

**Cultural Council of Greater Jacksonville  
Proposed Budget for Fiscal Year 2021  
Board of Directors Meeting  
21-Jan-21**

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FOR FINANCE COMMITTEE AND BOARD OF DIRECTORS USE ONLY

**MEMORANDUM**

TO: Board of Directors

FROM: Finance Committee  
Diana Donovan, Interim Executive Director  
Nan Kreamer, Avenue CFO Services

RE: Summary of the Proposed Budget for Fiscal Year 2021

DATE: January 21, 2021

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The purpose of this memo is to provide an overview of the proposed budget for the first six months and full fiscal year for FY21. Please note the budget proposal is provided against the unaudited results for FY20.

**BUDGET FY21 OVERVIEW:**

The following support schedules are attached for more detail regarding the proposed budget:

1. Condensed Proposed FY21 Budget versus Actual FY20
2. Detailed Proposed FY21 Budget versus Actual FY20

The following highlights key areas of focus regarding the proposed budget:

**Total Income:**

Revenue for FY21 is budgeted at \$3,530,233 versus prior year revenue of 3,733,702 or \$203,469 lower than prior year.

**Total Expense:**

Expense for FY21 is budgeted as \$3,522,345 versus prior year expenses of \$3,724,216 or \$201,871 lower than prior year.

**Net Income:**

Net Income includes interest income for both years. As such, net income for FY21 is budgeted as \$8,008 versus prior year net income of \$13,277 or \$5,289 lower than prior year.

**Overview and Significant Variances:**

**Government Funds**

**City of Jacksonville** – The programs are primarily budgeted as the same as in the prior year. The exception is there is no budget regarding the City CARES Act Grant of \$81,000 nor any funds budgeted from DIA which were \$189,270 in the prior year.

Note that the city funds on a quarterly basis. The City is running behind in its normal processing schedule and the first quarter payment of \$748,395 is scheduled to be issued in January 2021 instead of December 2020.

*FOR FINANCE COMMITTEE AND BOARD OF DIRECTORS USE ONLY*

**State Funds – Division of Cultural Affairs (DCA)** – We received notice that these funds are available and will be received from the state. The total granted will be in line with the prior year. Please note that in FY20, the full amount of revenue was recognized in the first month of the fiscal year. In the budget for FY21, it is reflected as it will be received on a quarterly basis.

**Programs:**

**Public Arts** - The Public Art programs are the result of completion of the Water Street Bridge and Haskell Sculpture Grant. There are 2 other projects in process: A project for The District for \$10,000 and one for JTA for \$10,000. Another project from Florida Blue for \$10,000 may start at the end of the fiscal year.

Fundraising revenue and expenses are covered on Attachment A to this memorandum.

**Operating Expenses:**

Operating expenses for FY21 are budgeted as \$669,954 versus prior year of \$673,491 or \$3,537 lower than prior year.

Significant changes from prior year are as follows:

- The budget reflects a savings from the office move which is planned for February 1, 2021. The savings is expected to be approximately \$1,800 per month or \$21,600 annually.
- Payroll expenses are budgeted at \$515,708 versus prior year actual of \$485,047 or an increase of \$30,661. The increase is primarily due to the addition of three employees that were hired in FY20.
- Interest income is minimal for FY21 due to the uncertainty regarding interest rates. The budget for FY21 is \$120 versus FY20 actual of \$3,791.

All other expenses are budgeted to approximate the same level as in prior year and based on the current run rate.

## Attachment A to Memorandum

Re: Cultural Council of Greater Jacksonville  
Board of Directors Meeting  
Thursday, January 21, 2020  
2:00-4:00 p.m.

### Fundraising Notation Details:

- **2021 Virtual Arts Awards- \$53, 500:**
  - Per the **Development Committee**, due to COVID-19, the decision was made to hold a **2021 Virtual Arts Awards** with a rounded **15% increase** to the fundraising goal based off FY20 Actuals and **\$5,300 increase** to expenses for professional production services.
  - **FY20**
    - Actual FY20 Revenue: \$46,427.37
    - Actual FY20 Expense: \$10, 269.21
    - Net Contribution of Arts Awards for FY20: \$36,158.16
  - **FY21**
    - Proposed FY21 Revenue: \$53,500.00
      - Fundraising 15% Revenue Increase Included
    - Proposed FY21 Expense: \$15,500.00
    - Budgeted Net Contribution for Arts Awards for FY21: \$38,000.00
- **Board Dues- \$15,000:**
  - [15 Board of Directors + \$1000 each]
    - 100% Participation in Giving Goal
  - **Max Board Capacity- 15 Board of Directors:**
    - 9 Board Elected & 6 Mayoral Appointees
  - **Current Capacity- 12 Board of Directors:**
    - 9 Board Elected & 3 Mayoral Appointees
    - 3 Mayoral Appt. Vacancies



- **Cultural Council Programs- Review & Recommendations for Discussion:**
  - **Approach A: Maintain Current Programs** with minor adjustments.
  - **Total Revenue for FY20:** **\$166,907.78**
    - Entrepreneurial Program: \$20,040.00
    - Every Single Artist Lounge: COVID
    - CS Internship/Youth: \$11,524.90
    - Lecture Series/License Plate: \$14,947.24
    - Corporate (Artist Residency): \$1,250.00
    - State of the Arts: \$11,778.36
    - Cash - Individual Donors: \$11,276.73
    - Cash - Corporate Donors: \$59,891.05
    - Miscellaneous: \$36,199.50
  - **Program Expenses- Based on FY20 Actuals:**
    - Entrepreneurial Program: \$12,933.56
    - Every Single Artist Lounge: \$475.53
      - Discontinued after COVID
    - CS Internship/Youth: \$1,600
      - Lower Participation Due to COVID [4 Interns]
    - Lecture Series/License Plate: \$2,500.00
      - 5 People Paid \$500 Each
    - State of the Art: \$7,891.84
    - Miscellaneous Activities & Events: \$8,935.34
    - Program Marketing: \$959.00
    - Meeting- Program Fundraising: \$447.40
    - ART See & Shop Payments: \$20,364.36
    - Program Supplies: \$203.52
    - Travel: \$85.19
    - **Total Expense for FY20: \$56,395.74**
  - **Net Contribution of All Programs for FY20:** **\$110,512.04**

- **Cultural Council Programs- Review & Recommendations [Continued]:**
  - **Approach B: ARTS+ Campaign Hybrid Approach- Combined Development & Programming Strategy**
  - **ARTS+ Programming: \$184,900.00**
    - Partner Programs [15%+] \$71,629.50
      - Based off Misc. FY20 Actual
      - Includes ART See & Shop
    - Every Single Artist Lounge: \$3,000.00
    - Cash- Individual [15%+] \$12,966.00
    - Cash- Corporate [15%+] \$68,876.00
    - License Plate: \$10,000.00
    - CS Internship/Youth: \$11,524.90
    - State of the Arts: \$6,903.60
      - Include w Art Awards Programming
  - **Expense for Programming: \$56,439.80**
    - **Based of FY20 Actuals**
  - **Approach B- Net Contribution for FY21: \$128,460.20**
  - **Reconstruct** the following programs to better align arts and culture community needs and the interests of our funding partners:
    - **State of the Arts:** Combine with 2021 Art Awards to add virtual content and provide an enhanced sponsorship opportunity
    - **Entrepreneurial Program:** Transition into a Partner Program dependent upon interest from funding partners
    - **Corporate (Artist Residency):** Eliminate

**Cultural Council of Greater Jacksonville  
Condensed Proposed Budget FY21 versus Actual FY20**

	FY2021	FY2020	Better (Worse) than prior year
<b>Revenue</b>			
<b>City of Jacksonville</b>			
CSGP Regrant	\$ 2,614,447	\$ 2,614,450	\$ (3)
CCGJ Administrative	379,133	379,133	-
Art in Public Places (APP) Salary	55,385	55,385	-
City CARES Grant		81,000	(81,000)
Downtown Investment Authority (DIA)		189,270	(189,270)
<b>State Funds-DCA</b>	<b>46,052</b>	<b>45,193</b>	<b>859</b>
<b>Total Government Funds</b>	<b>3,095,017</b>	<b>3,364,431</b>	<b>(269,414)</b>
<b>Programs:</b>			
Public Art	181,816	148,935	32,881
Arts Awards	53,500	46,427	7,073
Fundraising/Programs/Events*	184,900	166,908	17,992
Board Dues	15,000	7,001	7,999
<b>Total Programs</b>	<b>435,216</b>	<b>369,271</b>	<b>65,945</b>
<b>Total Income</b>	<b>3,530,233</b>	<b>3,733,702</b>	<b>(203,469)</b>
<b>Program Expenses:</b>			
Cultural Service Grant Program	2,614,635	2,595,980	(18,655)
Public Art	165,816	388,081	222,265
Arts Awards	15,500	10,269	(5,231)
Fundraising/Programs/Events	56,440	56,396	(44)
<b>Total Program Expenses</b>	<b>2,852,390</b>	<b>3,050,725</b>	<b>198,334.66</b>
<b>Program income less direct expenses</b>	<b>677,843</b>	<b>682,977</b>	<b>(5,135)</b>
<b>Operating Expenses:</b>			
Contract Services	80,196	91,044	10,848
Facilities and Equipment	29,758	51,226	21,468
Operations	24,004	27,538	3,533
Insurance and Interest Expense	5,495	5,110	(384)
Payroll	515,708	485,047	(30,661)
Travel and Meetings	14,793	13,063	(1,730)
Board Expenses		462	462
<b>Total Operating Expenses</b>	<b>669,954</b>	<b>673,491</b>	<b>3,537</b>
<b>Net Operating Income</b>	<b>7,888</b>	<b>9,486</b>	<b>(1,598)</b>
Net all other income	120	3,790.83	(3,671)
<b>Net Income</b>	<b>\$ 8,008</b>	<b>\$ 13,277</b>	<b>\$ (5,269)</b>

(16)

**Cultural Council of Greater Jacksonville  
Detailed Budget FY21 vs Actual FY20**

October - September

	First Half		Second Half		Total	
	BUDGET FY21	Actual FY20	BUDGET FY21	Actual FY20	BUDGET FY21	Actual FY20
<b>Income</b>						
40000 Income	-	-	-	-	-	-
47002 - DIA Grant Revenue	-	-	189,270.29	(189,270.29)	189,270.29	(189,270.29)
<b>Total - Earned Revenue</b>	-	-	<b>189,270.29</b>	<b>(189,270.29)</b>	<b>189,270.29</b>	<b>(189,270.29)</b>
41000 Government Grants	-	-	-	-	-	-
41010 Department (deleted)	-	(3.08)	-	-	-	(3.08)
42000 State	-	3.08	-	-	-	3.08
42010 DCA	23,026.00	43,253.00	1,940.00	21,086.00	46,052.00	859.00
<b>Total 42000 State</b>	<b>23,026.00</b>	<b>43,253.00</b>	<b>1,940.00</b>	<b>21,086.00</b>	<b>46,052.00</b>	<b>859.00</b>
43000 City	-	-	-	-	-	-
43010 COJ - CCGJ Administrative	189,566.50	189,566.50	189,566.50	189,566.50	379,133.00	379,133.00
43020 COJ - APP Salary	27,958.31	27,958.31	27,426.69	27,426.69	55,385.00	55,385.00
43030 COJ - CSGP Regrant	1,307,223.50	1,307,223.50	1,307,223.50	1,307,223.50	2,614,447.00	2,614,447.00
43031 City Cares Grant	-	-	81,000.00	(81,000.00)	-	-
<b>Total 43000 City</b>	<b>1,524,748.31</b>	<b>1,524,748.31</b>	<b>1,607,223.50</b>	<b>(81,000.00)</b>	<b>3,048,965.00</b>	<b>(81,000.00)</b>
<b>Total 41000 Government Grants</b>	<b>1,547,774.31</b>	<b>1,568,004.39</b>	<b>1,607,223.50</b>	<b>(59,914.00)</b>	<b>3,095,017.00</b>	<b>(80,144.08)</b>
44000 Programs	-	-	-	-	-	-
44010 Entrepreneurial Program	-	5,040.00	15,000.00	(15,000.00)	20,040.00	(20,040.00)
44020 Public Art	176,816.00	98,590.00	5,000.00	50,345.00	181,816.00	148,935.00
44025 Public Art RESERVE	-	-	-	-	-	-
44030 Every Single Artist Lounge	-	-	-	-	-	-
44040 CS Internship/Youth	-	5,000.00	-	-	-	-
44050 Lecture Series (License Plate)	-	6,240.00	6,524.90	(6,524.90)	11,524.90	(11,524.90)
44060 Corporate (Artist Residency)	-	1,250.00	8,707.24	(8,707.24)	14,947.24	(14,947.24)
44070 State of the Art	-	-	-	-	-	-
44080 Arts Awards	-	-	11,778.36	(11,778.36)	-	-
<b>Total 44000 Programs</b>	<b>176,816.00</b>	<b>116,120.00</b>	<b>58,500.00</b>	<b>46,427.37</b>	<b>235,316.00</b>	<b>(19,586.87)</b>
45000 Contributions - General	-	-	6,293.72	(6,293.72)	-	-
45010 Cash - Individual Donors	15,000.00	7,001.00	-	-	15,000.00	7,001.00
45020 Board Dues	-	31,843.00	-	-	-	-
45040 Cash - Corporate Donors	87,946.60	25,032.70	96,953.40	28,048.05	184,900.00	59,891.05
45050 Fundraising/Programs/Events	102,946.60	68,859.71	96,953.40	85,786.60	199,900.00	148,700.50
<b>Total 45000 Contributions - General</b>	<b>1,827,536.91</b>	<b>1,752,984.10</b>	<b>1,702,686.09</b>	<b>(278,022.33)</b>	<b>3,530,233.00</b>	<b>(203,469.52)</b>
<b>Total Income</b>	<b>1,827,536.91</b>	<b>1,752,984.10</b>	<b>1,980,718.42</b>	<b>(278,022.33)</b>	<b>3,530,233.00</b>	<b>(203,469.52)</b>

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# Cultural Council of Greater Jacksonville Detailed Budget FY21 vs Actual FY20

October - September

Expenses	First Half		Second Half		Second Half		Total		Total Better/(Worse Than prior year
	BUDGET FY21	ACTUAL FY20	BUDGET FY21	ACTUAL FY20	BUDGET FY21	ACTUAL FY20	BUDGET FY21	ACTUAL FY20	
60900 Board of Directors Expenses	(0.00)	-	-	-	-	-	-	-	-
60920 Board Expenses	-	462.45	-	-	-	-	-	462.45	462.45
<b>Total 60900 Board of Directors Expenses</b>	-	<b>462.45</b>	-	-	-	-	-	<b>462.45</b>	<b>462.45</b>
61000 Program Expenses	-	-	-	-	-	-	-	-	-
61100 Program Expenses	-	-	-	-	-	-	-	-	-
61115 Public Art	163,816.00	26,556.58	2,000.00	327,873.99	325,873.99	325,873.99	165,816.00	354,430.57	188,614.57
61120 Public Art RESERVE	-	33,650.00	-	-	-	-	-	33,650.00	33,650.00
61130 Cultural Service Internship	-	-	-	1,600.00	1,600.00	1,600.00	-	1,600.00	1,600.00
61140 Cultural Service Grant Program	1,307,411.06	1,279,525.75	1,307,223.50	1,316,453.75	9,230.25	9,230.25	2,614,634.56	2,595,979.50	(18,655.06)
61150 Entrepreneurial Resources	1,524.70	6,560.56	-	6,373.00	6,373.00	6,373.00	1,524.70	12,933.56	11,408.86
61160 Lecture Series (License Plate)	-	2,500.00	-	-	-	-	-	2,500.00	2,500.00
61180 State of the Art	-	7,891.84	-	-	-	-	-	7,891.84	7,891.84
61190 Every Single Artist Lounge	-	475.53	-	-	-	-	-	475.53	475.53
61500 Program/Fundraising Expenses	-	-	-	-	-	-	-	-	-
61501 State of the Art	-	-	-	-	-	-	-	-	-
61502 Art Awards	-	-	15,500.00	10,269.21	(5,230.79)	(5,230.79)	15,500.00	10,269.21	(5,230.79)
61503 Miscellaneous- Activities/Event	14,594.88	269.89	17,164.30	8,665.45	(8,488.85)	(8,488.85)	31,759.18	8,935.34	(22,823.84)
61505 Resource Development Meetings	-	-	-	-	-	-	-	-	-
61510 Marketing	-	959.00	-	-	-	-	-	959.00	959.00
61520 Meetings	-	447.40	-	-	-	-	-	447.40	447.40
61540 Professional/Contracted Svcs	23,059.64	20,364.36	-	-	-	-	23,059.64	20,364.36	(2,695.28)
61550 Program Supplies	96.28	203.52	-	-	-	-	96.28	203.52	107.24
61560 Travel	-	85.19	-	-	-	-	-	85.19	85.19
<b>Total 61500 Program/Fundraising Expenses</b>	<b>37,750.79</b>	<b>22,329.36</b>	<b>32,664.30</b>	<b>18,934.66</b>	<b>(13,729.64)</b>	<b>(13,729.64)</b>	<b>70,415.09</b>	<b>41,264.02</b>	<b>(29,151.07)</b>
Total 61100 Program Expenses	1,510,502.55	1,379,489.62	1,341,887.80	1,671,235.40	329,347.60	329,347.60	2,852,390.35	3,050,725.02	198,334.67
Total 61000 Program Expenses	1,510,502.55	1,379,489.62	1,341,887.80	1,671,235.40	329,347.60	329,347.60	2,852,390.35	3,050,725.02	198,334.67
Gross Profit	1,510,502.55	1,379,489.62	1,341,887.80	1,671,235.40	329,347.60	329,347.60	2,852,390.35	3,050,725.02	198,334.67
62100 Contract Services	-	-	-	-	-	-	-	-	-
62110 Accounting Fees	35,210.56	25,626.35	30,000.00	33,155.00	3,155.00	3,155.00	65,210.56	58,781.35	(6,429.21)
62140 Legal Fees	4,180.00	4,797.49	3,000.00	1,025.00	(1,975.00)	(1,975.00)	7,180.00	5,822.49	(1,357.51)
STARTING FEB	7,805.39	19,146.77	-	7,292.96	7,292.96	7,292.96	7,805.39	26,439.73	18,634.34
<b>Total 62100 Contract Services</b>	<b>47,195.95</b>	<b>49,570.61</b>	<b>33,000.00</b>	<b>41,472.96</b>	<b>8,472.96</b>	<b>8,472.96</b>	<b>80,195.95</b>	<b>91,043.57</b>	<b>10,847.62</b>
62800 Facilities and Equipment	-	-	-	-	-	-	-	-	-
62810 Depr and Amort - Allowable	-	-	-	17,293.97	17,293.97	17,293.97	-	17,293.97	17,293.97
62840 Equip Rental and Maintenance	30.54	194.58	-	25.92	25.92	25.92	30.54	220.50	189.96
62870 Insurance - Property	2,647.00	2,647.00	-	500.00	500.00	500.00	2,647.00	3,147.00	500.00
62890 Occupancy - Rent	13,839.38	16,426.52	13,241.14	14,138.46	897.32	897.32	27,080.52	30,564.98	3,484.46
<b>Total 62800 Facilities and Equipment</b>	<b>16,516.92</b>	<b>19,268.10</b>	<b>13,241.14</b>	<b>31,958.35</b>	<b>18,717.21</b>	<b>18,717.21</b>	<b>29,758.06</b>	<b>51,226.45</b>	<b>21,468.39</b>

# Cultural Council of Greater Jacksonville Detailed Budget FY21 vs Actual FY20

October - September

	First Half		Second Half		Total	
	BUDGET FY21	Actual FY20	BUDGET FY21	Actual FY20	BUDGET FY21	Actual FY20
		Better/(Worse Than prior year)		Better/(Worse Than prior year)		Better/(Worse Than prior year)
<b>65000 Operations</b>						
65010 Dues, Subscriptions, Publication	5,089.99	5,215.21	125.22	321.72	10,339.99	10,786.93
65020 Postage, Mailing Service	17.99	582.51	564.52	173.02	17.99	755.53
65030 Printing and Advertising	100.00	79.17	(20.83)	45.00	2,000.00	2,024.17
65040 Office Supplies	47.85	1,775.69	1,727.84	278.59	47.85	2,054.28
65050 Utilities-INCL IN RENT STARTING FEB	1,899.35	3,824.26	1,924.92	2,938.24	1,899.35	6,762.50
65051 Telephone	2,448.92	-	(2,448.92)	(1,634.24)	4,908.92	825.76
<b>Total 65050 Utilities</b>	<b>4,348.27</b>	<b>3,824.26</b>	<b>(524.01)</b>	<b>1,304.00</b>	<b>6,808.27</b>	<b>7,588.26</b>
65060 Bank and Credit Card Fees	2,290.18	2,486.28	196.10	(657.70)	4,790.18	4,328.58
<b>Total 65000 Operations</b>	<b>11,894.28</b>	<b>13,963.12</b>	<b>2,068.84</b>	<b>1,464.63</b>	<b>24,004.28</b>	<b>27,537.75</b>
<b>65100 Other Types of Expenses</b>						
65120 Insurance - Liability, D and O	1,673.62	1,093.62	(580.00)	-	3,951.54	3,371.54
65121 - Insurance - Workers Comp	65.17	-	(65.17)	-	1,543.17	1,478.00
65170 Interest Expense	-	-	-	260.68	-	260.68
<b>Total 65100 Other Types of Expenses</b>	<b>1,738.79</b>	<b>1,093.62</b>	<b>(645.17)</b>	<b>260.68</b>	<b>5,494.71</b>	<b>5,110.22</b>
<b>66000 Payroll Expenses</b>						
66010 Salary & Wages	225,322.85	187,054.21	(38,268.64)	5,313.29	440,404.37	407,449.02
66020 Fringe Benefits	18,797.23	24,328.13	5,530.90	(2,334.19)	39,820.63	43,017.34
66025 Retirement Contribution	1,059.12	869.84	(189.28)	301.23	2,118.24	2,230.19
66026 - Parking	-	28.00	28.00	-	-	28.00
<b>Total 66020 Fringe Benefits</b>	<b>19,856.35</b>	<b>25,225.97</b>	<b>5,369.62</b>	<b>(2,032.96)</b>	<b>41,938.87</b>	<b>45,275.53</b>
66030 Payroll Taxes	7,879.14	14,961.85	7,082.71	530.09	23,637.42	31,250.22
66031 FICA & SUTA Taxes	8,702.50	-	(8,702.50)	-	8,702.50	-
<b>Total 66030 Payroll Taxes</b>	<b>16,581.64</b>	<b>14,961.85</b>	<b>(1,619.79)</b>	<b>530.09</b>	<b>32,339.92</b>	<b>31,250.22</b>
66040 Payroll Fees	514.94	562.50	47.56	-	1,024.88	1,072.44
<b>Total 66000 Payroll Expenses</b>	<b>262,275.78</b>	<b>227,804.53</b>	<b>(34,471.25)</b>	<b>3,810.42</b>	<b>515,708.04</b>	<b>485,047.21</b>
68300 Travel and Meetings	-	199.60	199.60	-	199.60	199.60
68310 Professional Development	10,049.52	8,738.71	(1,310.81)	(618.75)	14,793.27	12,863.71
68320 Travel	-	-	-	-	-	-
<b>Total 68300 Travel and Meetings</b>	<b>10,049.52</b>	<b>8,938.31</b>	<b>(1,111.21)</b>	<b>(618.75)</b>	<b>14,793.27</b>	<b>13,063.31</b>
<b>Total Expenses</b>	<b>1,860,173.79</b>	<b>1,700,590.36</b>	<b>(159,583.43)</b>	<b>361,454.75</b>	<b>3,522,344.66</b>	<b>3,724,215.98</b>
<b>Net Operating Income</b>	<b>(832,636.88)</b>	<b>\$52,393.74</b>	<b>(85,030.62)</b>	<b>83,432.41</b>	<b>\$7,888.34</b>	<b>\$9,486.54</b>
<b>Other Income</b>	-	-	-	-	-	-
46000 Interest Income	119.84	2,677.59	2,557.75	1,113.24	119.84	3,790.83
<b>Total Other Income</b>	<b>119.84</b>	<b>2,677.59</b>	<b>2,557.75</b>	<b>1,113.24</b>	<b>119.84</b>	<b>3,790.83</b>
<b>Total Other Expenses</b>	-	-	-	-	-	-
<b>Net Other Income</b>	<b>119.84</b>	<b>2,677.59</b>	<b>2,557.75</b>	<b>1,113.24</b>	<b>119.84</b>	<b>3,790.83</b>
<b>Net Income</b>	<b>(832,517.04)</b>	<b>\$55,071.33</b>	<b>(87,588.37)</b>	<b>82,319.17</b>	<b>\$8,008.18</b>	<b>\$13,277.37</b>

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