MELROSE WEST FARMS **MORRISANIA** SOUNDVIEW



A MESSAGE FROM DIANNE MORALES



Brooklyn is home to me. I was born and raised in Bed-Stuy, and raised my own children there. And yet, I have spent the last nine years in the Bronx. From my earliest days with Phipps Neighborhoods, the borough embraced me like a long lost relative and I quickly became part of this beloved community.

I recognized the dreamers and doers whose access had been limited by the zip code they were born into. I saw how Phipps Neighborhoods has worked for decades to provide opportunities that help make dreams reality through education, career, and community resources. Throughout my tenure we have built on that legacy — implementing innovative programs, focusing in on neighborhoods where we can have the greatest impact, and improving lives.

As I prepare to step down as CEO at the end of 2019, I reflect on how honored I have been to serve the Bronx. I came into this work hoping to help create change, but the reality is that the community has changed me. I've learned from the wisdom of our elders, admired the strength of our mothers, and been inspired by the promise of our children. Moreover, I have been reminded that the greatest assets of our community come from within, and that the Bronx is rich in ways that cannot be counted. Phipps Neighborhoods builds on those strengths. And those strengths have affirmed my belief in the possibilities for communities like ours. I may not be a resident of the borough, but I proudly carry forward with me a sense of belonging and hope that is Bronx Made.

In Solidarity,

DIANNE MORALES

Executive Director and CEO, Phipps Neighborhoods

A MESSAGE FROM ADAM WEINSTEIN



Your community, your work, your schools, your home. Your chance to make the most of your opportunities depends on each of these. Now imagine one of these is not available to you, or unsafe, or too expensive. It's hard to imagine how one can succeed in the world. And yet for many in New York City, a supportive community, a job, a good school, and an affordable home is not a given. That's where Phipps Neighborhoods and Phipps Houses can help.

The programs of Phipps Neighborhoods build community resources, strengthen educational attainment, and help New Yorkers compete for and get good-paying jobs so families can thrive. And combined with the affordable housing of Phipps Houses, our place-based approach is effective at addressing issues of poverty and building lasting opportunity.

As board chair of Phipps Neighborhoods, I want to offer a word of gratitude to Dianne Morales for her near-decade of dedication, intelligence, and leadership. She is a true force for good in the struggle to create opportunity and reduce the scourge of poverty. She leaves the organization much stronger than she found it. We're excited to build on the foundation she helped form, and I anticipate great things ahead for Phipps Neighborhoods, and its affordable housing sibling, Phipps Houses.

Sincerely,

ADAM WEINSTEIN

Board Chairman, Phipps Neighborhoods, President and CEO, Phipps Houses

BRONX MADE: SOLUTIONS

Our mission is to provide opportunities for children, youth, and families to achieve long-term self-sufficiency and break the generational cycle of poverty. Here's how we're getting it done in the Bronx, where we house the greatest number of families and have the most extensive network of programs:

PHIPPS NEIGHBORHOODS' THEORY OF CHANGE

Programming is focused in three areas so that whole families can thrive:
Education, Career Development, and Community Resources. Services are asset-based, culturally competent, and data-driven. By concentrating these programs in South Bronx neighborhoods which have experienced persistent and pervasive poverty, we can maximize our impact and create greater economic equity and opportunity for all New Yorkers.

GEOGRAPHIC CONCENTRATION

EDUCATION
CAREER
DEVELOPMENT
COMMUNITY
RESOURCES

WHOLE FAMILY APPROACH

OUR THEORY OF CHANGE IS AT THE HEART OF OUR WORK.

COLLECTIVE IMPACT



We know that real and lasting systemic change in a community requires the coordination and integration of local stakeholders, services, and organizations.

Phipps Neighborhoods was originally formed by Phipps Houses with the understanding that affordable housing is just one piece of the puzzle for personal economic development. Phipps Neighborhoods' services build on that foundation by connecting community members to the education, career development, and community resources they need to succeed.

In 2014, Phipps Neighborhoods and Children's Aid joined forces to launch South Bronx Rising Together (SBRT), a community-wide effort in Bronx Community District 3. SBRT is a network of shareholders and program providers aimed at building pathways to success for children and youth "from cradle through college and career." We are among a growing number of communities across the country working to achieve the vision of collective impact — bringing together stakeholders to get results on important outcomes.

In 2019, a Bronx Poverty Reduction Initiative grant, managed by The New York State Office of Temporary and Disability Assistance, was awarded to Phipps Neighborhoods to replicate the collective impact model in Bronx Community District 6. Building on the foundation of five years of community organizing with SBRT, we look forward to applying our expertise and lessons learned to another one of our target communities, beginning with a community listening tour in 2020.

We know that by investing in and strengthening our collective impact partnerships,

TOGETHER WE WILL CREATE GREATER PROGRESS

THAN WE WOULD ALONE.

Together Phipps Neighborhoods and Phipps Houses connect community members to stability and opportunities for success. The impacts of affordable housing are reinforced and magnified by our place-based education, career development, and community resources; essentials every neighborhood needs.

Phipps Neighborhoods' track record of innovation and collaboration with community members has led to sustained results from initiatives such as Career Network: Healthcare and South Bronx Rising Together. Donations from trusted supporters enable us to go beyond government contracts and create new bold models for lasting change.











OUR THREE PROGRAM AREAS

Phipps Neighborhoods' programs provide a springboard for success; from cradle to college and career.



COMMUNITY RESOURCES

LEARNING &
CAREER
DEVELOPMENT

EDUCATION

Our education programs provide the strong foundation everyone needs to succeed — in school and beyond. We start with high-quality early childhood programs including Pre-K, and build on that foundation with community school partnerships, after-school programs, summer camps, and college access programming. Each year our team builds enduring relationships with thousands of students and hundreds of community partners in order to support students' academic success.

PROGRAMS INCLUDE

- After-School
- Community Schools
- Universal Pre-Kindergarten
- Summer Camps
- College Access
- Cornerstone and Beacon Community Centers
- Early Childhood Network

LEARNING & CAREER DEVELOPMENT

Our learning and career development programs help young people and adults build the skills and knowledge they need to be workforce-ready. We connect youth to meaningful internships, springboard young adults into careers in healthcare, and provide adults the opportunity to develop professionally and improve their families' quality of life.

PROGRAMS INCLUDE

- Career Network: Healthcare
- Summer Youth Employment Program
- Transfer to Career
- Opportunity Youth
- Bronx Community Action Team

COMMUNITY RESOURCES

Each family faces a unique combination of challenges to breaking the cycle of poverty. A single emergency should not mean that a family goes without food, or risks losing their home. Our community resources team supports families as they tackle, and move beyond, life's challenges. Our committed staff offer benefits screening, financial counseling and debt management, free tax preparation, support services for Phipps Houses residents, and more.

PROGRAMS INCLUDE

- Financial Services
- Resident Services
- Case Management
- Senior Programming
- Transitional Housing
- Supportive Housing











READY FOR HER FUTURE

Shareem Lloyd means business. She enrolled in our Career Network: Healthcare program in 2017, determined to secure a future in the medical field. Shareem completed our 13 weeks of job readiness training, including classes at Hostos Community College and an internship at Montefiore Health System, while balancing her time as mother of three daughters at home. In April 2018, she was hired by New York Presbyterian (NYP) as a Radiology Aide earning \$19 an hour. This year, Shareem was promoted to become a Patient Assistant, earning \$24 an hour. And she's ready to achieve more.

"She quickly acclimated to a fast-paced job working with patients," remembers Monique Daniels, Recruiter at NYP. "New in her role, she relied on her learnings from Phipps Neighborhoods."

"I'm planning on starting nursing school this January," said Shareem. "More reasons to smile and dream bigger."











PAYING IT FORWARD

Lincoln Dawson has been a member of the 'Phipps Family' since joining our after-school in 1998. He grew through our Wings Academy Beacon Community Center, Justice Corps, and Summer Youth Employment Programs. "When I was younger, Phipps Neighborhoods gave me the inspiration to believe in myself," Lincoln remembers.

Eventually, he was hired to be an after-school group leader at the same Beacon where he was once a student. "I definitely utilize my past to connect with my students. I see myself in them. We come from the same background, living the same lives." Lincoln, now 26, works as a Phipps Neighborhoods Senior Student Advocate for 11th graders. "With the connections I make with youth, I help push them. I play a big role in their lives and I take that very seriously."











BRONX MADE: GENEROSITY

Many of our programs are funded through government contracts. But we receive critical support from generous donors like you. Thank you to our 2019 supporters.

\$100,000 & ABOVE

JPMorgan Chase Foundation Lettire Construction Corp. Monadnock Construction, Inc. Richman Housing Resources LLC Santander Bank, N.A.

\$25,000-\$99,999

Altman Foundation Ambrose Monell Foundation Bank of America Merrill Lynch BDO USA, LLP Bloomberg L.P. Boris Gutin **CBRE** Charina Foundation, Inc.

Chicago Title Insurance Company Citi Community Capital City Center Real Estate, Inc. Hirschen Singer & Epstein, LLP Howard Phipps Foundation

JobsFirstNYC

Kramer Levin Naftalis & Frankel LLP Mastercard

Mega Contracting Inc.

Scott E. Powell

The Bank of New York Mellon The Petrie Foundation

Tiger Foundation

Wachtell, Lipton, Rosen & Katz

\$12,000-\$24,999

AKRF, Inc.

Atlantic Development Group LLC Azimuth Development Group LLC Bruno Frustaci Contracting, Inc. Canido-Basonas Construction

Corporation

Clifton Budd & DeMaria, LLP

Dattner Architects

Fairstead First Data Fiserv

George Comfort & Sons Inc.

Hines Interests Limited Partnership

Holland & Knight J.P. Morgan

Jaros Baum & Bolles Jason D. Boroff

Joy Construction Corp JPMorgan Chase & Co.

Koeppel Rosen LLC Kone Corporation

Korn Ferry

Laundry Capital, LLC Manhattan Parking Group Marvel Architects MHG Architects, P.C. Montefiore Health System Neil A. Falcone Oliver Wyman Rosenberg & Estis, P.C.

Sherman & Gordon, P.C.

Sidley Austin LLP The Arker Companies

Visa Inc.

\$2,500-\$11,999

Dita Alan H. Fishman All New York Title Agency, Inc.

Ambassador

Andrew Sidamon-Eristoff

Anna-Maria and Stephen Kellen

Foundation

ANONYMOUS

Ariel Property Advisors Benchmark Title Agency, LLC

Bousquet Holstein PLLC

Bright Power

Bronx Pro Group

C A Rich Consultants, Inc.

Capital One Services, LLC

Chuks Collins

Cognition Financial

Colonial Consulting, LLC

Community Service Society of New York

Curtis + Ginsberg Architects LLP

Dagher Engineering

Darcy Stacom

Dita Amory

Donald Capoccia

Edison Properties, LLC

Federation of Protestant Welfare

Agencies Frank P. Patafio

Gary G. Koster

George T. Boyer

Goldman, Sachs & Co.

Gotham Energy 360

Greystone & Co., Inc.

Gutman, Mintz, Baker &

Sonnenfeldt, LLP

Hub International NE

Hudson Housing Capital LLC

Hunter Roberts Construction Group

J. Pilla Group

James F. Smith

James S. Rubin

James Wiener

JM Zoning

John Beckman

Joined Development

Jonathan Rose Companies, LLC

Langan Engineering and

Environmental Services

Lee Spiegel

MAP Architects

Metropolitan Valuation Services

Metzger-Price Fund

Michael Lipsitz

Nature's Finest Security, LLC.

Park Tower Realty Corp

Richard K. DeScherer

Robert C. Dinerstein

Robert E. & Judith O. Rubin Foundation

Robert E. Selsam

Rockefeller Group Development

Corporation

Rose Community Title

Sabina Menschel

Scott D. Metzner

Sharp Management/Goldmont Realty

Silverweed Foundation, Inc.

Slater & Beckerman, LLP

SLCE Architects

Stone Point Capital

Strong Foundation of New York

Structure Tone, Inc.

Taconic Investment Partners LLC

The Community Preservation Corporation

The Cornerstone Group

The Dinan Family Foundation

The Feil Organization

The Joyce and Irving Goldman

Family Foundation

Thomas Osterman

Timothy Ryan

Troutman Sanders LLP

Type A Projects LLC

UBS Investment Bank

Victoria W. Guest

Watch Guard 24/7

William Campbell

William M. Shanahan

\$1,000-\$2,499

A G Foundation

Adam Weinstein

Alba Roman

Ann D. Borowiec

Anne Sidamon-Eristoff

B Green Construction

Brian Lifsec Bruce C. Farrell

C&A General Contracting Corp

David S. Chao Davis & Gilbert Douglas R. Middleton Dune Real Estate Partners

Edward F. Rogers **ELH Management** Elizabeth G. Stevens Felix Matos-Rodriguez

Fried, Frank, Harris, Shriver & Jacobson

FXCollaborative

Gerald C. McNamara, Jr. Great Ink Communications LTD.

Harold Tanner Heidrick & Struggles Henri Paul Rousseau **Howard Phipps**

John L. and Sue Ann Weinberg

Foundation Kevin Camilo

Kohn Pederson Fox Associates PC

Lloyd Philip Zuckerberg

Maria Veltre Mark A. Willis Martha P. Maguire Morris Offit

New York Life Foundation

Philip S. Winterer

Robert A. & Linda S. Friedman

Foundation

Rockabill Advisors LLC

Ruby Saake

Settlement Housing Fund, Inc.

Spring Bank Stephen A. Ferriss Stephen Girsky T&S Contractors, Inc. The Carwill Foundation The Gotham Organization Tuchman, Korngold, Weiss, Liebman & Lindemann, LLP

Ultimate Software Wolfgang Schoellkopf

World Wide Holdings Corporation

Zetlin & De Chiara LLP

OTHER DONORS

Amy Rosenthal Andrea Rosen Anita Laremont Anne-Claire Peace **ANONYMOUS** Arlene Neveloff Baker Metal Products

BNP Parabas Bret Halverson Bronx Brewery Camille Ferrara Carol A. Brewer Charles A. Brass Constance C. Barton Diane M. Coffey Direct Energy Business Donald H. Layton

Douglas Apple

Edelman Sultan Knox LLP

Edward I. Geffner Efrain Morales Evan D. Johnson ExpandED Schools

Federated National Land, LLC Fiduciary Investment Advisors

Francis Greenburger

Ganfer Shore Leeds & Zauderer LLP

GDC Properties

Gelman Pension Consulting, Inc.

Gennadiy Trakhtman Gregory J. Morris Guy Marzorati James W. Uehlinger Jean-Paul Orillac Jenna E. Levine Jerrick Associates, Inc.

Jill Considine Jill Hissong John Cicerello Jose F. Avila Josephine Perrella Judith Castillo Julie Patadia Kate Ford Katrina A. Archer Kayode Owens Kim Craig Kishor Belani Kristina Jornlid Lemle & Wolff, Inc. Louis Polese Marc Sheinbaum Marion Jones Marisa Lago Marjorie Ford Marks Paneth LLP Martin Nuñez-Bonilla

Matthew J. Cino Matthew Kelly Matthew Shimaitis Michael Cohen

Modell's Sporting Goods

Nathan Kisin Ngana Leung Nicole G. Epps Patricia Moreno Peckar & Abramson P.C. PhotoBureau, Inc.

Purnima Kapur Randy Giraldo Richard A. Kahan Richard Spillenkothen Robert J. Katz Robert J. Sorin Robert Pigott **Robert Pincus** Romina Cepede

Ruth Pointon S. Klahr. Inc. Samuel Gutwetter Saydra Battersby Seth Goodall Stefanie Toren Ted Fischer

Teresa Armellino Richman

The Ackman-Ziff Real Estate Group LLC

The Lamport Foundation, Inc.

The NRP Group Thomas Brande Timothy Tolino

United Corporate Services, Inc.

Valerie Farkas Victoria Pekerman Vincent M. D'Addona Walter B. Allison

PHIPPS HOUSES TRUSTEES

Ronay Menschel, Chair

Dita Amory Tommy Craig Peter Duncan Victoria Guest **Boris Gutin** Richard A. Kessler Gary G. Koster

Dr. Felix Matos-Rodriguez

Scott Metzner Jay A. Neveloff Thomas Osterman Scott E. Powell Robert E. Selsam Darcy Stacom

Trustees Emeriti

Lynda Simmons Philip Winterer

Adam Weinstein. President and CEO

PHIPPS NEIGHBORHOODS TRUSTEES

Adam Weinstein, Chair

Dita Amory John Beckman Ronay Menschel Scott Metzner Alba Román Ruby Saake James F. Smith James Wiener

Dianne Morales.

Executive Director and CEO



Phipps Neighborhoods helps children, youth and families rise above poverty. We work in South Bronx communities where we can address the greatest barriers to lasting success through education and career programs, and access to community resources.

We are dedicated to our neighborhoods for the long term, supporting individuals and families as they establish self-sufficiency. Our services create opportunities for people to thrive in every aspect of their lives.

902 BROADWAY, 13TH FLOOR **NEW YORK, NY 10010** (646) 388-8280

- f @PhippsNeighborhoods
- **B** @Phippsny
- @ @PhippsNeighborhoods

PHIPPSNY.ORG

MELROSE WEST FARMS

MORRISANIA SOUNDVIEW

BRONX MADE: CAREERS



CAREER NETWORK: HEALTHCARE

After 5 years, over 350 students have completed the Career Network: Healthcare's 13-week job training. Graduates have achieved a 74% placement and a 94% one-year retention rate into high-demand, promising healthcare careers.

Career Network: Healthcare (CN:H) is a program Phipps Neighborhoods created with lead partners Hostos Community College and Montefiore Health System, to connect our communities' youth with career pathways to success. Participants, aged 18–26, complete hands-on job training including technology instruction, networking, career development opportunities and an internship at Montefiore Health System or another employer partner. Phipps Neighborhoods career navigators then work with a network of healthcare employer partners to connect graduates to relevant interviews and job openings.

These young professionals are not only earning jobs, but building towards successful futures by maintaining their placements and earning promotions. Hear the program's impact from a few of our alumni:

- "CN:H has the network that matters. Our teachers are the directors of Human Resources at Montefiore! You can't find that anywhere else."
- Ignacio A. Valdez, CN:H Alumni
 Hired at Montefiore Health System
- "It's only 13 weeks, not years of college, and you gain so much in this short span. The work is totally worth it. I'm still young but I'm achieving everything I wanted."
- Andrea Davis, CN:H Alumni
 Hired at NewYork-Presbyterian Hospital
- "Growth is what is going to take me to the next level in my career. One day I hope to be a registered nurse and then I'm going keep moving forward from there."
- C'Quence Gadsden, CN:H Alumni
 Hired at Montefiore Health System



PHIPPSNY.ORG

BRONX MADE: FUTURES



COLLEGE ACCESS

One morning in the Bronx this June, 67 Wings Academy seniors accepted their high school diplomas. 62 of the students were Phipps Neighborhoods College Access participants, all of which had been accepted into at least one college.

2019 marked the third year in a row that 100% of our College Access students accomplished this milestone. All totaled, our staff served a combined roster of 120 students in this year's graduating class across two campuses.

But their College Access success was not guaranteed. Many of our students believed that college was an unreachable fantasy, not meant for students like them. Many would be the first in their family to attend college. New York City Department of Education counselors face on average a 200:1 student to staff ratio. Enrollment and financial aid applications remain a daunting challenge for any student to navigate without support.

College Access combats persistent racial gaps in college readiness and access. Our goal is to ensure that every young person we work with has equal access to higher education. We increase accessibility a number of ways:

- Our full-time counselors support and fill the academic college prep gaps alongside partner schools. They are culturally-competent and cultivate relationships with students and families.
- We provide opportunities for students to bolster their resumes through volunteering and internships.

- We help families develop workable strategies to finance higher education.
- We organize campus tours at New York and regional colleges.
- College Access staff host over 20 workshops at each partner school, which include strategies for college essays; scholarships and financial aid searches; explaining the link between college majors and career planning; and more.

"You are my angel. I prayed for you and you came.
I do not know what I would have done without you
guiding me through the stressful college process."

Layla Halalou
 College Access Alumna, freshman
 at Syracuse University





BRONX MADE: COMMUNITY



BRONX COMMUNITY ACTION TEAM

Our Bronx Community Action Team (BCAT) is made-up of 20 passionate 16- to 24-year-olds from our borough. They are the driving force of the program, determined to make a difference in their community. The skills participants gain help them to advocate for themselves. They also build their college and professional resumes, and find support and common ground with their team.

"It's particularly important to make sure that youth in marginalized communities have an opportunity to meaningfully connect to their communities," noted BCAT Youth Organizer Benny Calderon. "They don't just passively accept their environment, they see themselves as change agents...as leaders."

During weekly BCAT meetings, our Youth Organizer develops members' leadership and public speaking skills, and their capacity for community organizing and policy analysis. They also develop their ability to help community members to compromise and reach consensus. Curriculum includes Social Emotional Learning skills and sets aside time to reflect on how their values and ethics translate into politics.

Ultimately, BCAT aims to inspire youth to discover that the power of their voice, especially when used collectively, can impact government. We guide youth to develop action plans on projects such as 'Get Out the Vote' campaigns while increasing civic awareness and participation.

"I've learned to use my voice more, because I'm really hesitant sometimes," said Brianna de la Cruz, graduating Senior at Democracy Prep Endurance High School. "BCAT's taught [me] new ways to communicate to get my point across, how to debate properly. Also it's taught me [that] I want to be involved in something bigger than I am now."

This year, BCAT youth have organized a Bronx Financial Empowerment Forum, participated in the FPWA's Advocacy Day trip to Albany, surveyed the public as a part of NYC Bronx Council District 15's participatory budgeting process, and traveled to Washington D.C. to meet with Opportunity Youth United members from around the country.

PHIPPSNY.ORG



BRONX MADE: STABILITY



LEE GOODWIN RESIDENCE

Every home is a special place, but for Lee Goodwin Residence's 59 tenants, holding the keys to their new apartments for the first time was an especially emotional moment. The program, in partnership with Phipps Houses, provides youth who have experienced homelessness and are leaving foster care with a stable launch pad as they start their adult lives. The program's strength is in the combination of affordable housing, life coaching, and connections to Phipps Neighborhoods and other services.

The Lee Goodwin building reopened in November 2018 after a design and renovation to accommodate its new purpose of providing housing for this special population. Since then, Lee Goodwin staff have emphasized to our tenants that this is their home, not a shelter. As 18–28 year olds, residents have a broad combination of experiences and skill sets. Some are earning their high school diploma or completing their college degree. They have survived past trauma and aim to improve lives.

"They are brilliant, these youths, and they're just starting to blossom," says Program Director Norma Brown.

To help guide youth towards self-sufficiency, Lee Goodwin Residence offers bi-weekly Life Coaching sessions, helping residents identify and attain specific financial, housing, health, or emotional aspirations. Staff hosts in-house workshops and trips to help young people get out of their comfort zones while building self-confidence and relationships. Activities have included life skill workshops like healthy cooking classes, personal finance, social emotional support, outings to the movies and Broadway plays, an overnight adventure to a horse ranch, and more.

Through in-house resources, Phipps Neighborhoods programs, or external referrals, residents are already making progress.

"Resident participation in our activities has grown to more than 50% of the building," Norma shared. "Now, they are returning to school, working full-time, or gaining internship experiences with Phipps Neighborhoods' employer partners. We have tenants who are re-gaining custody of their children and re-establishing relations with their families."





2019 FINANCIALS

STATEMENTS OF ACTIVITIES

Years ended June 30, 2019 and 2018 (in thousands)

UNRESTRICTED NET ASSETS	(UNAUDITED FORECAST) 2019	(AUDITED) 2018
CONTRIBUTIONS		
Phipps Houses	\$ 1,502	\$ 1,198
Other	128	1,454
Program and grant revenue	1,362	2,557
Fundraising events Investment and other income	1,701 200	1,381 251
Net assets released from restrictions	16,218	17,284
Net assets reteased from restrictions	10,210	17,204
TOTAL REVENUE AND OTHER SUPPORT	21,111	24,126
EXPENSES		
Program expenses	20,633	19,488
Management and general	2,887	2,454
Fundraising	742	750
TOTAL EXPENSES	24,262	22,692
INCOME (LOSS) FROM UNRESTRICTED ACTIVITIES	(3,151)	1,435
TEMPORARILY RESTRICTED NET ASSETS		
Program and grant revenue	19,371	6,224
Net assets released from restrictions	(16,218)	(17,284)
INCREASE (DECREASE) IN TEMPORARILY RESTRICTED	3,153	(11,060)
PERMANENTLY RESTRICTED NET ASSETS		
Investment income	_	325
Increase (decrease) in net assets	2	(9,300)
Postretirement benefit adjustment	_	(468)
NET ASSETS, BEGINNING OF YEAR	17,738	27,507
NET ASSETS, END OF YEAR	\$17,740	\$17,738
· · · · · · · · · · · · · · · · · · ·	4 1	4 , 3 0



