



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Cleveland History Center, 10825 East Blvd., Cleveland, Ohio 44106
Monday, November 13, 2017, 4:00 pm

- 1. Call to order, approval of minutes**
 - a. Call to order
 - b. Call the roll
 - c. Motion to approve September and October minutes

- 2. Public Comment on Today's Agenda**

- 3. Connect with Culture: Kelly Falcone-Hall CEO of WRHS**

- 4. Executive Director's Report**

- 5. Finance Report**

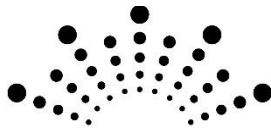
- 6. Board Action**
 - a. Project Support 2018
 - i. Approve scores
 - ii. Approve allocation
 - iii. Approve grants
 - b. General Operating Support 2018-19
 - i. Approve scores of new applicants
 - ii. Approve grants
 - c. Administrative matters

7. Public Comment

Next Regular Meeting: December 11 2017, 4:00 pm
Miller Classroom at ideastream

** meeting begins with executive session at 3:30 pm **

8. Adjourn to reception



cuyahoga
arts & culture
strengthening community

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 \$158 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:

- Connection
- Discovery
- Equity
- Service
- Stewardship
- Trust

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:

[Mark Avsec](#), Musician and Attorney, Benesch, Friedlander, Coplan & Aronoff, LLP

[Gwendolyn Garth](#), Artist and Activist, Kings & Queens of Art

[Joseph Gibbons](#), Attorney, Schneider Smeltz Spieth Bell LLP

[Ken Miller](#), Journalist, Call & Post Newspaper

[Charna Sherman](#), Attorney, Charna E. Sherman Law Offices Co., LPA

For more information, visit www.cacgrants.org.

**Executive Director's Report
Regular Meeting of the Board of Trustees
13 November 2017**

Thank you for joining us for today's important meeting.

The primary business of this meeting is to recognize the work of 257 nonprofit organizations that will be recommended for operating support and project support grants in 2018. The recommendations before you reflect our team's best thinking about how to live our mission – inspiring and strengthening the community by investing in arts and culture – and I hope you are as proud as we are of the creativity and imagination that these investments will help bring to life in service to all in our community. Congratulations to all applicants, who have worked so hard to get to this day. We are proud of the work that they do to serve our community, and we are proud to recognize it with financial support.

However, we know that the grants that we recommend today are made at a time when CAC has less revenue. It is no surprise that CAC has a revenue source that declines over time; and it is also no surprise that, when there is less money, there is more public conversation about who gets what, and when. That is precisely why CAC's board wisely created and adopted an [allocation policy](#) to guide our decisions: so that, amidst the pressures of smaller revenues and larger demand for grants, we can make decisions guided in policy and grounded in our mission, vision and values.

CAC has been preparing for this decrease to operating support since we began making grants in 2007. At that time, we predicted that we would have reduced the allocation quite significantly before the end of the first levy, to \$8 million by 2015. (See [November 30, 2007 Special Board Meeting minutes](#) for further detail). Thanks to solid fiscal stewardship by CAC's staff and a slower decrease in revenues, we were able to implement more modest cuts to the program over time. Now, however, at the start of our second 10-year levy, it was important for our board to reset the allocation at a level that ensures that funds will be available to support organizations throughout all 10 years of this levy.

The public conversations that followed the Board's October 16th decision have helped us recognize that we need to devise a better and more consistent way to gather input and information from our community. The public comment sections of each regular board meeting are unsatisfying to everyone, as they are not an opportunity for real dialogue to take place. And so, for 2018, in addition to 6 regular, public board meetings, we are planning for a series of 3-4 community meetings, held at locations throughout Cuyahoga County. We will work with local partners to design meetings to foster dialogue, offer consistent feedback loops, and create space for residents and cultural partners to gather and share ideas with us and with one another. The first meeting, tentatively scheduled for late January, will be focused on how the board makes allocation decisions, to help clear the air on the process just completed and look ahead to future grant cycles.

A few other items of note, unrelated to the actions the board will take today:

- As you will note in the staff report on pages 11-12, we experimented with a more interactive panel process for new applicants to the 2018-19 general operating support program, and generally, we think it was a success, and we will use what we learned to inform future grantmaking. Kudos to Jill Paulsen, Dan McLaughlin, Roshi Ahmadian and the entire team for bringing fresh thinking to our already solid panel process.

- On pages 21-22, you will see a memo outlining our initial thinking about CAC's 2018 operating budget. The budget discussion will take place at our December meeting: spoiler alert – our overhead will be lower, just as our overall grantmaking budget will be lower in 2018. While we won't spend time discussing the budget in today's meeting, if you have questions or comments between now and December 11, I hope you will connect with Meg Harris or with me.
- In the staff report on page 13, you'll see an update from the Support for Artists Planning team. They are holding a town hall meeting on November 14th from 6-8 p.m. at Jerry Sue Thornton Center, 2500 East 22nd Street, Cleveland specifically to share their draft approaches with a wider audience, prior to bringing finalized recommendations to the December board meeting. You are welcome and encouraged to attend.
- Our December meeting begins with an executive session to consider the compensation of our public employees, and it ends with our annual Records Retention Committee meeting. Please make sure that the 3:30 pm – 6 pm timeslot is clear in your calendars for that date.

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

CAC Board of Trustees Meeting – November 13, 2017 Updates from Staff

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work that are mindful of the [agreements](#) that we have made with one another, and grounded by CAC's [Mission, Vision & Values](#). To reflect our two primary constituencies, as well as our desire to continuously improve our own work, our team objectives fall into three areas for 2017: 1) connecting with the arts & culture sector; 2) connecting with residents; and 3) building internal capacity to achieve our mission. What follows is detailed information, organized by goal area, that demonstrates progress since our September 11 meeting.

CONNECTING WITH THE ARTS & CULTURAL SECTOR (cultural partners, artists, potential applicants)

Goal: To ensure more *equitable* grantmaking: identify and work to reduce barriers to entry (ongoing); continue to streamline our Project Support program (Q1); and offer increased and new opportunities for technical assistance in all programs (Q2-3).

Goal: Throughout 2017, continue to build strong working relationships and *connections* with the 242 groups we fund (cultural partners) as well as potential, new applicants.

Public Panels Held in October. As we do each year, CAC held its in-person, public grant review panels in the Miller Classroom at Idea Center in downtown Cleveland the week of October 9, in addition to an online panel for our small grants program, which was held online in September. Final scores have been calculated and all applicants have been notified whether or not they will be recommended for grants.

In each of our panels, public benefit was the most heavily weighted of the funding criteria. As a result of streamlined applications and guidelines and effective panelist training, CAC's public benefit lens was evident throughout the panel process. See the Project Support memo (page 23 and the General Operating Support memo (page 37) for additional details and the results from each panel.

Snapshot of 2018 Project Support

- The **Project Support I panel** was conducted October 9-10.
 - 8 panelists reviewed 75 applications, 68 of which are recommended for funding.
 - 25 people attended the in-person review, while the livestreamed audio of panel had 337 unique visitors. This continues a trend of greater online than in-person participation in our Project Support panels.
- For a second year, our **Project Support II panel** was conducted completely online.
 - 15 panelists reviewed 133 applications between late September and the week of October 9. 128 applications are recommended for funding.
 - Panelists wrote detailed comments, along with their scores, which will be shared with applicants as feedback and as an educational tool for future applications.
- **CAC recommends funding more projects than ever with a smaller allocation to Project Support.** Though 196 is more than Project Support grants than ever before, CAC will recommend doing so with a reduced allocation of \$1,757,910 to Project Support. This represents a decrease of 8% from the previous cycle's allocation. **The average**

recommended Project Support grant this cycle is 30% less than in 2015 (the last time both General Operating Support and Project Support programs were open).

Snapshot of 2018-19 General Operating Support

- The **General Operating Support panel** was conducted October 11.
 - 5 panelists reviewed 7 applications, 6 of which will be recommended for funding.
 - Over 75 people attended the in-person review or listened to the livestreamed audio.
 - For the first time, applicants were given an opportunity to address the panelists and respond in a question-and-answer format. Initial feedback was positive; staff will continue to evaluate the results of this new approach and test the concept with a broader group of organizations before determining if some variation of an interactive panel is worth replicating for future grant cycles.
- **55 Groups That Qualify to Opt-Out of the Application/Panel are Recommended for Funding.** As approved at CAC's April 2017 Board meeting, organizations that have received five consecutive years of GOS funding in the past were given an exemption to the application and panel process and qualified automatically to receive a 2018-19 grant. This included **55 organizations** that CAC is recommending for funding today; these organizations are currently working to set 2018 goals, a requirement in order to draw down grant funds in 2018.
- **CAC Board Approved GOS 2018-19 Allocation.** At its meeting in October, the Board unanimously approved an allocation of \$10.2M for General Operating Support in 2018-19. This is about 20 percent less than the \$12.7M allocated in 2015, 2016 and 2017, and the average reduction in grants to individual organizations is about 14%. Even with these changes, there are several organizations receiving \$1 million or more next year.

While over the first 10 years CAC revenues declined by 25.7%, the allocation to the GOS program only decreased by 16% during the same 10-year period. Additionally, we expect the cigarette tax to continue to decline on average 2.6% per year over this next 10-year levy. Based on these two facts, keeping the same rate of decrease to the GOS allocation as the first 10 years for the next 10 won't be sustainable. By making this larger adjustment now, we can ensure that these public funds are available to all who qualify for the next 10 years. CAC remains one of the largest funders of arts & culture in the nation and the largest provider of operating support dollars in Cuyahoga County.

- **CAC recommends 61 grants for 2018-19 General Operating Support.** Grants range in size from approximately \$11,000 to over \$1.1 million each year, for two years. The portfolio reflects a fairly diverse (by size and discipline) set of organizations. While some organizations will see an increase over the last time we allocated grants (in 2014, for 2015 grants), the average decrease in grants is 14% (as compared to a 30% decrease that Project Support applicants have experienced during this same timeframe).

Neighborhood Connections. In addition to CAC's primary grants slated for approval, we're pleased to announce the co-funding of 15 resident-led arts and culture projects through our ongoing partnership with Neighborhood Connections (a program of the Cleveland Foundation). This round of co-funded projects will support resident-led activities in a variety of neighborhoods in Cleveland and East Cleveland. A sampling of exciting projects from this partnership include:

- **Caledonia Community Center** in East Cleveland received \$2,000 for their Fine Arts for Children in Crisis project, which seeks to teach fine arts to students with behavioral disorders as therapeutic exposure.
- **Twelve Literary and Performative Arts Incubator** in North Collinwood received \$5,000 for One Mic Open Poetry Slam Fellowship, a program to train youth ages 14-19 in the art of poetry and performance.
- **Elu Dance Company** in Clark Fulton received \$2,000 for “A Journey Home.” An after school arts collective supporting new immigrant and refugee students through music, dance and storytelling.

Since partnering with Neighborhood Connections in 2013, CAC has co-funded more than 285 resident-led projects in Cleveland and East Cleveland neighborhoods. Learn more at www.neighborhoodgrants.org.

Goal: For Board approval in the second half of 2017, propose approaches for supporting artists that are aligned with CAC’s mission, grounded in our agreed upon key elements and informed by broad public input, inclusive of artists’ voices.

- **Support for Artists Planning Team Prepares Recommendations.** The Support for Artists Planning Team (SFAPT), which formed in June, continues to meet every other week to fulfill its charge to recommend new approaches to support individual artists by the end of the year. Meeting updates continue to be posted on the [CAC website](#); a recent example is below:

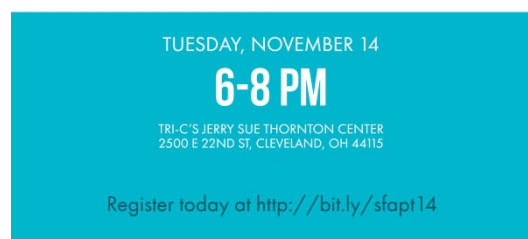
On Thursday October 19th the Support for Artists Planning Team met at Julia de Burgos for a four-hour working session to continue developing their recommendations. They spent their time planning for the Town Hall Meeting, and discussing how funding to individual artists could support artists’ needs, including monetary and non-monetary support, space, mentorship and apprenticeships, and professional development. The next working session will be held on Wednesday November 8.

Building on the public world café on September 16 (which was attended by more than 50 local artists), the SFAPT will hold “Engage: A Forum for Strengthening Support for Artists” on Tuesday, November 14. At the event, the planning team will present recommended approaches and use feedback and input from the event to refine its final recommendations, which will be presented to Cuyahoga Arts & Culture’s Board of Trustees at its public meeting on December 11.

To ensure we are reaching new artists, primarily emerging artists and artists of color, CAC is undertaking a variety of targeted outreach efforts, including e-mail and social media, outreach to local news and television stations, PSAs to local radio stations, outreach to neighborhood newspapers



ENGAGE: A FORUM FOR
STRENGTHENING SUPPORT FOR ARTISTS



A Forum for Strengthening Support for Artists. Know an artist? Invite them to join us and help shape the future of CAC support.

and publications, and flyers to empower the SFAPT to spread the word to their fellow artists and networks. Learn more and register at <http://bit.ly/sfapt14>.

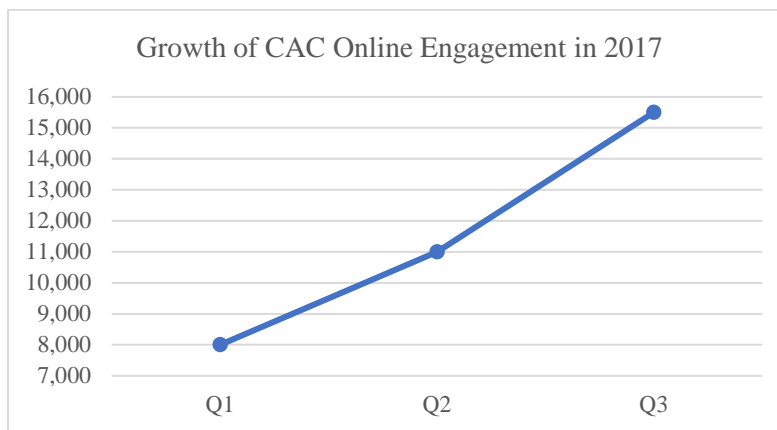
Independent facilitators Dr. Mark Chupp and Jerry Peña continue to support the planning team in its efforts to gather public feedback to form recommendations, with support from Heather Lenz.

CAC staff continues to share updates on this work at cacgrants.org/artists, and invites the public to [join our mailing list](#) to receive periodic updates and news about support for artists, including future opportunities. We are grateful to each member of the [planning team](#), who have contributed substantial time and expertise throughout this process.

CONNECTING WITH RESIDENTS

Goal: Starting in Q1, raise awareness of the ClevelandArtsEvents.com website – CAC’s digital resource for events in Cuyahoga County – by testing new communications strategies, and implementing targeted marketing to expand and create new *connections* with residents.

- **Connecting More Residents to Cleveland Arts Events Website.** Through a variety of communications strategies in 2017, we’ve worked to connect more Cuyahoga County residents to the work of our cultural partners. One success of these varied efforts includes our partnership with Aztek, our local website firm, to increase traffic to ClevelandArtsEvents.com and grow our email subscriber base. Since they began their work in Q1, the number of county residents receiving our email communications has almost doubled, ensuring more opportunities to leverage our connections to increase awareness of and interest in our cultural partners’ activities.

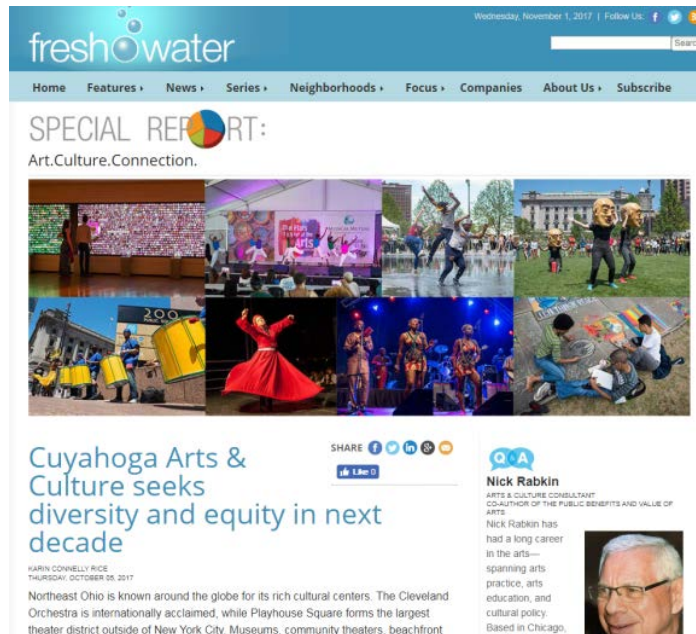


CAC Online Engagement Growth (Q1 through Q3, 2017). More than 15,500 residents now receive twice-a-month e-blasts about upcoming events from CAC partner organizations. Nearly 20,000 people now receive email updates from CAC.

Through targeted social media advertising and search engine optimization, we’ve seen substantial growth in the number of recipients of CAC’s twice monthly e-blasts, going from around 8,000 in early 2017 to 15,545 in November; **nearly 200% more residents receiving our communications**. We learned in our recent community survey that residents value this information—with 90% of respondents asserting that CAC should provide information to residents to help make the community more aware of the programs, events and organizations it

supports. We look forward to continuing to build on these successes; delivering on our mission to inspire our community and directly shining a light on the great work of the organizations we support. We invite you to join our email list, or share with a friend at cacgrants.org.

- **Fresh Water Cleveland Features CAC in a Detailed Special Report.** As part of our year-long partnership with online publication [Fresh Water Cleveland](#), a detailed report highlighting CAC’s next decade and commitment to equity was released in October. The report provides the community and online readers a window to specific actions resulting in 2017 from the [Cuyahoga Voices & Vision](#) project, which was completed at the end of 2016, including steps to address inequities in CAC’s grantmaking and be responsive to the needs of CAC-funded organizations working across Cuyahoga County.



[View the full report](#), which includes a feature-length story and Q&A from an expert involved in the process.

Other Items of Note

Media Placements. In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below are a sampling of recent media clips focused on CAC’s work:

- [Members Appointed To Cuyahoga Arts & Culture Board](#) – *Patch*
“Gwendolyn Garth has been reappointed and Kenneth Miller has been appointed by County Executive Armond Budish to serve three-year terms on the Cuyahoga Arts & Culture (CAC) Board of Trustees.” (September 12, 2017)
- [Cuyahoga Arts & Culture seeks diversity and equity in next decade](#) – *Fresh Water Cleveland* “CAC helps ensure the arts continue to thrive in Cuyahoga County through its public funding of non-profit organizations—both large and small—that bring cultural programming to millions of residents each year...” (October 5, 2017)
- [Cuyahoga Arts & Culture Discusses Reduced Grant Funding](#) – *ideastream*
“First the good news: Fewer people are smoking, which is good for their health. And the bad? Fewer smokers means less revenue from a Cuyahoga County cigarette tax that funds the arts.” (October 19, 2017)
- [All-access: Cuyahoga Arts & Culture-funded programs ensure arts are for everyone](#) – *Fresh Water Cleveland* “When the community talks, Cuyahoga Arts & Culture (CAC)

listens. As CAC enters its second decade of funding arts and cultural programming in Northeast Ohio...” (November 2, 2017)

See a [full list of media placements](#) since CAC’s last Board meeting.

BUILDING INTERNAL CAPACITY

Goal: With an outside expert (selected in Q1), conduct year-long racial *equity* learning, as well as participate in the Racial Equity Institute, to inform CAC’s policies and strategies for grantmaking, resident engagement, communications, and operations.

- **Team Continues Commitment to Racial Equity Institute Training.** All of CAC’s staff has completed this program. We also thank our Board members who have already participated or signed up to attend REI’s half-day Groundwater training. We look forward to exploring ways that we can encourage our cultural partners to participate in this important learning in 2018.
- **Additional Equity Learning.** CAC’s full staff team attended Philanthropy Ohio’s “Equity Plenary – The Value Gap: A Challenge to Equity”, featuring Dr. Eddie S Glaude, Jr. Chair, Center for African American Studies at Princeton University. The gathering of several hundred grantmakers provided CAC an important opportunity to continue to explore how philanthropy/public funding has both contributed to and worked to decrease racial inequity.

Jill and Karen attended Grantmakers in the Arts conference (Detroit) in late October, attending such sessions as: “Racial Equity in Grantmaking for Individual Artists,” “Recalculating the Formula for Success; New Research on Formulaic Funding,” “Building Cultural Equity: A Tale of Two Cities,” and a special session for local arts agencies across the nation to discuss how they are integrating racial equity into their values, daily practice and long-term strategies.

Finally, we are in early-stage discussions with CPAC to join their working group that will explore way to address disabilities/accessibility in the arts.

FINANCIAL UPDATE

2017 YTD

Revenue. Tax revenue through October 31 was \$12,286,851. This figure is \$63,601 (.5%) below forecast for the first ten months of the fiscal year and 1% below revenue for the same period in 2016. Interest revenue through October was \$205,000. This figure is 20% ahead of forecast for the period.

Expenditure. Cash expenditures through October were \$13,811,560. This figure is below the budgeted amount of \$14,680,714 due to a number of factors including open staff positions and budgeted but not yet expended funds for approaches to support individual artists and efforts to support our Community Voices and Visions 10-year roadmap. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2017 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

Investments. As of October 31, CAC inactive monies are invested as follows:

- STAR Plus: \$505 (yield .9%)
- RedTree Investment Group: \$16,235,269 (yield 1.35% with average maturity of 1.75 years)
- STAR Ohio: \$2,049,126 (yield 1.22%)

Audit and Finance Committee Update

The Audit and Finance Advisory Committee met on October 12, 2017 to review and discuss CAC's Investment Policy and to hear a report on our investment of inactive monies with Red Tree Investment Group. The committee had no recommended changes to the current Investment Policy.

Cuyahoga Arts & Culture				
Through 10/31/17				
	Actual	Budget (cash)	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 12,286,851	\$ 12,350,452	\$ (63,601)	99.49%
Interest	\$ 204,999	\$ 170,800	\$ 34,199	120.0%
Other revenue	\$ 24,901	\$ 55,280	\$ (30,379)	45.05%
Total Revenue	\$ 12,516,752	\$ 12,576,532	\$ (59,780)	99.5%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 346,597	\$ 398,185	\$ (51,588)	87.0%
Grant Panel Expenses	\$ 22,938	\$ 36,930	\$ (13,992)	62.1%
Grant Management Expenses	\$ 44,161	\$ 95,600	\$ (51,439)	46.2%
Awareness Activities	\$ 50,486	\$ 93,600	\$ (43,114)	53.9%
Grants**	\$ 14,979,759	\$ 13,420,500	\$ 1,559,259	111.6%
Total A&C Exenditures	\$ 15,443,941	\$ 14,044,815	\$ 1,399,126	110.0%
General & Administrative				
Salaries, Wages and Benefits	\$ 292,227	\$ 315,256	\$ (23,029)	92.7%
Facilities, Supplies, Equipment	\$ 95,634	\$ 111,443	\$ (15,809)	85.8%
Professional Fees	\$ 195,710	\$ 209,200	\$ (13,490)	93.6%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 583,571	\$ 635,899	\$ (52,328)	91.8%
Total Expenditures	\$ 16,027,512	\$ 14,680,714	\$ 1,346,798	109.2%
Net Ordinary Revenue	\$ (3,510,760)	\$ (2,104,182)	\$ (1,406,578)	

** Actual grants figure represents accrual for approved grants for 2017. Outstanding 2017 obligations are on the balance sheet.

	Actual - Accrual	Budget - Cash	Actual - Cash
Cash Expenditures	\$ 16,027,512	\$ 14,680,714	\$ 13,811,560

Cuyahoga Arts & Culture
Balance Sheet as of

Oct 31, 17

ASSETS

Current Assets

Checking/Savings

KeyBank

103,881.04

RedTree (U.S.Bank)

16,235,268.96

Star Ohio

2,049,126.36

STAR Plus

504.65

Total Checking/Savings

18,388,781.01

Accounts Receivable

11000 · Accounts Receivable

1,036,974.45

Total Accounts Receivable

1,036,974.45

Total Current Assets

19,425,755.46

Fixed Assets

15000 · Furniture and Equipment

75,222.56

15001 · Software and Webdesign

10,000.00

17000 · Accumulated Depreciation

-75,171.19

Total Fixed Assets

10,051.37

TOTAL ASSETS

19,435,806.83

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 · Accounts Payable

26,768.00

Total Accounts Payable

26,768.00

Other Current Liabilities

24000 · Payroll Liabilities

16,855.26

24200 · GOS Grants

1,282,359.00

24300 · Project Support Grants

954,137.00

Total Other Current Liabilities

2,253,351.26

Total Current Liabilities

2,280,119.26

Total Liabilities

2,280,119.26

Equity

32000 · Retained Earnings

20,665,091.83

Net Income

-3,509,404.26

Total Equity

17,155,687.57

TOTAL LIABILITIES & EQUITY

19,435,806.83

CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2017 ACTUAL REVENUE

Month	2016	2017	
	Monthly Tax	Monthly Tax	16-17% Change
JANUARY	\$ 979,521.54	\$ 1,257,349.49	28.36%
FEBRUARY	\$ 1,060,158.47	\$ 1,222,139.47	15.28%
MARCH	\$ 1,246,640.07	\$ 1,294,282.38	3.82%
APRIL	\$ 1,143,716.06	\$ 1,194,757.98	4.46%
MAY	\$ 1,302,807.27	\$ 1,347,820.51	3.46%
JUNE	\$ 2,435,737.96	\$ 2,007,016.71	-17.60%
JULY	\$ 391,358.36	\$ 156,576.58	-59.99%
AUGUST	\$ 1,405,296.53	\$ 1,321,542.39	-5.96%
SEPTEMBER	\$ 1,177,403.31	\$ 1,448,391.10	23.02%
OCTOBER	\$ 1,266,539.62	\$ 1,036,974.45	-18.13%
NOVEMBER	\$ 1,265,199.34		
DECEMBER	\$ 1,092,758.15		
TOTALS	\$ 14,767,136.68	\$ 12,286,851.06	-1.0%