



AAACC San Francisco Arts Commission Cultural Centers



ORGANIZATION INFORMATION

Organization Name <u>AAACC</u>	Year Organization Founded <u>2002</u>
Address <u>762 Fulton Street, Suite 300, San Francisco, CA 94102-4119</u>	Number of Board Members <u>8</u>
County <u>San Francisco</u>	Fiscal Year End Date <u>06/30</u>
Federal ID # <u>20-0118582</u>	DUNS Number <u>858688740</u>
	City Council District <u>5</u>

This applicant is audited or reviewed by an independent accounting firm.

** The value is less than -999% or greater than +9999%.*

REVENUE

Earned	FY 2010	FY 2011	% chg	FY 2012	% chg
1 Admissions	\$0	\$0	n/a	\$0	n/a
2 Ticket Sales	\$0	\$0	n/a	\$0	n/a
3 Tuitions	\$0	\$0	n/a	\$4,730	n/a
4 Workshop & Lecture Fees	\$0	\$0	n/a	\$0	n/a
5 Touring Fees	\$0	\$0	n/a	\$0	n/a
6 Special Events - Non-fundraising	\$130	\$24,200	*	\$0	n/a
7 Gift Shop/Merchandise Sales	\$0	\$0	n/a	\$0	n/a
7a Gallery/Publication Sales	\$4,042	\$5,700	41%	\$2,704	-53%
8 Food Sales/Concession Revenue	\$0	\$0	n/a	\$0	n/a
8a Parking Concessions	\$11,495	\$13,900	21%	\$19,811	43%
9 Membership Dues/Fees	\$0	\$0	n/a	\$0	n/a
10 Subscriptions - Performance	\$0	\$0	n/a	\$0	n/a
10a Subscriptions - Media	\$0	\$0	n/a	\$0	n/a
11 Contracted Services/Performance Fees	\$42,076	\$0	n/a	\$19,514	n/a
12 Rental Income	\$50,896	\$46,502	-9%	\$50,224	8%
13 Royalties/Rights & Reproductions	\$0	\$0	n/a	\$0	n/a
14 Advertising Revenue	\$0	\$0	n/a	\$0	n/a
15 Sponsorship Revenue	\$0	\$0	n/a	\$0	n/a
16 Investments-Realized Gains (Losses)	\$0	\$0	n/a	\$0	n/a
17 Investments-Unrealized Gains (Losses)	\$0	\$0	n/a	\$0	n/a
18 Interest & Dividends	\$275	\$137	-50%	\$34	-75%
19 Other Earned Revenue	\$1,746	\$0	n/a	\$509	n/a
20 Total Earned Revenue	<u>\$110,660</u>	<u>\$90,439</u>	<u>-18%</u>	<u>\$97,526</u>	<u>8%</u>

REVENUE (Continued)

Contributed	FY 2010	FY 2011	% chg	FY 2012	% chg
21 Trustee/Board Contributions	\$100	\$0	n/a	\$0	n/a
22 Individual Contributions	\$5,056	\$12,891	155%	\$4,138	-68%
23 Corporate Contributions	\$42,419	\$61,300	45%	\$11,000	-82%
24 Foundation Contributions	\$53,495	\$146,513	174%	\$65,615	-55%
25 Government - City	\$743,580	\$1,444,611	94%	\$501,287	-65%
26 Government - County	\$0	\$0	n/a	\$0	n/a
27 Government - State	\$0	\$0	n/a	\$0	n/a
28 Government - Federal	\$0	\$0	n/a	\$0	n/a
28a Tribal Contributions	\$0	\$0	n/a	\$0	n/a
29 Special Events - Fundraising	\$0	\$0	n/a	\$0	n/a
30 Other Contributions	\$259,130	\$68,831	-73%	\$40,877	-41%
30b Parent Organization Support	\$0	\$0	n/a	\$0	n/a
30c Related Organization Contributions	\$0	\$0	n/a	\$0	n/a
31 In-kind Contributions	\$0	\$0	n/a	\$0	n/a
32 Net Assets Released from Restrictions	\$0	\$0	n/a	\$0	n/a
33 Total Contributed Revenue and Net Assets Released from Restrictions	\$1,103,780	\$1,734,146	57%	\$622,917	-64%
34 Total Earned and Contributed Revenue Including Net Assets Released	\$1,214,440	\$1,824,585	50%	\$720,443	-61%
35 Transfers & Reclassifications	\$0	\$0	n/a	\$0	n/a
Total Revenue	FY 2010	FY 2011	% chg	FY 2012	% chg
36 Total Revenue	\$1,214,440	\$1,824,585	50%	\$720,443	-61%
Total Unrestricted Revenue	\$1,151,523	\$1,342,775	17%	\$1,057,503	-21%
Total Unrestricted Revenue Less In-Kind	\$1,151,523	\$1,342,775	17%	\$1,057,503	-21%

EXPENSE

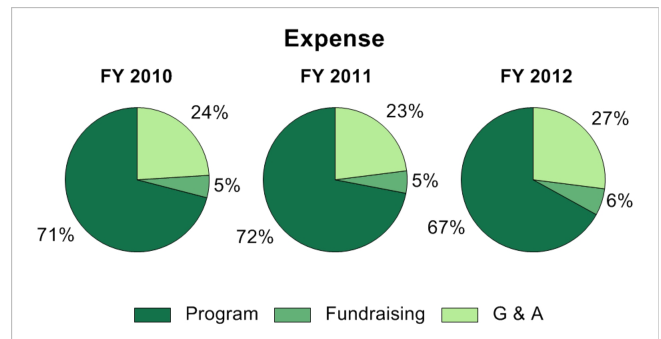
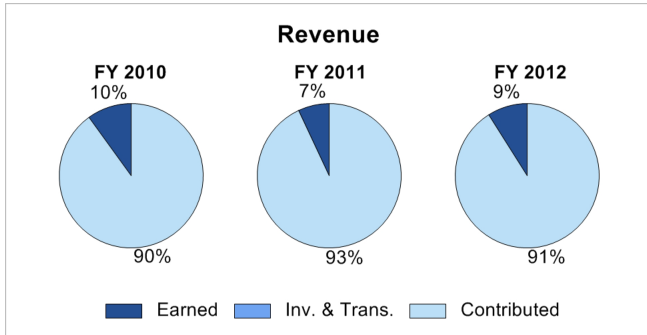
Expense	FY 2010	FY 2011	% chg	FY 2012	% chg
1 Total Salaries & Fringe (From Section 5)	\$359,713	\$413,494	15%	\$437,252	6%
2 Accounting	\$60,268	\$61,116	1%	\$70,049	15%
3 Advertising and Marketing	\$17,868	\$14,263	-20%	\$18,270	28%
4 Artist Commission Fees	\$0	\$0	n/a	\$0	n/a
4a Artist Consignments	\$0	\$0	n/a	\$0	n/a
5 Artists & Performers - Non-Salaried	\$115,424	\$107,276	-7%	\$10,371	-90%
6 Audit	\$0	\$0	n/a	\$0	n/a
7 Bank Fees	\$660	\$962	46%	\$674	-30%
8 Repairs & Maintenance	\$26,229	\$0	n/a	\$0	n/a
9 Catering & Hospitality	\$0	\$0	n/a	\$0	n/a
10 Collections Conservation	\$0	\$0	n/a	\$0	n/a
11 Collections Management	\$0	\$0	n/a	\$0	n/a

EXPENSE (Continued)

12	Conferences & Meetings	\$8,608	\$3,401	-60%	\$0	n/a
13	Cost of Sales	\$0	\$0	n/a	\$0	n/a
14	Depreciation	\$24,053	\$13,302	-45%	\$13,840	4%
15	Dues & Subscriptions	\$159	\$159	0%	\$424	167%
16	Equipment Rental	\$5,506	\$6,438	17%	\$7,212	12%
17	Facilities - Other	\$89,493	\$44,438	-50%	\$55,695	25%
18	Fundraising Expenses - Other	\$1,025	\$5,625	449%	\$425	-92%
19	Fundraising Professionals	\$0	\$0	n/a	\$0	n/a
20	Grantmaking Expense	\$1,943	\$0	n/a	\$0	n/a
21	Honoraria	\$193	\$1,300	574%	\$7,788	499%
22	In-Kind Contributions	\$500	\$0	n/a	\$0	n/a
23	Insurance	\$15,879	\$13,945	-12%	\$15,855	14%
24	Interest Expense	\$0	\$0	n/a	\$0	n/a
25	Internet & Website	\$8,588	\$8,671	1%	\$4,201	-52%
26	Investment Fees	\$0	\$0	n/a	\$0	n/a
27	Legal Fees	\$0	\$0	n/a	\$0	n/a
28	Lodging & Meals	\$0	\$0	n/a	\$0	n/a
29	Major Repairs	\$0	\$0	n/a	\$0	n/a
30	Office Expense - Other	\$13,172	\$10,749	-18%	\$8,760	-19%
31	Other	\$0	\$49,346	n/a	\$6,208	-87%
32	Postage & Shipping	\$0	\$0	n/a	\$2,005	n/a
33	Printing	\$11,484	\$4,539	-60%	\$4,653	3%
34	Production & Exhibition Costs	\$15,452	\$13,339	-14%	\$16,815	26%
34a	Programs - Other	\$359,474	\$337,875	-6%	\$317,939	-6%
35	Professional Development	\$0	\$0	n/a	\$0	n/a
36	Professional Fees - Other	\$29,090	\$9,309	-68%	\$10,114	9%
37	Public Relations	\$0	\$0	n/a	\$0	n/a
38	Rent	\$0	\$0	n/a	\$0	n/a
38a	Recording & Broadcast Costs	\$0	\$0	n/a	\$0	n/a
38b	Royalties/Rights & Reproductions	\$0	\$0	n/a	\$0	n/a
39	Sales Commission Fees	\$0	\$0	n/a	\$0	n/a
39a	Security	\$0	\$34,201	n/a	\$41,454	21%
40	Supplies - Office and Other	\$0	\$30,283	n/a	\$29,238	-3%
41	Telephone	\$13,574	\$10,400	-23%	\$10,218	-2%
42	Touring	\$0	\$0	n/a	\$0	n/a
43	Travel	\$0	\$0	n/a	\$3,133	n/a
44	Utilities	\$22,267	\$19,695	-12%	\$22,288	13%
Total Expense		FY 2010	FY 2011	% chg	FY 2012	% chg
45	Total Expenses	\$1,200,622	\$1,214,126	1%	\$1,114,881	-8%
	Total Expenses Less In-Kind	\$1,200,122	\$1,214,126	1%	\$1,114,881	-8%
	Change in Unrestricted Assets	(\$49,099)	\$128,649	362%	(\$57,378)	-145%
	Change in Temporarily Restricted Assets	\$62,917	\$481,810	666%	(\$337,060)	-170%
	Change in Permanently Restricted Assets	\$0	\$0	n/a	\$0	n/a
46	Change in Total Net Assets	\$13,818	\$610,459	4318%	(\$394,438)	-165%

FINANCIAL SUMMARY

Financial Activity	FY 2010	FY 2011	% chg	FY 2012	% chg
Unrestricted Activity					
Revenue					
Earned					
Program	\$47,994	\$29,900	-38%	\$27,457	-8%
Non-program	\$62,391	\$60,402	-3%	\$70,035	16%
Total Earned	\$110,385	\$90,302	-18%	\$97,492	8%
Investment & Transfers					
Realized Gains/Losses	\$0	\$0	n/a	\$0	n/a
Unrealized Gains/Losses	\$0	\$0	n/a	\$0	n/a
Interest & Dividends	\$275	\$137	-50%	\$34	-75%
Transfers & Reclassifications	\$0	\$0	n/a	\$0	n/a
Contributed	\$1,040,863	\$1,252,336	20%	\$959,977	-23%
Total Unrestricted Revenue	\$1,151,523	\$1,342,775	17%	\$1,057,503	-21%
Expenses					
Program	\$848,050	\$870,130	3%	\$746,472	-14%
Fundraising	\$64,176	\$63,014	-2%	\$64,326	2%
General & administrative	\$288,396	\$280,982	-3%	\$304,083	8%
Total Expenses	\$1,200,622	\$1,214,126	1%	\$1,114,881	-8%
Net Total Activity	\$13,818	\$610,459	4318%	(\$394,438)	-165%



INVESTMENTS

Endowments - Board Designated	FY 2010	FY 2011	FY 2012
1 Investments Balance - Beginning of Year	\$0	\$0	\$0
2 Investments Balance - End of Year	\$0	\$0	\$0

Endowments - Term	FY 2010	FY 2011	FY 2012
3 Investments Balance - Beginning of Year	\$0	\$0	\$0
4 Investments Balance - End of Year	\$0	\$0	\$0

Endowments - Permanently Restricted	FY 2010	FY 2011	FY 2012
5 Investments Balance - Beginning of Year	\$0	\$0	\$0
6 Investments Balance - End of Year	\$0	\$0	\$0

Investments - All Other	FY 2010	FY 2011	FY 2012
7 Investments Balance - Beginning of Year	\$0	\$0	\$0
8 Investments Balance - End of Year	\$0	\$0	\$0

LOANS

Credit Line	FY 2010	FY 2011	FY 2012
1 Balance - Beginning of Year	\$2,549	\$0	\$0
2 Additional Borrowings During the Fiscal Year	\$0	\$0	\$0
3 Total Repayments During the Fiscal Year (must be a negative number)	(\$2,549)	\$0	\$0
4 Balance - End of Year	\$0	\$0	\$0
5 Credit Line Limit	\$23,000	\$23,000	\$23,000
6 Credit Line Rate	11	11	12

BALANCE SHEET TRENDS

The Balance Sheet, also known as a Statement of Financial Position, shows the accumulated financial results of all the years that an organization has been in operation, and consists of what the organization owns - its assets; what the organization owes - its liabilities; and the difference between its assets and liabilities – its net assets or net worth.

Assets	FY 2010	FY 2011	% chg	FY 2012	% chg
Current Assets					
Cash	\$10,751	\$45,931	327%	\$25,439	-45%
Receivables	\$28,049	\$614,493	2091%	\$230,770	-62%
Prepaid Expenses & Other	\$1,242	\$1,385	12%	\$1,915	38%
Total Current Assets	\$40,042	\$661,809	1553%	\$258,124	-61%
Investments	\$0	\$0	n/a	\$0	n/a
Fixed Assets (net)	\$81,018	\$67,716	-16%	\$76,963	14%
Non-Current Assets	\$0	\$0	n/a	\$0	n/a
Total Assets	\$121,060	\$729,525	503%	\$335,087	-54%
Liabilities & Net Assets					
Liabilities					
Current Liabilities					
Accounts Payable & Other	\$1,994	\$0	n/a	\$0	n/a
Loans & Other Debt	\$0	\$0	n/a	\$0	n/a
Deferred Revenue	\$0	\$0	n/a	\$0	n/a
Total Current Liabilities	\$1,994	\$0	n/a	\$0	n/a
Non-Current Liabilities	\$0	\$0	n/a	\$0	n/a
Total Liabilities	\$1,994	\$0	n/a	\$0	n/a
Net Assets					
Unrestricted	\$56,149	\$184,798	229%	\$127,420	-31%
Temporarily Restricted	\$62,917	\$544,727	766%	\$207,667	-62%
Permanently Restricted	\$0	\$0	n/a	\$0	n/a
Total Net Assets	\$119,066	\$729,525	513%	\$335,087	-54%
Total Liabilities & Net Assets	\$121,060	\$729,525	503%	\$335,087	-54%

BALANCE SHEET TRENDS: FINANCIAL POSITION

The key measures of financial position below can help understand the capital structure of an organization.

Financial Position	FY 2010	FY 2011	FY 2012
Net assets as a % of total expenses	10%	60%	30%
Total Working Capital	\$27,297	\$117,082	\$50,457
Fixed Assets (net)	\$81,018	\$67,716	\$76,963
Total Endowment	\$0	\$0	\$0
Total Debt	\$0	\$0	\$0

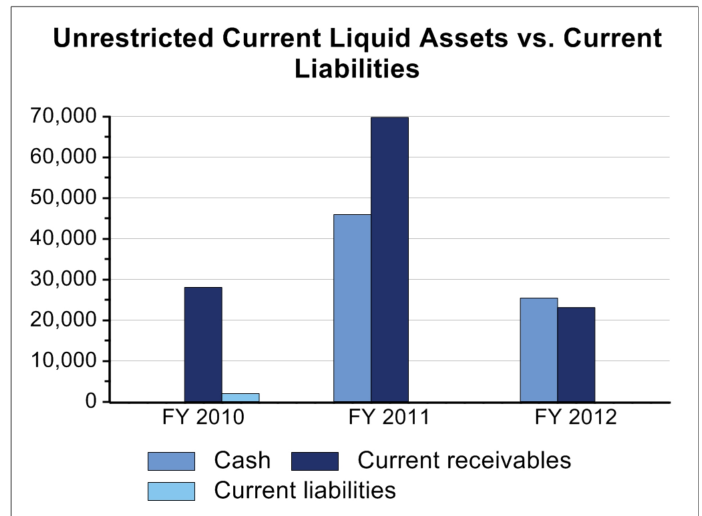
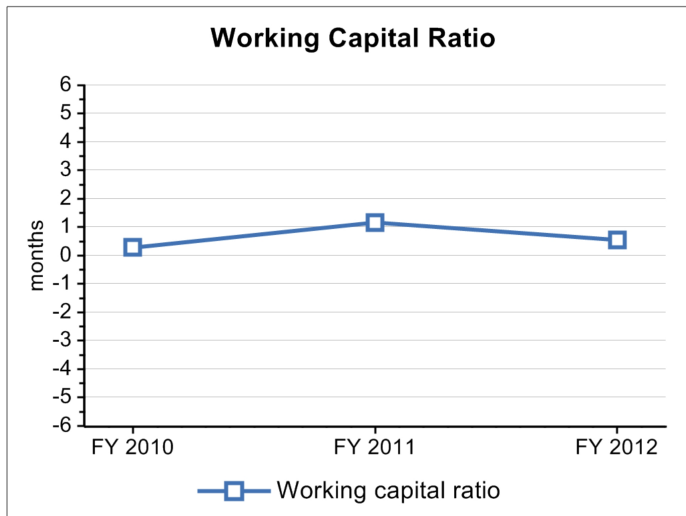
Net assets as a % of total expenses measures the net worth of an organization in relationship to its operating size. It is calculated as total net assets divided by total expense. If the trend is level or increasing, then total net assets are keeping pace with growth in operating expenses.

Total working capital consists of the unrestricted resources available for operations, and in this report is calculated as unrestricted current assets (not including unrestricted endowment investments) minus unrestricted current liabilities. This is a conservative calculation of working capital and may differ from your internal calculations. Adequate working capital provides financial strength and flexibility to your organization, the ability to meet obligations as they come due, and the ability to take more risks, knowing there is a cushion to fall back on.

Fixed assets (net) include all land, buildings, equipment, and other fixed assets owned by the organization. It is calculated net of accumulated depreciation to reflect the reduction in the value of an asset as it ages and is used.

Total endowment includes monies usually invested long-term. Endowment may be unrestricted, temporarily restricted, or permanently restricted. Income from endowment is generally available for operations or to support specific purposes.

Total debt consists of all short and long-term contractual obligations of the organization, including notes, bonds, and capital leases payable.



The Working Capital Ratio relates working capital to the size of the operation, showing how many months of operating expenses are available to meet current needs. The graph at the right looks at the most liquid of the organization's unrestricted current assets in comparison to its current liabilities.

DESCRIPTIONS

Below are the descriptions provided for questions that required additional information.

REVENUE

- | | |
|---|--|
| 19a If Other Earned Revenue, Briefly Describe | special events-fundraising |
| 30a Other Contributions, Briefly Describe | projects and productions (the the audit) |

EXPENSES

- | | |
|--|---|
| 17a Facilities - Other, Briefly Describe | facility and janitorial expenses |
| 18a Fundraising Expenses - Other, Briefly Describe | equipment rental for special event |
| 30a Office Expense - Other, Briefly Describe | delivery expenses; additional supplies |
| 31a If Other, Briefly Describe | administrative contractors |
| 34b Programs - Other, Briefly Describe | fiscal sponsorship, DCYF, and program contractors |
| 36a Professional Fees - Other, Briefly Describe | payroll processing fees |

NON-FINANCIAL INFORMATION (Section 11)

A - Number of Contributors	FY 2010	FY 2011	% chg	FY 2012	% chg
A1 Individuals	650	700	8%	700	0%
A2 Board	1	0	n/a	0	n/a
A3 Corporate	22	8	-64%	5	-38%
A4 Foundation	4	5	25%	4	-20%
A5 Government (Federal, State & Local)	1	1	0%	1	0%
B- Space (Square Footage)					
B- Space (Square Footage)	FY 2010	FY 2011	% chg	FY 2012	% chg
B1 Owned Space	0	0	n/a	0	n/a
B2 Rented Space	65,679	0	n/a	0	n/a
B3 Donated/In-Kind Space	0	32,850	n/a	32,850	0%
C - Attendance (number of people)					
C - Attendance (number of people)	FY 2010	FY 2011	% chg	FY 2012	% chg
C1 Total Paid Attendance	0	0	n/a	0	n/a
Physical	0	0	n/a	0	n/a
Virtual	0	0	n/a	0	n/a
C2 Total Free Attendance	23,000	316,853	1278%	310,640	-2%
Physical	23,000	25,000	9%	20,840	-17%
Virtual	0	291,853	n/a	289,800	-1%
C3 Total Attendance	23,000	316,853	1278%	310,640	-2%
C4 Children 18 and under	4,000	4,000	0%	5,000	25%
C5 Number of Groups of Children 18 and Under	34	36	6%	4,600	*
C5a Number of other groups	0	0	n/a	0	n/a
C6 Attendance - Classes/Workshops	300	350	17%	1,140	226%
E - Subscribers & Members					
E - Subscribers & Members	FY 2010	FY 2011	% chg	FY 2012	% chg
E1 Paying Subscribers - Performance	0	0	n/a	0	n/a
E1a Paying Subscribers - Media	0	0	n/a	0	n/a
E1b Non-paying Subscribers - Media	0	0	n/a	0	n/a
E2 Paying Members	0	0	n/a	0	n/a
E3 How many people are both members and subscribers?	0	0	n/a	0	n/a

NON-FINANCIAL INFORMATION (Continued)

F - Pricing (In Dollars)	FY 2010	FY 2011	% chg	FY 2012	% chg
F1 Average Adult Price	\$0.00	\$0.00	n/a	\$0.00	n/a
F2 Average Child Price	\$0.00	\$0.00	n/a	\$0.00	n/a
F3 Average Senior Citizen Price	\$0.00	\$0.00	n/a	\$0.00	n/a
F4 Average Student Price	\$0.00	\$0.00	n/a	\$0.00	n/a
F5 Highest Single Price	\$0.00	\$25.00	n/a	\$25.00	0%
F6 Lowest Single Price	\$0.00	\$1.00	n/a	\$1.00	0%
F7 Median Price	\$0.00	\$10.00	n/a	\$10.00	0%
F8 Average Adult Tuition/Workshop Price	\$0.00	\$0.00	n/a	\$0.00	n/a
F9 Average Child Tuition/Workshop Price	\$0.00	\$0.00	n/a	\$150.00	n/a
F10 Average Publication Price	\$0.00	\$0.00	n/a	\$0.00	n/a
F11 Average Fundraising Special Event Price	\$0.00	\$50.00	n/a	\$0.00	n/a
F12 Average Non-fundraising Special Event Price	\$0.00	\$15.00	n/a	\$0.00	n/a
F13 Average Media Content Price	\$0.00	\$0.00	n/a	\$0.00	n/a
G - Program Activity (number of events)	FY 2010	FY 2011	% chg	FY 2012	% chg
G1 Live Productions - Self-Produced	15	23	53%	6	-74%
G1a Live Productions - Presented Only	50	10	-80%	7	-30%
G2 Public Performances - Home	140	170	21%	17	-90%
G3 Public Performances - Away	0	0	n/a	0	n/a
G3a Online/radio/television programs	0	5	n/a	8	60%
G4 Permanent Exhibitions	1	0	n/a	0	n/a
G5 Temporary Exhibitions	12	9	-25%	4	-56%
G6 Classes/Workshops - for the public/constituents	24	30	25%	70	133%
G7 Classes/Workshops - for professional artists	2	2	0%	6	200%
G7a Publications	0	0	n/a	12	n/a
G7b Number of Publications Distributed	0	0	n/a	1,800	n/a
G8 Tours	2	83	4050%	80	-4%
G8a Number of Tour Occurrences	62	100	61%	100	0%
G9 Films	42	12	-71%	1	-92%
G9a Number of Film Screenings	42	30	-29%	3	-90%
G10 Lectures	15	15	0%	2	-87%
G10a Number of Lecture Occurrences	15	15	0%	2	-87%
G11 Exhibition Openings	12	9	-25%	5	-44%
G12 World Premieres	0	0	n/a	0	n/a
G13 National Premieres	0	1	n/a	0	n/a
G14 Local Premieres	0	4	n/a	0	n/a
G15 Works Commissioned	1	0	n/a	0	n/a
G16 Workshops or readings of new works	3	2	-33%	3	50%
G17 Programs - Other	12	100	733%	0	n/a
G17a Number of Programs - Other Occurrences	12	100	733%	0	n/a
G18 Off-site School Programs	1	1	0%	2	100%
G18a Number of Off-site School Program Occurrences	1	1	0%	2	100%
G19 Facility Rentals - By your org. for your program use	75	98	31%	196	100%
G20 Facility Rentals - By your org. for your non-program use	86	60	-30%	0	n/a
G21 Rentals of your facility by others	110	110	0%	90	-18%

NON-FINANCIAL INFORMATION (Continued)

I - Staff & Non-Staff Statistics (# of people)	FY 2010	FY 2011	% chg	FY 2012	% chg
11 Full-time Permanent Employees	7.00	7.00	0%	7.00	0%
12 Part-time/Seasonal Employees	0.00	0.00	n/a	0.00	n/a
13 Part-time/Seasonal Empl. - FTEs	0.00	0.00	n/a	0.00	n/a
14 Full-time Volunteers	0.00	0.00	n/a	0.00	n/a
15 Part-time Volunteers	0.00	0.00	n/a	0.00	n/a
16 Part-time Volunteers - FTEs	0.00	0.00	n/a	0.00	n/a
17 Independent Contractors	39.00	40.00	3%	40.00	0%
18 Independent Contractors - FTEs	18.75	19.90	6%	19.90	0%
19 Interns/Apprentices	17.00	17.00	0%	17.00	0%
110 Interns/Apprentices - FTEs	8.50	8.50	0%	8.50	0%

STAFFING TRENDS

Full Time Equivalents (FTEs) - Paid Staff	FY 2010	FY 2011	% chg	FY 2012	% chg
Program					
Artist & Performers	0.00	0.00	n/a	0.00	n/a
Program - All Other	3.65	3.65	0%	3.65	0%
Total Program	3.65	3.65	0%	3.65	0%
Fundraising	0.35	0.35	0%	0.35	0%
General & Administrative	3.00	3.00	0%	3.00	0%
Total FTEs	7.00	7.00	0%	7.00	0%

Total FTEs includes full-time and part-time staff, and does not include independent contractors, volunteers, interns and apprentices.

Full-time equivalents (FTEs) are the number of full-time staff that non-full-time staff are judged to constitute. For example, two part-time staff members working 20 hours per week year-round are equal to one full-time equivalent (FTE).

Salaries and Fringe Benefits	FY 2010	FY 2011	% chg	FY 2012	% chg
Program					
Artist & Performers	\$0	\$0	n/a	\$0	n/a
Program - All Other	224,821	258,434	15%	273,283	6%
Total Program	224,821	258,434	15%	273,283	6%
Fundraising	36,689	42,176	15%	44,599	6%
General & Administrative	98,203	112,884	15%	119,370	6%
Total Salaries and Fringe	\$359,713	\$413,494	15%	\$437,252	6%

Total Salaries and Fringe are for employees on an organization's payroll. Commissioned and contracted artists appear in the table below.

Other Artistic Fees	FY 2010	FY 2011	% chg	FY 2012	% chg
Artist Commission Fees	\$0	\$0	n/a	\$0	n/a
Artist Consignments	0	0	n/a	0	n/a
Artists & Performers - Non-Salaried	115,424	107,276	-7%	10,371	-90%
Professional Fees - Other	29,090	9,309	-68%	10,114	9%
Royalties/Rights & Reproductions	0	0	n/a	0	n/a
Total Other Artistic Fees	\$144,514	\$116,585	-19%	\$20,485	-82%