



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Near West Theatre – 6702 Detroit Avenue, Cleveland
Monday, September 21, 2015, 4:00 pm

1. Call to order, approval of minutes

- a. Motion to approve June minutes

2. Public Comment on Today's Agenda

3. Executive Director's Report

4. Finance Report

5. Connect with Culture – Stephanie Morrison-Hrbek, Near West Theatre

6. Board Action

- a. Approval of General Operating Support extension
- b. Administrative matters

7. Public Comment

Next Meeting:
November 23, 2015 at 4 pm
Cleveland Donauschwaben German-American Cultural Center
7370 Columbia Road
Olmsted Township, OH 44138

8. Adjourn / Facility Tour



About Cuyahoga Arts & Culture

Our Mission

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC was approved by Cuyahoga County voters in 2006, and since 2007, CAC has invested more than \$125 million dollars in more than 300 arts and cultural organizations in Cuyahoga County.

Our Grantmaking

Cuyahoga Arts & Culture funds arts and cultural organizations in Cuyahoga County through its two primary grant programs: General Operating Support and Project Support. To ensure an impartial and transparent application review process, CAC convenes a panel of arts and cultural professionals from outside the region who discuss, evaluate and score all eligible applications in a public setting.

Our Values

We ground our work in our values and guiding principles:

- Accountability
- Impartiality
- Transparency
- Partnership

Our Board of Trustees

Cuyahoga Arts & Culture is governed by a board of five trustees with broad knowledge and experience in the arts or cultural heritage. The board is appointed by the Cuyahoga County Executive and confirmed by Cuyahoga County Council. All Board of Trustees meetings are open to the public.

Current Trustees:

[Matthew Charboneau](#), professional musician

[Joseph Gibbons](#), Attorney, Schneider, Smeltz, Ranney & LaFond P.L.L.

[Steven Minter](#), Executive-In-Residence, Cleveland State University

For more information, visit www.cacgrants.org.

**Executive Director's Report
Regular Meeting of the Board of Trustees
21 September, 2015**

Welcome to our September meeting. It has been a busy summer, and the team has been hard at work telling CAC's story at fairs, festivals and other community gatherings; you'll read about their great results in the pages that follow. I know you join me in thanking all of our staff – and volunteers – for their efforts.

We have two primary items for discussion and action at today's meeting. First, I will spend a few minutes bringing the board up to speed on our **ongoing dialog with Karamu House**, an organization in which we have invested over \$1 million in general operating support since 2008. We are working with them to determine the best way we can be helpful as they undergo a leadership transition.

Next, you'll recall that at our June meeting and retreat we talked about the potential of extending our current general operating support grants for an additional year. The team has done our due diligence, and we are prepared to **recommend a 1-year extension of existing operating support grants**, which would add one additional year to the existing, two year program. We believe that this is a win-win for our cultural partners and for CAC: it will provide organizations with time to spend on their vital work, rather than on completing our extensive grant application, and it will provide CAC time for thoughtful examination of the grant program as phase 2 of our planning work gets underway. Again, we look forward to your input and to taking action on this important issue.

Other items of note:

- On pages 18-21, you'll note the roster of panelists that we will engage for evaluating Project Support 2016 grants. While we ask you to keep the panelists' names confidential until the panels begin, I know you join me in thanking this tremendous group of arts and culture professionals for their service to CAC and the County.
- On page 6, you'll see a brief update on *Focus: 2025*, our planning efforts. Kudos to the team and to consultants Nancy Osgood and Pat Cirillo for getting this important work underway.
- On pages 8-9, you'll see the results from our *Celebrate Summer* marketing campaign, a concrete way that we are looking to connect the dots between our work and the agencies that we fund for area residents. Kudos to Meg Harris, Jake Sinatra, Roshi Ahmadian, and everyone on the team who played a part in this important work.
- We look forward to publically announcing CAC's new manager – general operating support at our September meeting.

Thanks, as always, for your attention to the important matters before the board today.

CAC Board Meeting September 21, 2015 Staff Report

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work. For 2015, our [team objectives](#) fall into three areas: 1) grantmaking and knowledge-building; 2) raising awareness; and 3) building internal capacity. In an effort to share our progress in each of these areas with the Board, we present our staff updates using this framework.

GRANTMAKING & KNOWLEDGE-BUILDING

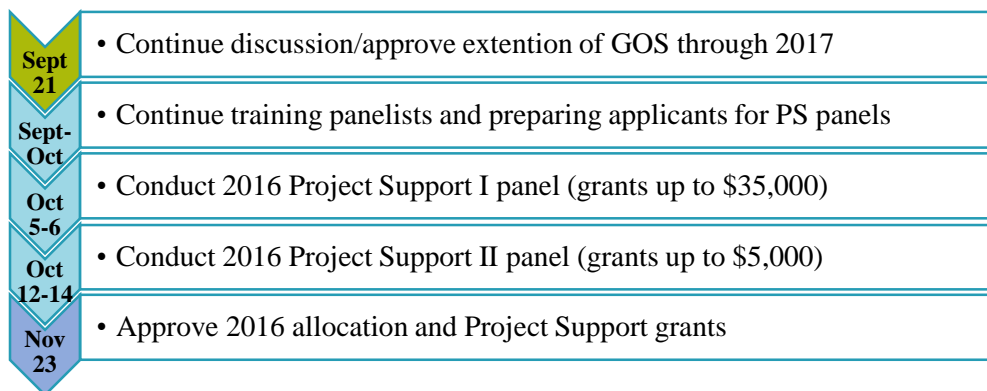
Our 2015 objectives are to: conduct an organizational planning process; offer an intentional menu of technical assistance, learning and networking opportunities that are responsive to our cultural partners' needs and reinforce key CAC priorities (public benefit and raising awareness); and build stronger relationships with the grant recipients we serve.

CAC's Organizational Planning

At its June meeting, the Board approved a contract with The Osgood Group, with partner Cypress Research Group (known collectively as the consultants), to conduct an assessment of the environment and landscape, the first phase of CAC's strategic planning process, *Focus: 2025*.

Phase 1 utilizes both quantitative and qualitative research methods to analyze macro-economic trends, arts and culture funding trends and CAC-funded institution trends on a pre CAC/post CAC basis. The consultants are currently interviewing a subset of large arts and culture funders in the region for qualitative input. In addition, they will interview national experts and other public funding entities outside the region to better understand how public funding of arts and culture has evolved in other communities, to put the CAC work into a larger national context. The consultants are also analyzing Cultural Data Project data for organizations that have received regular CAC funding (defined as the "steady cohort") to see how these organizations have changed across a variety of dimensions since the inception of CAC funding. CAC board members will be interviewed later this fall in order to prepare for the next phase of planning.

Upcoming Grant Program Activities. We are nearly three quarters through the grant year for all 195 organizations in our General Operating Support (GOS) and Project Support (PS) programs. The team continues to conduct site visits with cultural partners, provide technical assistance and encourage new organizations to apply for grant opportunities. Below is a quick snapshot of CAC's recent and upcoming grantmaking work:



2016 Project Support: Largest Number of Applicants in CAC History.

Since we last met, staff held application workshops and provided technical assistance to applicants. The application deadline was 4:30pm on Thursday, August 27, 2015. We are pleased to report that we had another **record year** in regard to submissions with **161 applications** submitted.

Of note this cycle:

- We experienced a 6% increase in the number of applications received. This suggests that we have not yet saturated the market for our project-based grantmaking.
- New organizations make up 14% of the overall applications received. We're excited to learn more about the **23 new organizations**. Several of those new organizations can be attributed to our partnership with Neighborhood Connections.

Staff has also recruited, trained and assigned 18 panelists to review the 161 applications that will go through the process next month. A memo containing a complete list of panelists and their biographies has been provided. We ask that board members keep all panelist identities confidential until the first day of each panel review meeting (PS I: October 5, PS II: October 12).

Special Projects: Strong Partnerships Enhance Investments in Neighborhoods and Artists

Our 2015 investments in Neighborhood Connections (the small grants program of the Cleveland Foundation) and the Creative Workforce Fellowship (Community Partnership for Arts and Culture's artist fellowship program) continue to leverage CAC dollars beyond our primary grant programs to stimulate arts and culture in neighborhoods and position Cuyahoga County as a hub for artists.

New this year: CAC has cultivated deeper relationships with these two intermediaries (Neighborhood Connections and CPAC) through more frequent communications, by collaborating on efforts to raise awareness of our partnerships and by continuing to formally set expectations at the outset of our work together. These refreshed partnerships position us for success as we enter the next phases of these projects:

- In August, **Neighborhood Connections** received 82 applications to its grassroots grant program. CAC's investment (\$75,000 in 2015) will continue to support additional arts and cultural projects being vetted by a resident committee and to be announced in November.
- Earlier this month the **Creative Workforce Fellowship** received 450 applications from Cuyahoga County artists for forty \$15,000 fellowships. Applications will be reviewed by an online panel of artists in October/November and announced in December.

Cultural Partner Noteworthy Updates

Several of our grant recipients have been in the news. In case you missed it:

- [Cleveland Children's Museum](http://cleveland.com) (*cleveland.com*): will close the doors of its University Circle location in January 2016 due to its lease not being renewed. Until it opens its new facility in Midtown, likely in 2017, CMC will operate a "Museum without Walls," offering free public programming (a requirement for CAC funding) at libraries, fairs and other partner organizations.
- [Cleveland Institute of Music](http://Crains Cleveland) (*Crains Cleveland*): is currently on notice by its accrediting body the Higher Learning Commission, but remains an accredited institution (whose students can receive federal student aid). CIM has shared the details of its improvement plan with CAC staff and will continue to report progress to CAC.

- [Karamu House \(cleveland.com\)](http://www.karamuhouse.com): named Tony Sias as its president and CEO. Sias is the former director of arts education at the Cleveland Metropolitan School District. CAC staff will meet with the new leader in September and with the staff and board in early November.

RAISING AWARENESS

Our 2015 objectives are to: base our work on the results of a community survey conducted in 2014, including boosting CAC’s digital presence and mobilizing our cultural partners to effectively raise awareness about CAC and its impact among their constituents (audience, participants, staff, board, volunteers, etc.).

The Board will recall that at our April meeting, staff presented a five-prong approach for 2015 to increase the public’s awareness of CAC and the importance of public funding for arts and culture. What follows is a brief update on each approach, including what we’ve learned that will inform our future work:

1) Leverage Cultural Partners: Working Together to Reach Residents

This summer staff and street team volunteers represented CAC at nine different community events organized by our cultural partners. By attending these events and educating county residents face-to-face about our work, CAC was able to connect with the public more directly than in the past. In several instances, residents affirmed their perceived value and support of public funding for the arts in our community. At least two attendees, who were involved with organizations currently not receiving CAC funding, expressed an interest in learning more about our grant programs and how they can apply.



As part of this initiative, CAC gathered over 1000 email addresses both online and at the events, which will allow us to continue to engage this group of residents. Outreach at an individual level has enabled us to tell the story of CAC to residents, provide a tangible connection between public funding and activities provided by our cultural partners, and transform residents into advocates for arts and culture within our community at this crucial moment in our organization. Based on the initial success of this new initiative, CAC will plan to incorporate community outreach into its raising awareness work.

2) Create a Bold Digital Presence: From Awareness to Engagement

As our [Celebrate Summer](#) awareness campaign draws to a close, we're pleased to have reached more than 100,000 area residents through modest investments in social media advertising. Weekly online ticket giveaways reached more than 3,500 residents and nearly 200 tickets were distributed to build awareness of the vibrant CAC-funded arts and cultural events in our community. As a result of this work, we have garnered hundreds of new social media followers and e-mail contacts who we can educate and raise awareness among in the coming weeks and months.

Our next campaign will go beyond our cultural partners to create a direct connection with residents. By targeting and communicating stories and graphics featuring specific resident segments, we aim to boost engagement on our digital platforms during the month of October.



We encourage you to connect with us online by liking our [Facebook](#) page, joining the conversation on [Twitter](#) or sharing our robust arts and cultural [events](#) and [jobs](#) listings.

3) Explore Paid Media: A Pilot to Reach New Audiences

Our community survey results indicate that over 60% of County residents are unfamiliar with CAC and many of these people do not frequently attend arts events, therefore, working through our cultural partners will not help us reach this subset of residents. As a test, we created our first paid insert for The Plain Dealer (the top media choice of community survey respondents), which was delivered to over 75,000 County residents' homes on Sunday, August 2nd. We targeted zip codes that traditionally have lower arts events attendance. The mailer provided basic information on CAC and highlighted a sample of CAC-funded events.

Admittedly, it can be difficult to measure the effectiveness of mass mailings. Despite highlighting our events page (cacgrants.org/events), we saw a negligible uptick in visits to our website. Moving forward, we will likely work to further segment our audience and do more targeted outreach using other vehicles to reach residents and encourage them to attend CAC-funded events.

4) Develop Media Partnerships: Reach Residents in New Ways

With the assistance of communications consultants Strategy Design Partners, CAC shared story ideas with several radio and television stations that highlight our cultural partners and demonstrate the impact of public funding. This work emerged from the community survey finding that many residents rely on local television as their primary news source.

A highlight of this work was a [story that CAC got placed on WKYC](#) (Channel 3) Live on Lakeside noon show featuring CAC and our cultural partner Cleveland Music School Settlement. The segment resulted in a [follow-up story](#) featuring the Settlement's jazz students. Moving forward, CAC will place increased attention on building relationships and developing an editorial calendar to provide a consistent stream of stories about our cultural partners to local news and radio stations.

5) Build New, Cross-Sector Partnerships: Libraries and Metroparks

In an effort to build partnerships with public agencies in Cuyahoga County, staff conducted exploratory calls with the marketing directors of the Cleveland Public Library, Cuyahoga County Public Library and the Cleveland Metroparks. In addition to forging new connections, these informational conversations shed light on potential strategies CAC might employ to reach new audiences. Staff will begin by implementing a traditional, cross-promotional approach while continuing to explore the best way to connect with the residents who frequent these places.

Telling CAC's story. Staff is always seeking opportunities to tell CAC's story and highlight the benefit of public funding for arts and culture to members of our community. In 2015, we have increased these efforts; our entire team has played an important role in our successful outreach to more organizations and community groups.

Most recently, staff members presented at: the African American Museum community meeting; Case Western Reserve University Mandel School; Cleveland Museum of Art all staff meeting; Beachwood City Council; Family Unity Day at Luke Easter Park; Bluewater Chamber Orchestra Latin Fiesta concert; WCPN Sound of Ideas; Baldwin Wallace Risk and Innovation Event; Union Club Young Leaders Breakfast.

Email Communications. We continue to utilize email to connect with and educate our constituents about CAC's work and have sent out the following emails in the past few weeks:

- [5 Events Celebrating the End of Summer](#) (9/11/15)
- [5 Educational Events for Kids and Adults](#) (8/31/15)
- [4 Free Outdoor Summer Events](#) (8/10/15)
- [4 Events Highlighting Global Cultures in Our Community](#) (7/27/15)
- [3 Free Outdoor Events, Where CAC Staff and Volunteers Had A Presence](#) (7/13/15)
- [10 Upcoming Concerts for Music Lovers](#) (6/23/15)
- [8 Free Outdoor Events Happening in June](#) (6/3/15)

Media Placements. Below is a list of articles referencing Cuyahoga Arts & Culture that we have learned of since the last board meeting:

Date	Media Outlet	Headline
9/14/15	Crain's Cleveland Business	Crain's editorial: Art matters
8/28/15	Cleveland.com	Children's Museum of Cleveland needs cash to renovate new home after making way for luxury high rise
8/21/15	WMJI Majic	Nolan, Malone and Kullik morning show: Paul Dolan – Arts Tax interview
8/7/15	WKYC-TV Ch. 3	J@MS – The Music Settlement
8/7/15	Crain's Cleveland Business	Eliza Wing, Mary Louise Madigan to join Cuyahoga County executive office in communications positions
8/7/15	Cleveland.com	Cuyahoga County creates new position: chief communications officer
8/6/15	WKYC-TV Ch. 3	Charlie Lawrence, Karen Gahl-Mills and Caleb Smith – The Music Settlement and Cuyahoga Arts & Culture
8/4/15	The Lakewood Observer	While the seasons change, the arts remain at Beck Center
8/3/15	Let's Talk Philanthropy Blog	Good grantmaking and good intentions
7/31/15	Cleveland.com	Cleveland Foundation tops early donors to arts tax campaign: Cuyahoga Arts Tax Renewal
7/29/15	WCPN 90.3 FM – The Sound of Ideas	Campaign to extend the cigarette tax
7/23/15	Cleveland.com	Backers of cigarette tax for the arts officially launch campaign: Cuyahoga Arts Tax Renewal
7/21/15	WKYC-TV 3	Cedar Fairmount Summer Festival set for August 9

7/21/15	Westlake-Bay Village Observer	West side arts rely on CAC funding
7/19/15	Crain's Cleveland Business	Cleveland 2016 will offer plenty to see and do for Republicans
7/14/15	La Prensa	BlueWater NearWest Fiesta
7/13/15	The Sun News	Cool off with 'Frozen' at July 17 Asphalt Cinema in West Park
7/7/15	The Sun News	Lakewood Postings
7/2/15	Cleveland.com	Patriotic Cheers (no Jeers), including a cheer to all who serve: editorial
7/1/15	Cleveland.com	New Ohio budget holds good and bad news for local arts funding: Cuyahoga Arts Tax Renewal
7/1/15	Cleveland Scene	Brandon Juhasz's photographs and sculptures showcase real life
6/30/15	WKYC-TV 3	Same tradition, new home for downtown Cleveland event – Star-Spangled Spectacular
6/23/15	Cleveland.com	County Council votes to put cigarette tax issue on November ballot: Cuyahoga Arts Tax Renewal
6/23/15	Cleveland.com	Greater Cleveland Partnership endorses renewal of cigarette tax for arts: Cuyahoga Arts Tax Renewal
6/23/15	Crain's Cleveland Business	Greater Cleveland Partnership backs cigarette tax renewal for the arts
6/23/15	Cleveland Scene	County Council to vote on CAC cigarette tax renewal ballot placement today
6/23/15	Lakewood Observer	LakewoodAlive's free Front Porch Concert Series kicks off July 3
6/23/15	The Sun News	Lakewood Postings
6/19/15	Cleveland.com	Investing in the creative economy of Northern Ohio: Marcy Kaptur and Tom Schorgl
6/17/15	Fresh Water Cleveland	How artists kept 33 Cleveland businesses open through construction chaos
6/16/15	ClevelandClassical.com	League of American Orchestras Conference: reports by ClevelandClassical
6/3/15	Crain's Cleveland Business	Two arts advocates announce retirement plans

BUILDING INTERNAL CAPACITY

Our 2015 objectives are to: expand our team; ensuring that all staff participate in professional development; and increase our knowledge of diversity/equity/inclusion issues so we are better prepared to support our cultural partners and carry out CAC's mission.

Team Changes. This summer CAC's small team of eight worked to cover the departures of two roles: managers for General Operating Support program and communications. We look forward to bringing on new team members later this fall to get our team back up to full speed, including publically announcing our new manager for the general operating support program at our September meeting. In the interim, we are working with communications firm Strategy Design Partners to cover immediate communications needs, and we will employ a fall semester college intern to help with day-to-day communications work.

Staff Professional Development. All CAC staff members have professional development plans which are formally reviewed each quarter. As a part of professional development, many staff members will attend local trainings and conferences in the coming months. We bring back our new knowledge and share it with teammates. Recent or upcoming learning opportunities include:

- Jill attended the Wilder Foundation Shannon Leadership Institute Class of 2013 Retreat (Northfield, MN). The session re-focused her work and professional development plan, which will play out in how Jill continues to grow in her role at CAC and serve her teammates and County residents.

- On September 10-11, Karen attended an informal gathering of regional leaders of local arts agencies from Columbus, Toledo, Pittsburgh, Indianapolis, and Cleveland. We gathered to identify issues of common cause and concern, and we learned much from one another. Next step: a spring 2016 gathering in Toledo to determine a more specific focus for our collaborative efforts.

In addition, staff members participate in ongoing webinars, read research and attend workshops through our organizational memberships in Grantmakers for Effective Organizations, Independent Sector, Employers Resource Council, Americans for the Arts, Philanthropy Ohio, Greater Cleveland Partnership/COSE and the Public Relations Society of America. This commitment to an internal “learning agenda” is ensuring that our team is equipped to better serve our cultural partners.

FINANCIAL UPDATE

2015 YTD

Revenue. Tax revenue through August was \$10,331,682. This figure is \$459,569 or 4.7% over forecast for the first eight months of the fiscal year and 3.16% below revenue for the same period in 2014. Interest revenue through August was \$76,902. This figure is ahead of forecast for the first eight months by \$23,569. As of August 31, CAC inactive monies are invested as follows:

- STAR Plus: \$3,600,259 (yield .20%)
- RedTree Investment Group: \$14,654,331 (target yield .96%)
- STAR Ohio: \$94,169 (yield .13%)

Expenditure. Cash expenditures through August were \$12,798,979. This figure is below the budgeted amount of \$13,195,334 primarily due to the timing of grant payments. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2015 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

August 31, 2015				
Accrual Basis	Through 8/31/15	Through 8/31/15	\$	%
	Actual	Budget	Over/Under Budget	of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 10,254,015	\$ 9,794,447	\$ 459,569	104.69%
Interest	\$ 76,902	\$ 53,333	\$ 23,569	144.2%
Other revenue	\$ 765	\$ -	\$ 765	
Total Revenue	\$ 10,331,682	\$ 9,847,780	\$ 483,902	104.9%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 230,198	\$ 258,699	\$ (28,501)	89.0%
Program	\$ 101,101	\$ 162,300	\$ (61,199)	62.3%
Grants**	\$ 14,645,289	\$ 12,306,513	\$ 2,338,776	119.0%
Total A&C Expenditures	\$ 14,976,588	\$ 12,727,512	\$ 2,249,076	117.7%
General & Administrative				
Salaries, Wages and Benefits	\$ 213,768	\$ 234,884	\$ (21,116)	91.0%
Facilities, Supplies, Equipment	\$ 60,619	\$ 82,705	\$ (22,087)	73.3%
Professional Fees	\$ 104,328	\$ 150,233	\$ (45,905)	69.4%
Depreciation			\$ -	
Total G&A Expenditures	\$ 378,715	\$ 467,822	\$ (89,107)	81.0%
Total Expenditures	\$ 15,355,303	\$ 13,195,334	\$ 2,159,969	116.4%
Net Ordinary Revenue	\$ (5,023,621)	\$ (3,347,555)	\$ (1,676,067)	

** Actual grants figure represents accrual for approved grants for 2015. Outstanding 2015 obligations are on the balance sheet.

	<u>Actual - Accrual</u>	<u>Budget - Cash</u>	<u>Actual - Cash</u>
Total Expenditures	\$ 15,355,303	\$ 13,195,334	\$ 12,798,979.36

Cuyahoga Arts & Culture Balance Sheet

As of

Aug 31, 15**ASSETS****Current Assets****Checking/Savings**

KeyBank	81,554.64
RedTree (U.S.Bank)	14,654,331.07
Star Ohio Excise Tax	94,168.77
STAR Plus	3,600,258.80

Total Checking/Savings 18,430,313.28**Accounts Receivable****11000 · Accounts Receivable** 1,025,712.65**Total Accounts Receivable** 1,025,712.65**Total Current Assets** 19,456,025.93**Fixed Assets**

15000 · Furniture and Equipment	68,902.67
15001 · Software and Webdesign	10,000.00
17000 · Accumulated Depreciation	-64,258.03

Total Fixed Assets 14,644.64**TOTAL ASSETS** 19,470,670.57**LIABILITIES & EQUITY****Liabilities****Current Liabilities****Accounts Payable****20000 · Accounts Payable** 8,687.78**Total Accounts Payable** 8,687.78**Other Current Liabilities****24000 · Payroll Liabilities** 11,063.44**24200 · GOS Grants** 1,313,598.00**24300 · Project Support Grants** 1,080,679.00**Total Other Current Liabilities** 2,405,340.44**Total Current Liabilities** 2,414,028.22**Total Liabilities** 2,414,028.22**Equity****32000 · Operating Reserve** 22,080,263.55**Net Income** -5,023,621.20**Total Equity** 17,056,642.35**TOTAL LIABILITIES & EQUITY** 19,470,670.57

CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2015 ACTUAL REVENUE

Month	2014		2015	
	Monthly Tax	13-14% Change	Monthly Tax	14-15% Change
JANUARY	\$ 1,441,567.19	1.61%	\$ 1,289,666.03	-10.54%
FEBRUARY	\$ 901,110.50	-24.64%	\$ 1,086,964.52	20.62%
MARCH	\$ 1,356,099.96	2.80%	\$ 1,150,077.84	-15.19%
APRIL	\$ 1,456,486.30	-4.17%	\$ 1,276,369.38	-12.37%
MAY	\$ 2,568,321.06	-14.52%	\$ 2,434,691.04	-5.20%
JUNE	\$ 1,112,606.44	8.54%	\$ 1,268,582.63	14.02%
JULY	\$ 383,105.59	-12.49%	\$ 721,951.07	88.45%
AUGUST	\$ 1,369,293.72	20.56%	\$ 1,025,712.65	-25.09%
SEPTEMBER	\$ 1,426,900.79	-7.63%		
OCTOBER	\$ 1,408,941.00	-8.85%		
NOVEMBER	\$ 1,112,409.47	1.51%		
DECEMBER	\$ 1,447,873.74	-1.93%		
TOTALS	\$ 15,984,715.75	-4.40%	\$ 10,254,015.15	-3.16%