



# ASSOCIATION FOR THE STUDY OF AFRICAN AMERICAN LIFE & HISTORY

FINANCIAL STATEMENTS

APRIL 30, 2021

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**ASALH**  
**Consolidated Bank Reconciliation**  
**For the Month Ending: April 30, 2021**

<u>Bank</u>		<u>Book</u>	
Business Checking	\$ 667,930	Business Checking	\$ 651,217
PayPal	1,780	PayPal	1,780
Cash Reserves	231,195	Cash Reserves	231,195
Subtotal	<u>\$ 900,905</u>	Subtotal	<u>\$ 884,192</u>

**Outstanding Checks**

Check#	10223	4/26/21	(1,600.00)	DoubleBack Global Group
Check#	10225	4/26/21	(2,000.00)	Underground Railroad Society of Cass County
Check#	10227	4/26/21	(1,500.00)	Joe Becton
Check#	10229	4/26/21	(1,500.00)	Sheila Vance
Check#	10231	4/26/21	(3,750.00)	Archival Alchemy
Check#	10232	4/26/21	(1,120.00)	Ruthi Postow Staffing
Check#	10234	4/26/21	(4,600.00)	SB & Company
Check#	10235	4/26/21	(600.00)	Jamon Jordan
Check#	10238	4/26/21	(42.58)	Crystal Boswell

**Adjusted Cash Balance**      \$ 884,192

**Adjusted Cash Balance**      \$ 884,192

**Variance**      \$ -

**ASALH**  
**Statement of Financial Position**  
**As of April 30, 2021**

	<u>4/30/21</u>	<u>4/30/20</u>	<u>\$ Change</u>
<b><u>ASSETS</u></b>			
<b>Current Assets</b>			
Business Checking	\$ 651,217	\$ 301,390	\$ 349,827
PayPal	1,780	4,791	(3,011)
Cash Reserves	231,195	230,456	739
<b>Total Cash and Cash Equivalents</b>	<b>884,192</b>	<b>536,637</b>	<b>347,555</b>
Accounts Receivable	30,912	8,554	22,358
Security Deposits	3,000	3,000	-
<b>Total Current Assets</b>	<b>918,104</b>	<b>548,191</b>	<b>369,913</b>
<b>Fixed Assets, Net</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b>\$ 918,104</b>	<b>\$ 548,191</b>	<b>\$ 369,913</b>
<b><u>LIABILITIES AND NET ASSETS</u></b>			
<b>LIABILITIES</b>			
Accounts Payable	\$ 3,653	\$ 3,187	\$ 466
Accrued Salary & Wages	9,324	5,460	3,864
SBA PPP Loan Payable	62,300	62,300	-
<b>Deferred Revenue</b>			
Membership	270	80	190
Publications	-	17,277	(17,277)
NPS Grants	16,283	-	16,283
NYL Grant	73,137	100,000	(26,863)
NPF Grant	125,521	-	125,521
400th Year Commission Grant	20,000	-	20,000
<b>Total Deferred Revenue</b>	<b>235,211</b>	<b>117,357</b>	<b>117,854</b>
<b>TOTAL LIABILITIES</b>	<b>310,488</b>	<b>188,304</b>	<b>122,184</b>
<b>NET ASSETS</b>			
With Donor Restrictions (Book Prize Awards)	11,450	-	11,450
Without Donor Restrictions	596,166	359,887	236,279
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 918,104</b>	<b>\$ 548,191</b>	<b>\$ 369,913</b>

**ASALH**  
**Statement of Activities**  
**For the Period Ended April 30, 2021**

	<u>4/30/21</u>	<u>4/30/20</u>	<u>\$ Change</u>
<b><u>REVENUE</u></b>			
<b>Program Revenue</b>			
Membership Dues	\$ 142,700	\$ 96,390	\$ 46,310
Contributions			
Individual Contributions	30,844	12,662	18,182
Corporate Contributions	7,000	-	7,000
EC Contributions	7,250	2,500	4,750
Book Prize Award Contributions	-	5,000	(5,000)
<b>Total Contributions Revenue</b>	<b><u>45,094</u></b>	<b><u>20,162</u></b>	<b><u>24,932</u></b>
BHM Festival/Luncheon Revenue	247,168	215,536	31,632
Publications Revenue	74,053	82,267	(8,214)
ASALH TV Revenue	200	300	(100)
ASALH Store Revenue	1,150	1,474	(324)
Speakers Bureau Revenue	7,900	-	7,900
Lane College Project	2,500	-	2,500
Other Revenue	2,323	1,255	1,068
<b>Total Program Revenue</b>	<b><u>523,088</u></b>	<b><u>417,384</u></b>	<b><u>105,704</u></b>
<b>Grant Revenue</b>			
NTF Grants	20,542	86,208	(65,666)
NPS Co-op Grant (Acadia)	110	165	(55)
NPS Co-op Grant (CGW)	50	3,300	(3,250)
NPS Co-op Grant (Cowpens)	-	330	(330)
NPS Grant (Buffalo Soldiers)	467	6,215	(5,748)
NPS Grant (Lafayette Square)	-	10,012	(10,012)
NPS Grant (Valley Forge)	14,245	-	14,245
NYL Grant	12,863	-	12,863
NPF Grant	330	-	330
<b>Total Grant Revenue</b>	<b><u>48,607</u></b>	<b><u>106,230</u></b>	<b><u>(57,623)</u></b>
<b>Total Revenue</b>	<b><u>\$ 571,695</u></b>	<b><u>\$ 523,614</u></b>	<b><u>\$ 48,081</u></b>

**ASALH**  
**Statement of Activities**  
**For the Period Ended April 30, 2021**

	<u>4/30/21</u>	<u>4/30/20</u>	<u>\$ Change</u>
<b>EXPENSES</b>			
<b>Program Expenses</b>			
Membership Expenses	\$ 49,959	\$ 30,930	\$ 19,029
Annual Conference Expenses	-	26,222	(26,222)
BHM Festival/Luncheon Expenses	112,142	178,619	(66,477)
Publications Expenses	42,686	43,659	(973)
Virtual Conference Expenses	6,138	-	6,138
ASALH TV Expenses	253	-	253
ASALH Store Expenses	20	300	(280)
Speakers Bureau Expenses	1,050	-	1,050
Book Prize Award Expenses	1,500	-	1,500
Other Program Expenses	4,945	-	4,945
<b>Total Program Expenses</b>	<b>218,693</b>	<b>279,730</b>	<b>(61,037)</b>
<b>Grant Expenses</b>			
NTF Grants	15,874	78,370	(62,496)
NPS Co-op Grant (Acadia)	100	150	(50)
NPS Co-op Grant (CGW)	50	3,000	(2,950)
NPS Co-op Grant (Cowpens)	-	1,052	(1,052)
NPS Grant (Buffalo Soldiers)	425	5,650	(5,225)
NPS Grant (Lafayette Square)	-	9,102	(9,102)
NPS Grant (Valley Forge)	12,950	-	12,950
NYL Grant	10,613	-	10,613
NPF Grant	300	-	300
<b>Total Grant Expenses</b>	<b>40,312</b>	<b>97,324</b>	<b>(57,012)</b>
<b>Management &amp; General</b>			
Salary & Wages	152,746	90,842	61,904
Fringe Benefits	11,891	9,669	2,222
Payroll Taxes	14,021	8,294	5,727
Office Lease	12,000	12,000	-
Travel	60	898	(838)
Telephone	2,883	2,421	462
Computer & Internet Services	1,342	845	497
Dues and Subscriptions	1,805	567	1,238
Website	8,557	8,679	(122)
Database Maintenance	3,587	3,500	87
Public Relations & Marketing	1,172	747	425
Postage & Shipping	2,546	5,215	(2,669)
Bank Fees	466	599	(133)
Credit Card Processing Fees	5,779	7,362	(1,583)
Payroll Processing Fees	1,561	1,092	469
Accounting	26,000	25,000	1,000
Audit	7,000	2,300	4,700
Executive Council Meetings	-	920	(920)
Office Supplies	1,599	3,227	(1,628)
Equipment Lease	1,753	2,299	(546)
Equipment Repairs & Maintenance	48	1,401	(1,353)
Gifts & Courtesies	298	329	(31)
Awards	-	40	(40)
Storage and Archives	1,800	1,800	-
Licenses & Fees	107	585	(478)
Miscellaneous Expenses	64	48	16
Salary Allocation	(116,225)	(64,988)	(51,237)
Indirect Allocation	(80,192)	(71,964)	(8,228)
<b>Total Management &amp; General</b>	<b>62,668</b>	<b>53,727</b>	<b>8,941</b>
<b>Development</b>	<b>49,934</b>	<b>16,276</b>	<b>33,658</b>
<b>Total Expenses</b>	<b>\$ 371,607</b>	<b>\$ 447,057</b>	<b>\$ (75,450)</b>
<b>Change in Net Assets</b>			
<b>Net Assets, Beginning of Year</b>	<b>\$ 407,528</b>	<b>\$ 283,330</b>	<b>\$ 124,198</b>
<b>Net Assets, End of Period</b>	<b>\$ 607,616</b>	<b>\$ 359,887</b>	<b>\$ 247,729</b>

ASALH  
Statement of Activities by Class  
For the Period Ended April 30, 2021

	Management & General	Development	Membership	BHM Festival	Publications	Virtual Conference	Other	Grants	Total
<b>REVENUE</b>									
<b>Program Revenue</b>									
Membership Dues	\$ -	\$ -	\$ 142,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 142,700
Contributions	45,094	-	-	-	-	-	-	-	45,094
Annual Conference Revenue	-	-	-	-	-	-	-	-	-
BHM Festival Revenue	-	-	-	247,168	-	-	-	-	247,168
Publications Revenue	-	-	-	-	74,053	-	-	-	74,053
Virtual Conference Revenue	-	-	-	-	-	-	-	-	-
ASALH TV Revenue	-	-	-	-	-	-	200	-	200
ASALH Store Revenue	-	-	-	-	-	-	1,150	-	1,150
Other Revenue	-	-	-	-	-	-	12,723	-	12,723
<b>Total Program Revenue</b>	<b>45,094</b>	<b>-</b>	<b>142,700</b>	<b>247,168</b>	<b>74,053</b>	<b>-</b>	<b>14,073</b>	<b>-</b>	<b>523,088</b>
<b>Grant Revenue</b>									
NPS Grant Revenue	-	-	-	-	-	-	-	35,414	35,414
SBA Grant Revenue	-	-	-	-	-	-	-	-	-
NYL Grant Revenue	-	-	-	-	-	-	-	12,863	12,863
NPF Grant Revenue	-	-	-	-	-	-	-	330	330
<b>Total Grant Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,607</b>	<b>48,607</b>
<b>Total Revenue</b>	<b>45,094</b>	<b>-</b>	<b>142,700</b>	<b>247,168</b>	<b>74,053</b>	<b>-</b>	<b>14,073</b>	<b>48,607</b>	<b>571,695</b>
<b>EXPENSES</b>									
<b>Program Expenses</b>									
Membership Expenses	-	-	932	-	-	-	-	-	932
Annual Conference Expenses	-	-	-	-	-	-	-	-	-
BHM Festival Expenses	-	-	-	44,239	-	-	-	-	44,239
Publications Expenses	-	-	-	-	11,049	-	-	-	11,049
Virtual Conference Expenses	-	-	-	-	-	6,138	-	-	6,138
ASALH TV Expenses	-	-	-	-	-	-	253	-	253
ASALH Store Expenses	-	-	-	-	-	-	20	-	20
Speakers Bureau Expenses	-	-	-	-	-	-	1,050	-	1,050
Other Program Expenses	-	-	-	-	-	-	6,445	-	6,445
<b>Total Program Expenses</b>	<b>-</b>	<b>-</b>	<b>932</b>	<b>44,239</b>	<b>11,049</b>	<b>6,138</b>	<b>7,768</b>	<b>-</b>	<b>70,126</b>
<b>Grant Expenses</b>									
NPS Grant Expenses	-	-	-	-	-	-	-	29,399	29,399
NYL Grant Expenses	-	-	-	-	-	-	-	10,613	10,613
NPF Grant Expenses	-	-	-	-	-	-	-	300	300
<b>Total Grant Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,312</b>	<b>40,312</b>
<b>Management &amp; General</b>	<b>259,085</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>259,085</b>
<b>Development</b>	<b>-</b>	<b>2,084</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,084</b>
Salary Allocation	(116,225)	28,318	29,184	39,964	18,759	-	-	-	-
Indirect Allocation	(80,192)	19,532	19,843	27,939	12,878	-	-	-	-
<b>Total Expenses</b>	<b>62,668</b>	<b>49,934</b>	<b>49,959</b>	<b>112,142</b>	<b>42,686</b>	<b>6,138</b>	<b>7,768</b>	<b>40,312</b>	<b>371,607</b>
<b>Total Revenue</b>	<b>45,094</b>	<b>-</b>	<b>142,700</b>	<b>247,168</b>	<b>74,053</b>	<b>-</b>	<b>14,073</b>	<b>48,607</b>	<b>571,695</b>
<b>Total Expenses</b>	<b>62,668</b>	<b>49,934</b>	<b>49,959</b>	<b>112,142</b>	<b>42,686</b>	<b>6,138</b>	<b>7,768</b>	<b>40,312</b>	<b>371,607</b>
<b>Change in Net Assets</b>	<b>\$ (17,574)</b>	<b>\$ (49,934)</b>	<b>\$ 92,741</b>	<b>\$ 135,026</b>	<b>\$ 31,367</b>	<b>\$ (6,138)</b>	<b>\$ 6,305</b>	<b>\$ 8,295</b>	<b>\$ 200,088</b>

**ASALH**  
**SOA - Budget vs Actual**  
**For the Period Ended April 30, 2021**

*As of 4/30/21*

	<b>2021 Budget</b>	<b>2021 Actual</b>	<b>\$ Change</b>
<b>REVENUE</b>			
Membership Dues	\$ 178,000	\$ 142,700	\$ 35,300
Contributions	112,000	45,094	66,906
BHM Festival Revenue	100,000	247,168	(147,168)
Publications Revenue	182,500	74,053	108,447
Virtual Conference Revenue	130,000	-	130,000
ASALH TV Revenue	2,000	200	1,800
ASALH Store Revenue	2,000	1,150	850
PPP Revenue	62,300	-	62,300
Grant Revenue	85,000	8,295	76,705
Other Revenue	1,150	12,723	(11,573)
<b>Total Revenue</b>	<b>854,950</b>	<b>531,383</b>	<b>323,567</b>
<b>EXPENSES</b>			
<b>Program Expenses</b>			
Membership Expenses	177,000	49,959	127,041
BMH Festival Expenses	93,000	112,142	(19,142)
Publications Expenses	177,500	42,686	134,814
Virtual Conference Expenses	109,500	6,138	103,362
ASALH TV Expenses	2,000	253	1,747
ASALH Store Expenses	-	20	(20)
Other Program Expenses	-	7,495	(7,495)
<b>Total Program Expenses</b>	<b>559,000</b>	<b>218,693</b>	<b>340,307</b>
<b>Management &amp; General</b>			
Salary & Wages	420,000	152,746	267,254
Fringe Benefits	57,000	11,891	45,109
Payroll Taxes	54,000	14,021	39,979
Office Lease	36,000	12,000	24,000
Travel	1,000	60	940
General Liability Insurance	2,500	-	2,500
Workers Compensation Insurance	2,500	-	2,500
Director & Officer Insurance	2,500	-	2,500
Telephone	10,000	2,883	7,117
Computer & Internet Services	2,500	1,342	1,158
Dues and Subscriptions	3,000	1,805	1,195
Website	20,000	8,557	11,443
Database Maintenance	12,000	3,587	8,413
Public Relations & Marketing	3,000	1,172	1,828
Postage & Shipping	8,000	2,546	5,454
Bank Fees	1,250	466	784
Credit Card Processing Fees	17,000	5,779	11,221
Payroll Processing Fees	3,000	1,561	1,439
Accounting	78,000	26,000	52,000
Audit	11,000	7,000	4,000
Legal	1,000	-	1,000
Executive Council Meetings	500	-	500
Office Supplies	9,500	1,599	7,901
Equipment Lease	6,000	1,753	4,247
Equipment Repairs & Maintenance	4,000	48	3,952
Gifts & Courtesies	1,000	298	702
Storage and Archives	5,400	1,800	3,600
Licenses & Fees	1,000	107	893
Miscellaneous/Contingencies	5,000	64	4,936
Salary Allocation	(288,000)	(116,225)	(171,775)
Indirect Allocation	(332,650)	(80,192)	(252,458)
<b>Total Management &amp; General</b>	<b>157,000</b>	<b>62,668</b>	<b>94,332</b>
<b>Development</b>	<b>138,950</b>	<b>49,934</b>	<b>89,016</b>
<b>Total Expenses</b>	<b>854,950</b>	<b>331,295</b>	<b>523,655</b>
<b>GRANTS</b>			
Grant Income	870,000	40,312	829,688
Grant Expenses	870,000	40,312	829,688
<b>Grant Income (Loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue</b>	<b>1,724,950</b>	<b>571,695</b>	<b>1,153,255</b>
<b>Total Expenses</b>	<b>1,724,950</b>	<b>371,607</b>	<b>1,353,343</b>
<b>Change in Net Assets</b>	<b>\$ -</b>	<b>\$ 200,088</b>	<b>\$ (200,088)</b>



**ASALH**  
**2021 BHM Festival / Luncheon**  
**For the Period Ended April 30, 2021**

	<i>Budget vs Actual</i>			<i>Year-Over-Year</i>		
	<b>2021 Budget</b>	<b>4/30/21</b>	<b>\$ Change</b>	<b>4/30/21</b>	<b>4/30/20</b>	<b>\$ Change</b>
<b>REVENUE</b>						
Ticket Sales	\$ 46,000	\$ 35,956	(10,044)	\$ 35,956	\$ 96,789	\$ (60,833)
Ad Revenue	4,000	1,500	(2,500)	1,500	4,200	(2,700)
Authors Book Signing	-	-	-	-	2,700	(2,700)
Sponsorship Revenue	45,000	200,000	155,000	200,000	94,000	106,000
Exhibitor Revenue	-	-	-	-	2,750	(2,750)
General Festival/Luncheon Donations	3,000	5,152	2,152	5,152	3,780	1,372
EC Festival/Luncheon Donations	2,000	4,500	2,500	4,500	6,900	(2,400)
Other Revenue	-	60	60	60	4,417	(4,357)
<b>Total Revenue</b>	<b>100,000</b>	<b>247,168</b>	<b>147,168</b>	<b>247,168</b>	<b>215,536</b>	<b>31,632</b>
<b>EXPENSES</b>						
Consultants/Administrative Support	14,000	14,744	744	14,744	22,640	(7,896)
Virtual Platform/Support	1,000	1,203	203	1,203	-	1,203
Website	-	7,368	7,368	7,368	-	7,368
Promotional Videos/Editing	3,000	8,765	5,765	8,765	-	8,765
Ad/Printing Expenses	1,400	-	(1,400)	-	2,253	(2,253)
Supplies/Materials/Other	500	1,042	542	1,042	4,125	(3,083)
Speaker Honoraria	1,500	-	(1,500)	-	-	-
Speaker/Chef Supplies	600	-	(600)	-	-	-
Books	-	9,683	9,683	9,683	-	9,683
T-Shirts	-	1,434	1,434	1,434	-	1,434
Meals	-	-	-	-	63,840	(63,840)
Photography/Videography	-	-	-	-	3,300	(3,300)
Audio Visual	-	-	-	-	15,483	(15,483)
BHM Festival Salary & Wages	39,000	39,964	964	39,964	29,890	10,074
BHM Festival Indirect Allocation	32,000	27,939	(4,061)	27,939	37,088	(9,149)
<b>Total Expenses</b>	<b>93,000</b>	<b>112,142</b>	<b>19,142</b>	<b>112,142</b>	<b>178,619</b>	<b>(66,477)</b>
<b>Net Income (Loss)</b>	<b>\$ 7,000</b>	<b>\$ 135,026</b>	<b>\$ 128,026</b>	<b>\$ 135,026</b>	<b>\$ 36,917</b>	<b>\$ 98,109</b>

**ASALH**  
**Publications**  
**For the Period Ended April 30, 2021**

	<i>Budget vs Actual</i>			<i>Year-Over-Year</i>		
	<b>2021 Budget</b>	<b>4/30/21</b>	<b>\$ Change</b>	<b>4/30/21</b>	<b>4/30/20</b>	<b>\$ Change</b>
<b><u>REVENUE</u></b>						
Book Revenue	\$ 2,500	\$ 237	\$ (2,263)	\$ 237	\$ 1,202	\$ (965)
JAAH	500	360	(140)	360	460	(100)
Black History Bulletin	35,000	35,985	985	35,985	33,084	2,901
Posters/Kits/Other	14,500	8,140	(6,360)	8,140	18,980	(10,840)
Royalties Revenue	130,000	29,331	(100,669)	29,331	28,541	790
<b>Total Publications Revenue</b>	<b>182,500</b>	<b>74,053</b>	<b>(108,447)</b>	<b>74,053</b>	<b>82,267</b>	<b>(8,214)</b>
<b><u>EXPENSES</u></b>						
Consultants - JAAH	25,000	-	(25,000)	-	15,000	(15,000)
Consultants - BHB	12,000	-	(12,000)	-	6,000	(6,000)
Consultants - Editorial Assistant	5,000	-	(5,000)	-	-	-
Postage	8,000	4,241	(3,759)	4,241	2,156	2,085
Printing & Reproduction	30,000	6,808	(23,192)	6,808	7,490	(682)
Publications Supplies & Other	-	-	-	-	232	(232)
Publications Salary Allocation	54,500	18,759	(35,741)	18,759	6,475	12,284
Publications Indirect Allocation	43,000	12,878	(30,122)	12,878	6,306	6,572
<b>Total Publications Expenses</b>	<b>177,500</b>	<b>42,686</b>	<b>(134,814)</b>	<b>42,686</b>	<b>43,659</b>	<b>(973)</b>
<b>Net Income (Loss)</b>	<b>\$ 5,000</b>	<b>\$ 31,367</b>	<b>\$ 26,367</b>	<b>\$ 31,367</b>	<b>\$ 38,608</b>	<b>\$ (7,241)</b>

**ASALH**  
**Publications**  
**For the Period Ended April 30, 2021**

	<u>Books</u>	<u>JAAH</u>	<u>BHB</u>	<u>Other</u>	<u>Total</u>
<b><u>REVENUE</u></b>					
Books					
Chi Eta Phi	\$ -	\$ -	\$ -	\$ -	\$ -
Mis-Education of the Negro	180	-	-	-	180
Carter G. Woodson's Appeal	57	-	-	-	57
Walking Proud	-	-	-	-	-
The History of the Improved...Elks	-	-	-	-	-
<b>Total Books Revenue</b>	<b>237</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>237</b>
Subscription Services	-	360	35,985	-	36,345
Royalties	402	27,543	1,386	-	29,331
Posters	-	-	-	5,860	5,860
BHM Learning Kits	-	-	-	2,250	2,250
DVDs/Other	-	-	-	30	30
<b>Total Publications Revenue</b>	<b>639</b>	<b>27,903</b>	<b>37,371</b>	<b>8,140</b>	<b>74,053</b>
<b><u>EXPENSES</u></b>					
Consultants	-	-	-	-	-
Editorial Assistant	-	-	-	-	-
Postage	-	-	-	4,241	4,241
Printing & Reproduction	371	-	3,305	3,132	6,808
Publications Supplies & Other	-	-	-	-	-
Publications Salary Allocation	-	-	-	18,759	18,759
Publications Indirect Allocation	-	-	-	12,878	12,878
<b>Total Publications Expenses</b>	<b>371</b>	<b>-</b>	<b>3,305</b>	<b>39,010</b>	<b>42,686</b>
<b>Net Income (Loss)</b>	<b>\$ 268</b>	<b>\$ 27,903</b>	<b>\$ 34,066</b>	<b>\$ (30,870)</b>	<b>\$ 31,367</b>