>1,800.00</b>	<b>29.20</b>	<b>118.16</b>	<b>318.39</b>	<b>59.77</b>	<b>-</b>	<b>100.00</b>	<b>20.00</b>	<b>3,125.52</b>
Workshops Income	100.00	200.00	400.00	870.00	50.00	400.00	960.00	570.00	250.00	250.00	4,050.00
<b>Total Income</b>	<b>6,164.60</b>	<b>6,716.00</b>	<b>21,702.86</b>	<b>1,851.20</b>	<b>(4,405.77)</b>	<b>935.39</b>	<b>1,105.77</b>	<b>635.30</b>	<b>460.50</b>	<b>595.00</b>	<b>35,760.85</b>
<b>Gross Profit Expenses</b>	<b>6,164.60</b>	<b>6,716.00</b>	<b>21,702.86</b>	<b>1,851.20</b>	<b>(4,405.77)</b>	<b>935.39</b>	<b>1,105.77</b>	<b>635.30</b>	<b>460.50</b>	<b>595.00</b>	<b>35,760.85</b>
<b>Committee Expenses</b>											
Challenge	-	-	-	-	-	-	-	-	-	80.00	80.00
Community Projects	-	228.43	-	184.88	-	-	-	-	-	-	413.31
Sunshine/Satellite	30.00	-	-	-	-	-	-	-	-	-	30.00

YTD

	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	Total
Total Committee Expenses	30.00	228.43	-	184.88	-	-	-	-	-	80.00	523.31
General meeting Expenses	-	-	-	-	-	-	-	-	-	-	-
Copies	-	27.73	-	-	-	-	-	-	-	-	27.73
Misc Expense	-	-	10.00	-	-	-	-	-	-	-	10.00
Refreshments-Dekor	57.36	-	-	-	-	-	-	-	-	-	57.36
Rent - A/V Engineer	-	-	210.00	105.00	105.00	-	105.00	105.00	105.00	105.00	840.00
Rent Meeting	400.00	200.00	600.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	3,300.00
Room Set Up/Take Down	125.00	-	-	-	-	50.00	-	-	-	-	175.00
<b>Total General meeting expenses</b>	<b>582.36</b>	<b>227.73</b>	<b>820.00</b>	<b>405.00</b>	<b>405.00</b>	<b>350.00</b>	<b>405.00</b>	<b>405.00</b>	<b>405.00</b>	<b>405.00</b>	<b>4,410.09</b>
Membership Expense	-	-	523.61	94.52	16.68	-	-	-	-	-	634.81
Directory/Brochures, Copies & Software	-	-	523.61	94.52	16.68	-	-	-	-	-	634.81
Total Membership Expense	-	-	523.61	94.52	16.68	-	-	-	-	-	634.81
Newletter Expense	-	-	-	-	-	-	-	-	-	-	-
Newletter Copies	(47.95)	-	-	11.22	11.22	12.16	-	14.03	27.74	-	28.42
Newletter Postage	-	-	-	-	70.76	-	-	-	-	-	70.76
<b>Total Newletter Expense</b>	<b>(47.95)</b>	<b>-</b>	<b>-</b>	<b>11.22</b>	<b>81.98</b>	<b>12.16</b>	<b>-</b>	<b>14.03</b>	<b>27.74</b>	<b>-</b>	<b>99.18</b>
Operating Expense	-	-	-	-	-	-	-	-	-	-	-
Fees - Dept of Justice	30.00	-	25.00	-	-	-	-	-	-	-	55.00
Dues and Subscriptions	113.76	-	-	-	12.00	-	-	-	-	-	125.76
Fees - Sec of State	20.00	-	-	-	-	-	-	-	-	-	20.00
Fees PayPal/ Square	2.98	58.25	30.92	27.26	1.73	18.94	26.44	17.35	16.75	8.02	208.64
Insurance	-	-	742.00	-	-	-	25.00	-	-	-	767.00
Office Supplies	-	-	-	-	-	-	-	-	-	82.42	82.42
PO Box & Postage	-	-	-	-	7.20	-	-	-	-	-	7.20
SCCQG	-	-	40.00	-	-	-	-	-	-	-	40.00
Storage	431.25	450.00	575.00	475.00	475.00	475.00	550.00	742.84	550.00	604.75	5,328.84
Treasurer	320.00	-	-	-	-	-	-	-	-	-	320.00
WebSite & Computer Exp	-	-	-	-	-	-	71.99	-	-	-	71.99
<b>Total Operating Expense</b>	<b>917.99</b>	<b>608.25</b>	<b>1,412.92</b>	<b>502.26</b>	<b>495.93</b>	<b>493.94</b>	<b>673.43</b>	<b>760.19</b>	<b>566.75</b>	<b>695.19</b>	<b>7,026.85</b>
Programs	-	-	-	-	-	-	-	-	-	-	-
Coffeebreak Programs	200.00	-	200.00	-	-	-	-	-	-	-	400.00
July & December Programs	-	-	-	-	-	123.12	-	-	-	-	123.12
Lecture Fee	-	-	150.00	300.00	800.00	-	-	350.00	-	-	2,100.00
Lodging/Travel	-	-	-	-	-	-	-	-	-	212.10	212.10
Meals	-	-	-	-	-	-	-	-	-	10.00	10.00
Misc Workshop Expenses	-	-	-	-	-	-	-	-	-	67.03	67.03
Rent - GVCC/St Andrews	-	130.00	-	-	-	-	-	150.00	-	150.00	430.00
Workshop Fee	-	-	-	1,000.00	650.00	-	612.50	-	900.00	550.00	3,712.50
<b>Total Programs</b>	<b>200.00</b>	<b>130.00</b>	<b>350.00</b>	<b>1,300.00</b>	<b>1,450.00</b>	<b>123.12</b>	<b>612.50</b>	<b>350.00</b>	<b>1,050.00</b>	<b>1,489.13</b>	<b>7,054.75</b>

	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	YTD Total
Quilt Show											
Acquisition/Collection	-	-	-	-	172.75	-	-	-	-	-	172.75
Boutique Expenses	178.13	-	112.77	-	-	-	-	-	-	-	290.90
Display (Pipe & Drape)	-	-	7,775.00	-	-	-	-	-	-	-	7,775.00
Facility Charges Showground	-	4,202.50	(18.00)	(2,078.00)	-	-	-	-	-	-	2,106.50
Featured Artist/Special Exhibit	-	-	-	123.15	-	-	-	-	-	-	123.15
Gifts	-	-	130.00	-	80.77	-	-	-	-	-	210.77
Hospitality-Vendors/Volunteers	-	-	-	13.55	104.02	-	-	-	-	-	117.57
Judge Expenses	-	-	816.60	-	-	-	-	-	-	-	816.60
Judging Exp (GVCC & Other)	-	-	453.82	-	19.99	-	-	-	-	-	473.81
Program Printing	-	-	1,197.90	-	-	-	-	-	-	-	1,197.90
Publicity	7.54	465.16	1,158.30	500.00	440.41	-	-	-	-	-	2,571.41
Raffle	-	-	-	18.20	-	-	-	-	-	-	18.20
Sales Tax Paid	-	-	666.81	-	-	-	-	-	-	-	666.81
Signage	-	-	686.82	-	-	-	-	-	-	-	686.82
Square Fees	-	-	260.06	-	-	-	-	-	-	-	260.06
Tickets	85.17	37.52	-	-	20.34	-	-	-	-	-	143.03
Vendors	-	-	-	-	-	-	50.00	-	-	-	50.00
<b>Total Quilt Show</b>	<b>270.84</b>	<b>4,705.18</b>	<b>13,240.08</b>	<b>(1,423.10)</b>	<b>838.28</b>	-	<b>50.00</b>	-	-	-	<b>17,681.28</b>
Sales Tax	34.00	-	-	-	-	-	-	-	-	-	34.00
Special Events Expense											
Opportunity Quilt	167.69	-	-	-	-	-	-	-	-	-	167.69
<b>Total Special Events Expense</b>	<b>167.69</b>	-	-	-	-	-	-	-	-	-	<b>167.69</b>
<b>Total Expenses</b>	<b>2,154.93</b>	<b>5,799.59</b>	<b>16,346.61</b>	<b>1,074.78</b>	<b>3,287.87</b>	<b>979.22</b>	<b>1,740.93</b>	<b>1,529.22</b>	<b>2,049.49</b>	<b>2,669.32</b>	<b>37,631.96</b>
<b>Net Operating Income</b>	<b>4,009.67</b>	<b>916.41</b>	<b>5,356.25</b>	<b>776.42</b>	<b>(7,693.64)</b>	<b>(43.83)</b>	<b>(635.16)</b>	<b>(893.92)</b>	<b>(1,588.99)</b>	<b>(2,074.32)</b>	<b>(1,871.11)</b>
Other Income											
Interest Income	3.62	3.74	3.74	3.62	3.75	3.63	3.75	3.75	3.39	3.75	36.74
<b>Total Other Income</b>	<b>3.62</b>	<b>3.74</b>	<b>3.74</b>	<b>3.62</b>	<b>3.75</b>	<b>3.63</b>	<b>3.75</b>	<b>3.75</b>	<b>3.39</b>	<b>3.75</b>	<b>36.74</b>
<b>Net Other Income</b>	<b>3.62</b>	<b>3.74</b>	<b>3.74</b>	<b>3.62</b>	<b>3.75</b>	<b>3.63</b>	<b>3.75</b>	<b>3.75</b>	<b>3.39</b>	<b>3.75</b>	<b>36.74</b>
<b>Net Income</b>	<b>4,013.29</b>	<b>920.15</b>	<b>5,359.99</b>	<b>780.04</b>	<b>(7,689.89)</b>	<b>(40.20)</b>	<b>(631.41)</b>	<b>(890.17)</b>	<b>(1,585.60)</b>	<b>(2,070.57)</b>	<b>(1,834.37)</b>

**Coastal Quilters Guild, Inc**  
**Income and Expense versus Annual Budget**  
Year to Date - July 1, 2022 thru April 30, 2023

	TOTAL YTD 7/1/22 - 4/30/23	ANNUAL BUDGET	Under/(Over) Budget
<b>Income</b>			
Amazon.com Smile	65	100	35
<b>Donations Income</b>			
Member Donations - Unrestricted	979	2,000	1,021
<b>Total Donations Income</b>	<b>979</b>	<b>2,000</b>	<b>1,021</b>
Fabric Sale	64	200	136
Gift Basket Raffle Income	300	600	300
Library - Book Sales	22	-	(22)
Membership Dues	4,430	7,500	3,070
<b>Newsletter &amp; Directory Mailing</b>			
Mailing Directories	50	100	50
Mailing Newsletter	135	225	90
<b>Total Newsletter &amp; Directory Mailing</b>	<b>185</b>	<b>325</b>	<b>140</b>
<b>Quilt Show Income</b>			
Boutique Income (100%)	6,501	9,500	2,999
Boutique Sales Rebate	(4,777)	(7,600)	(2,823)
<b>Total Boutique Income Net</b>	<b>1,724</b>	<b>1,900</b>	<b>176</b>
Boutique Sales Tax	667	831	164
Donations	500	500	-
Entrance Fees	12,079	14,600	2,521
Judging Fees	1,675	2,000	325
Raffle	1,070	1,800	730
Vendor Fees	4,825	6,375	1,550
<b>Total Quilt Show Income</b>	<b>22,540</b>	<b>28,006</b>	<b>5,466</b>
<b>Special Events Income</b>			
Axxess Book Income	-	250	250
Opportunity Quilt Income	1,690	2,000	310
Postcard Project Income	1,316	2,500	1,184
Sew Day	120	-	(120)
<b>Total Special Events Income</b>	<b>3,126</b>	<b>4,750</b>	<b>1,624</b>
<b>Workshops Income</b>	<b>4,050</b>	<b>4,600</b>	<b>550</b>
<b>Total Income</b>	<b>35,761</b>	<b>48,081</b>	<b>12,320</b>



	TOTAL YTD 7/1/22 - 4/30/23	ANNUAL BUDGET	Under/(Over) Budget
Expenses			
Committee Expenses			
Challenge	80	200	120
Community Projects	413	1,000	587
Sunshine/Satellite	30	100	70
<b>Total Committee Expenses</b>	<b>523</b>	<b>1,300</b>	<b>777</b>
General meeting expenses			
Copies	28	50	22
Misc Expense	10	-	(10)
Refreshments-Decor	57	50	(7)
Rent - A/V Engineer	840	945	105
Rent Meeting	3,300	3,900	600
Room Set Up/Take Down	175	125	(50)
<b>Total General meeting expenses</b>	<b>4,410</b>	<b>5,070</b>	<b>660</b>
Membership Expense			

	TOTAL YTD 7/1/22 - 4/30/23	ANNUAL BUDGET	Under/(Over) Budget
<b>Quilt Show</b>			
Acquisition/Collection	173	200	27
Boutique Expenses	291	250	(41)
Display (Pipe & Drape)	7,775	7,500	(275)
Education Booth	-	150	150
Facility Charges Showground	2,107	8,905	6,799
Featured Artist/Special Exhibit	123	200	77
Gifts	211	100	(111)
Hanging	-	100	100
Hospitality-Vendors/Volunteers	118	500	382
Insurance	-	10	10
Judge Expenses	817	1,425	608
Judging Exp (GVCC & Other)	474	400	(74)
Program Printing	1,198	1,300	102
Publicity	2,571	3,000	429
Raffle	18	120	102
Sales Tax Paid	667	831	164
Signage	687	400	(287)
Square Fees	260	-	(260)
Tickets	143	100	(43)
Vendors	50	100	50
<b>Total Quilt Show</b>	<b>17,681</b>	<b>25,591</b>	<b>7,910</b>
Sales Tax	34	34	-
<b>Special Events Expense</b>			
Axxess Books Expense	-	200	200
Opportunity Quilt	168	175	7
<b>Total Special Events Expense</b>	<b>168</b>	<b>375</b>	<b>207</b>
<b>Total Expenses</b>	<b>37,632</b>	<b>47,985</b>	<b>10,353</b>
<b>Net Operating Income</b>	<b>(1,871)</b>	<b>96</b>	<b>1,967</b>
<b>Other Income</b>			
Interest Income	37	30	(7)
<b>Total Other Income</b>	<b>37</b>	<b>30</b>	<b>(7)</b>
<b>Net Income</b>	<b>(1,834)</b>	<b>126</b>	<b>1,960</b>