

SAN FRANCISCO ARTS COMMISSION
2012-2013 Management and Programming Plan

Deadline: Open submission

2012 – 2013 SFAC/HTF Grant Allocation: \$98,507

Contact Information

Organization Name: Queer Cultural Center (aka QCC: The Center for LGBT Art & Culture)

Street Address: 762 Fulton Street

City/State/Zip Code: San Francisco, CA 94102

Executive Director: (Artistic Director) Pamela S. Peniston

Telephone: (415) 298-3527 Fax: N/A

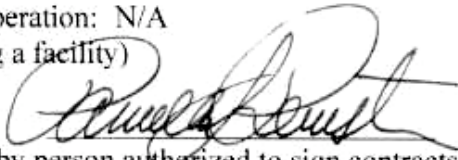
In case of emergency/ cell phone: Pam Peniston (415) 298-3527, Jeff Jones (650) 270-5046

E-mail Address: Director@queerculturalcenter.org Website: queerculturalcenter.org

Twitter: No current Twitter handle Facebook: facebook.com/QCCSF

YouTube youtube.com/user/dzbuoa Flickr: flickr.com/photos/queerculturalcenter

Hours of Operation: N/A
(if operating a facility)

Signature:  Date: 12/2/12
(Submitted by person authorized to sign contracts, reports, and invoices)

Printed Name: Pamela S. Peniston

Title: Artistic Director

CHECKLIST:

Please be sure the Management and Programming Plan includes all of the following:

- Completed Management and Programming Plan
- Signed original form
- SFAC/HTF Grant Budget (projected income and expense) and organizational budget for FY 2012-2013
- Organization Chart with staff (including contractors and volunteers)
- Resumes for key staff (if staff has changed) including executive director, facility manager, and bookkeeper
- Personnel Policies and Procedures (if this has changed)
- List of Board of Directors with contact information (if members have changed)
- Proof of Insurance Policies including the following: Worker's Compensation, General Liability, and Automobile Liability
- List of rental rates

Cultural Center Goals

1. What goals (what you hope to achieve) and objectives (how you plan to get there) does your organization plan to achieve this year? How do the goals and objectives build on the accomplishments from the previous year? What challenges will your organization face this year and how will you address them? [Response should be no more than 2 pages, single spaced, in Times Roman 12 point]

QCC is dedicated to the completion of the following goals (numbers) and objectives (letters) for FY12-13 that directly relate to QCC's mission to foster the artistic, economic and cultural development of San Francisco's LGBT community; all objectives outlined below will be completed by June 30, 2013:

1. QCC will promote the artistic growth and diversification of the City's queer community through our commissioning and presenting programs that give voice to diverse queer perspectives and foster equity.
 - a. QCC's Creating Queer Community (CQC) program will have commissioned at least 20 diverse artistic projects solicited from the community and have provided them with at least 12 hours of training to fully execute their events as part of the National Queer Arts Festival (NQAF) or Healthy Communities programs.
 - b. QCC staff will provide assistance for each of the approx. 20 projects to create and implement a content-based marketing plan for CQC artists to attract 75% capacity audiences to their presentations and to form at least one new partnership with a service based organization that matches the content of their program.
 - c. QCC will organize 3 Queer Conversations on Culture and the Arts (QCCA) programs to foster public dialogues about aesthetic issues implicit in the emergence of queer art and culture in San Francisco, 24 Healthy Community programs that address medical and mental health issues in the queer community and approximately 35 NQAF presentations that celebrate the richness and diversity of the queer community; each of these events will attract 75% capacity audiences.
 - d. Queerculturalcenter.org will have attract over 700,000 visitors that are exploring the evolution of queer arts and culture in San Francisco.
2. QCC's affordable grantwriting services will continue to stimulate the financial expansion of the queer arts community and will assist the artists we commission to identify and pursue matching funds to support their projects.
 - a. QCC's investment of \$20,000 in 20 CQC commissions and our ongoing commitment to fiscally sponsored projects will be leveraged to generate an additional \$50,000.
3. QCC will determine and implement the most appropriate staffing pattern and board structure to foster the artistic and financial growth of queer art and culture.
 - a. QCC will have solidified staff roles and responsibilities that better articulate QCC's inner workings and (based on the organization's previously completed succession plan) begin to outline a new plan to transition from the organization's founders to a new generation.
 - b. QCC will have identified two new members of the board and will have engaged board members about the role(s) they can play in further supporting the organization.

In June 2013, QCC will conduct the 16th annual NQAF, which will comprise an estimated 35 separate presentations. Throughout FY 12-13, QCC will also present approximately 24 Healthy Community programs and will organize 3 programs as part of our QCCA series. In addition to commissioning approximately 20 original works, QCC will conduct year-round technical assistance programs including fiscal sponsorship, affordable grantwriting and technology services that will assist emerging LGBTQ arts organizations to enhance their online ticket sales efforts.

QCC's affordable grantwriting assistance program will generate grants in excess of \$300,000 for culturally diverse queer arts groups in 2012-13. In 12-13, QCC will award 20 commissions to emerging queer artists after 31 participants attended 12 hours of intensive artistic planning and grantwriting workshops conducted by QCC's Development Director over a four-day period in July. At

the workshop's conclusion, artists seeking commissions submitted fully developed proposals describing their original projects. 13 of the funded projects will be presented at the NQAF in June 2013; 7 additional projects will be presented year-round as part of QCC's Healthy Communities Program, which will comprise 24 arts programs exploring LGBTQ mental health and wellness issues such as HIV/AIDS, breast cancer, disabilities, drug and alcohol abuse, body image and gender-variance. QCC's Development Director will assist the 20 artists to identify and apply to additional funding sources and will leverage at least \$50,000 in matching funds to support their works' production and promotional expenses.

QCC will present at least 3 free QCCA programs in collaboration with the CA College for the Arts. These programs will explore issues related to the presentation and interpretation of queer art and culture. Queerculturalcenter.org will continue to assemble a programmatic history of the emergence and evolution of queer art and culture in Northern California and will document major queer arts events taking place in the City. The website will attract approx. 725,000 visitors.

QCC will serve as the fiscal sponsor for at least 10 different groups including the statewide California LGBT Arts Alliance, Army of Lovers, Queer Rebel Productions, Femina Potens, Trans March, Chrysalis Studio, Man Dance, Girl Talk, Fecund Arts and several others. Over the past three years, QCC and our fiscally sponsored projects have annually submitted an average of 60 proposals to government and foundation sources. To ensure their competitiveness, QCC's staff assists these groups to submit complete proposals and to assemble publicity materials, published reviews, accurate budget information and letters of support. The Communications Director assists QCC's fiscally sponsored organizations to develop high-quality work samples for use in their funding applications.

To increase the production, fundraising and marketing skills of the 20 commissioned presentations, the Communications Director will establish a Facebook network comprising QCC's Communications, Artistic and Development Directors and the 20 commissioned artists. This networked online community will enable QCC's 3 principal staff to participate directly in the commissioned works' marketing, artistic development and fundraising efforts and will assist both the artists and QCC to expand our respective audiences. In addition, the Communications Director will organize and conduct a free two-hour workshop exploring innovative on-line marketing and publicity strategies.

Finally, during FY 12-13, QCC will continue its diversification efforts by building alliances and ongoing collaborations with four of the Bay Area's leading arts organizations of color. First, we will continue co-presenting programs with the Asian/Pacific Islander Cultural Center during the 2013 United States of Asian America and National Queer Arts Festivals. QCC hopes to continue presenting NQAF programs at Berkeley's La Pena Cultural Center, a collaboration launched in spring 2012 with the support of an NEA grant. In 2012-13, QCC will significantly expand our collaborative technical assistance programs with Galería de la Raza: in 2012-13, QCC's Development Director and Galería's Executive Director will co-conduct 48 hours of artistic planning and grantwriting workshops serving 40 LGBT, 10 Native American and 15 Latino emerging artists and arts organizations. Finally, during 2012-13, QCC will expand our partnership with the African American Art and Culture Complex by staging most of NQAF's major presentations at this venue.

In 2012-13, QCC's major challenge will be to redefine our staffing structure. In June 2012, QCC hired Kevin Seaman to serve as QCC's Program Manager; his three-month evaluation will occur in early September. In addition, former concurrently, General Manager Chris Dunaway recently resigned to pursue other career options. For this reason, QCC's staff and Board will make a decision about how to restructure our staff at a fall meeting; there are several options currently under consideration. Option 1 is to hire a General Manager; Option 2 is to hire a Production Manager supervised by the Artistic Director; Option 3 is to hire Mr. Seaman as a Program Manager and to develop and implement a short-term contract with a Festival Producer. In the fall, QCC will develop and implement a plan for the organization's future staffing structure, revise our current strategic plan and explore new ways to generate earned income.

2. How will you measure success? Feel free to include reporting requirements of other funding sources such as DCYF. [Response should be no more than 1 page, single spaced, in Times Roman 12 point]

Throughout the year, QCC's Artistic and Development Directors submit numerous required written program evaluations to our various funders that assess our programs' successes and shortcomings. For the past 15 years, QCC has repeatedly witnessed the close relationship between the content of the works we present and our audience's demographics. To achieve our attendance and demographic goals, the Artistic Director will curate the Festival, the Healthy Community Program and the QCCA panel discussions and community dialogues so that these various events' content reflects the lives and experiences of the LGBT community's many different demographic segments. To determine whether the QCC attracts a diverse audience, our staff will distribute an audience survey at many of our 2012—13 events: the survey's statistical findings will enable QCC to evaluate our efforts to attract a diverse audience reflective of the community we serve. We will conduct audience surveys at numerous events and use the responses to describe our audience's demographic profile.

We will consider FY 2012—13 successful if we achieve the following:

- Approximately 15,000 people attend QCC's 2013 Festival's approximately 35 arts events and an additional 60,000 people participate in the 2013 Trans and Dyke Marches.
 - 700,000 visitors enter our Website in search of information about the history of the Bay Area's LGBT arts community and its leading artists;
 - QCC commissions 10 new works that are premiered at the 2013 Festival and 10 additional new works that are presented at our year-round Healthy Community programs;
 - QCC's 24 Healthy Community arts programs serve approximately 2500 people;
 - QCC's affordable grantwriting program generates income surpassing \$300,000 to support culturally specific and gender specific Queer arts organizations;
 - QCC's Development Director conducts approximately 24 hours of free artistic program planning and Grantwriting workshops serving 30 emerging LGBT artists;
 - An artistic program plan for the June 2013 Festival is in place by January 2013 and a fundraising strategy is in place by October 2012.
 - QCC organizes at least 3 QCCA programs exploring Humanities themes.
 - QCC's 20 commissioned artists will engage in fundraising activities that will leverage their commissions by an additional \$50,000.
 - 45% of QCC's audiences, as determined by a June 2013 survey at the National Queer Arts Festival, will be people of color.
3. What is your strategy for attracting and engaging San Francisco residents in your mission-driven activities? How is this the same or different from last year? [Response should be no more than 1 page, single spaced, in Times Roman 12 point]

QCC's audience development strategy recognizes that our community is a microcosm of the larger society, encompassing all ethnicities, colors, genders, ages, classes, religions, abilities and every citizenship status. Because our community's inherent diversity enables QCC to present a wide range of culturally diverse artists, our annual Festival presentations attract some of the Bay Area's most culturally diverse audiences. Approximately 70,000 people attend our annual June Festival's various events.

QCC will reach our target audience by employing email blasts, our website and Facebook to publicize our FY 12-13 programs. To publicize outstanding upcoming LGBTQ arts events, the Artistic Director will oversee the production and distribution of bi-weekly e-mail blasts to our database of previous ticket buyers and queer artists.

QCC will rely heavily on the artists we present to sell tickets and will incentivize them to do so by paying the artists 75% of the box office receipts. This strategy consistently expands our audiences. Our Healthy Community Project will also increase our audiences during 2012-13.

All of the above strategies will continue those employed in 2011-12. However, in 2012-13, QCC's Communications Director will implement new technology-based community building approaches that will network our estimated 20 commissioned artists; each commissioned project will also have its own Facebook page that will support the artist and the Festival's community engagement strategies.

4. Please attach a fundraising plan that provides a sense of how the organization will ensure it has the resources necessary to succeed. The plan should outline your efforts over the next one to three years. [Response should be no more than 2 pages, single spaced, in Times Roman 12 point]

QCC's fundraising activities promote the artistic and economic development of the City's queer arts community as well as finance QCC's annual operating budget. Over the past 15 years, QCC's annual Festivals, commissioning activities and our fundraising and technical assistance programs have stimulated the growth in both the number and size of San Francisco's queer artists and arts organizations. QCC has succeeded in this area because we invest our staff and financial resources in artistic programs rather than administrative overhead. Over the past 15 years, QCC's consistently successful fundraising efforts have ensured the organization has the resources it needs to operate successfully. At the conclusion of 2011-12, QCC's total net assets were \$126,555; that same year QCC paid artists approximately \$160,000, which represents almost 47% of our total expenses.

To promote the artistic and economic growth of San Francisco's queer arts community, over the past two years QCC's Development Director has begun assisting the emerging LGBTQ artists we commission and later present to identify potential funding sources and to prepare and submit effective proposals. In 2010-11, these activities assisted the emerging LGBT artists we commissioned to leverage over \$35,000 in matching funds; this figure expanded to almost \$68,000 in 2011-12 as the artists QCC commissioned accessed 18 different funding sources. (see attached list).

In addition to serving emerging queer artists, QCC's technical services programs have incubated three LGBTQ arts organizations that have incorporated as nonprofits, secured \$100,000 grants from the SFAC's Cultural Equity Level Two grants program, and are supported by Grants for the Arts and by the CA Arts Council: Fresh Meat, the world's first successful nonprofit Transgender arts organization; the Queer Women of Color Media Arts Project, now also funded by the Hewlett Foundation; Radar Productions, the nation's only publicly funded LGBT Literature Program. Two programs that QCC currently provides fiscal sponsorship to – Femina Potens and the CA LGBT Arts Alliance – have filed for independent nonprofit status. Four other fiscally sponsored programs have secured Arts Commission grants: Femina Potens, Army of Lovers, Queer Rebel Productions and Chrysalis Printmaking Studio.

In 2011-12, QCC's affordable grantwriting program assisted the above groups to generate successful grant proposals exceeding \$350,000 and enabled the artists QCC commissioned to leverage an additional \$68,000 to support their individual arts projects. Less than 25% of these funds (\$410,000) are included in QCC's annual operating budget.

QCC's fiscal sponsorship, technology services and affordable grantwriting assistance programs generated over \$38,000 in earned income last year and we anticipate this number will exceed \$40,000

in 2012-13. Because our audiences and ticket sales are continuing to expand, QCC anticipates earning over \$80,000 in 2012-13.

In 2012-13, QCC has already secured funds from the CA Arts Council, the Arts Commission's Artists in Communities and Organizational Projects Grants Program, the San Francisco Foundation and the Folsom Street Fair. Proposals are currently pending with the Horizons Foundation, the National Endowment for the Arts, the Doris Duke Foundation, EMCArts, and the Rainen Foundation. In the fall additional proposals will be submitted to the Zellerbach, Walter and Elise Haas, Astraea and Nathan Cummings Foundations and to tCreative Capital's MAP Fund.

In April 2012, QCC secured a pledge of at least \$12,000 from Folsom Street Entertainments that will expand our individual donor base. QCC staff will recruit and coordinate approximately 100 volunteers from Queer arts organizations to work at the Folsom Street Fair and will compensate the participating Queer arts organizations for each individual volunteer they recruit. These funds will be earmarked to support the fees of the artists appearing in the participating organizations' programs. QCC will also recruit our own volunteers, whose contributions of time will generate an estimated \$6000 to support our 2012-13 programs. QCC successfully conducted this program in 2009 and 2010, generating individual donations exceeding \$30,000.

QCC currently has a diversified and successful funding base and we are confident the fundraising plan outlined above will increase our 2012-13 operating budget by a minimum of 10% over our 2011-12 total income of \$355,000. At the same fall meeting where the Board and staff will make decisions about restructuring our staffing pattern, they will also determine whether or not QCC will host a fundraising event or launch an individual donor campaign during FY 12 – 13.

5. The Hotel Tax Fund legislation requires an active community support board which meets six times a year. The board should be "dedicated to community outreach, fundraising and advocacy on behalf of the Cultural Center." List below the tentative dates for the six required community support board Meetings or equivalents.

Over 100 LGBTQ artists attended our Board's free community support meetings in 2011-12 and we anticipate a similar number will do so again in 2012-13. QCC will publicize these events to our database of all artists and arts organizations that have appeared in previous Festivals or purchased tickets to our presentations. The CA LGBT Arts Alliance also sends emails to its in-house list to publicize our July artistic planning, grantwriting and audience engagement workshops and our January open board meeting with the artists QCC has commissioned.

- July 7: 6-hour Artistic Program planning and fundraising workshop- 13 Participants
- July 8: 6-hour Artistic Program planning and fundraising workshop- 18 participants
- July 21: 6-hour Artistic Program planning and fundraising workshop- 13 participants
- July 22: 6-hour Artistic Program planning and fundraising workshop- 18 participants
- September 15: 2 hour workshop with commissioned artists to identify matching funds.
- December: Open QCC Board meeting with commissioned artists
- January: Free online marketing workshop
- TBA: Joint board meeting with other cultural centers
- June 26th, 2013: Creating Queer Community, 2-hour workshop – est. 80 participants

Programming

6. In order to fulfill Cultural Center guidelines, list and describe all planned events including classes and performances **within a City-owned Cultural Center**.

- Please follow the instructions outlined in the guidelines.
- Feel free to attach additional pages as necessary, but include the categories of information listed below.

Date	Name and Brief Description	Projected Attendance
June 2013	16 th National Queer Arts Festival events and performances (at the African American Art & Culture Complex)	1,500
June 2013	16 th National Queer Arts Festival – 2 events (at Mission Cultural Center)	220
June 2013	16 th National Queer Arts Festival visual arts exhibition and QCCA event (at SOMArts Cultural Center)	1,000
Year-round	Healthy Community programs – 3 events (at the African American Art & Culture Complex)	500

7. Please list the programming you plan to hold off-site

Date	Name and Brief Description	Location	Projected Attendance
July 2012	4 6-hour artistic planning and grantwriting workshops	Galeria de la Raza	31 (actual)
Year-round	Healthy Community programs – 21 events (10 at Magnet Men’s Health Clinic in Castro district)	Various	2,500
Year-round	Queer Conversations on Culture and the Arts	CA College for the Arts	300
June 2013	16 th National Queer Arts Festival – approx. 24 events	Various	75,000

Please note why these events were not held at a City-owned Cultural Center.

QCC has a long-standing relationship with the SF LGBT Community Center dating back to 1999; because QCC assisted the Center to raise over \$150,000 to complete the renovation of the Center’s arts facilities, we only pay 50% of the normal rental rates; a much more competitive price than most venues are able to offer. We hold our technical assistance workshops in collaboration with Galeria de la Raza; in return for low rental rates, QCC facilitates 4 additional technical assistance workshops: 2 serve Native American/ Indigenous artists; 2 serve Latino artists. In return Galería charges QCC minimal rental rates for each 6-hour workshop held at their facility. We partner with Magnet, an HIV testing center as part of our Innovative Partnership program funded by the Arts Commission’s Artists in

Communities Program. QCCA programs are produced in collaboration with California College of the Arts and are primarily hosted at their San Francisco campus. The Garage is a small theatrical venue for emerging artists not replicated at the Centers; our long history of co-production with Joe Landini/The Garage allows us scheduling flexibility and better rates.

8. Please list other ways your organization serves the community including items like G3a (online/radio/television programs), G7a (publications), G12 (world premieres), G13 (national premieres), G14 (local premieres), and G15 (works commissioned). [Response should be no more than 1 page, single spaced, in Times Roman 12 point]

QCC directly serves queer artists, arts organizations and audiences by annually commissioning at least 20 new works and by presenting their world premieres at the National Queer Arts Festival or at our year-round Healthy Community programs. We also serve the community by promoting LGBT artists' work on the world's most frequently visited Queer arts website. QCC's technical assistance programs enable lesbian, transgender and culturally diverse queer arts organizations to access public and foundation funding. QCC provides fiscal sponsorship to emerging Queer arts organizations and fosters their development as a strategy to increase the quantity and diversity of the cultural services available to the City's LGBT community.

Facility

9. Describe the facility repair, maintenance, or capital improvement projects that your organization will undertake which pertain to building systems and must therefore be approved by SFAC staff. Building systems include: interacting or interdependent components that comprise a building such as structural, roofing, side wall, plumbing, HVAC, water, sanitary sewer, and electrical systems.

As a virtual cultural center, QCC does not have facility repair, maintenance, or capital improvement projects on which to report.

Personnel

10. Attach an organizational chart showing all staff positions and the time committed to that position. If a member of the staff serves in more than one role in the organization, show the person in each position and the amount of time dedicated to each position. Include contractors and volunteers to reflect the breadth of your community.

Please see attached chart. All QCC staff are independent contractors. Since the organization does not hire salaried personnel, QCC does not have personnel policies.

Budget and Revenue Target

Complete the following budget for FY12 following the definitions described by the CCDP. Budget notes are required for the areas with an asterisk and for significant changes from the previous year (increase or decrease by 50 percent).

	EARNED	
1	Admissions	
2	Ticket Sales	\$45,000
3	Tuitions	
4	Workshop & Lecture Fees	
5	Touring Fees	
6	Special Events - other	
6a	Special Events - Non-fundraising	
7	Gift Shop/ Merchandise	
7a	Gallery/Publication Sales	
8	Food Sales/ Concession Revenue	
8a	Parking Concessions	
9	Membership Dues/Fees	
10	Subscriptions - Performance	
10a	Subscriptions - Media	
	Contracted Services/ Performance Fees	
11		\$35,000
12	Rental Income - Program Use	
13	Royalties/Rights & Reproductions	
14	Advertising Revenue	
15	Sponsorship Revenue	
16	Investments-Realized Gains/Losses	
	Investments-Unrealized Gains/Losses	
17		
18	Interest & Dividends	\$15
19	Other Earned Revenue	
20	Total Earned Revenue	\$80,015
	SUPPORT	
21	Trustee/ Board Contributions	\$1,000
22	Individual Contributions	\$8,000
23	* Corporate Contributions	\$6,500
24	* Foundation Contributions	\$108,000
26	* Government - County	\$142,670
27	* Government - State	\$37,000

28	* Government - Federal	\$10,000	
28a	Tribal Contributions		
29	Special Events - Fundraising		
30	* Other Contributions		
30c	Related Organization Contributions		
31	* In-Kind Contributions		
	Net Assets Released from Restrictions		
32			
	Total Contributed Revenue and Net Assets Released from Restrictions		
33		\$313,170	
34	Total Earned and Contributed	\$393,185	
	Total Earned and Contributed (minus your HTF allocation)	\$296,515	
	Previous Year's Total Revenue	\$358,284	
	Was the 20% Revenue Target met?	Yes	
36	Total Revenue	\$393,185	
	Of the total unrestricted revenue reported on line 36, what was the total amount intended for operating/programmatic purposes?		
37		100%	
	Of the total unrestricted revenue reported on line 36, what was the total amount intended for capital purposes?		
38			
39	Total Operating and Capital Revenue	\$393,185	
	EXPENSES	TOTAL ORG.	SFAC HTF
1	* Salaries		
2	Commissions		
3	Payroll Taxes		
4	Health Benefits		
5	Disability		
6	Workers' Compensation		
7	Pension and Retirement		
8	* Benefits, Other		
9	Total Salaries and Fringe		
2	Accounting	\$7,500	\$5,670
3	Advertising and Marketing	\$12,000	
4	Artist Commission Fees	\$20,000	

4a	Artist Consignments		
5	Artist & Performers - Non-Salaried	\$78,000	
6	Audit	\$6,000	\$4,500
7	Bank Fees	\$200	
8	Repairs & Maintenance		
9	Catering & Hospitality	\$2,500	
10	Collections Conservation		
11	Collections Management		
12	Conferences & Meetings		
13	Cost of Sales		
14	Depreciation		
15	Dues & Subscriptions	\$400	
16	Equipment Rental		
17	Facilities - Other		
18	Fundraising Expenses - Other		
19	Fundraising Professionals	\$44,600	\$23,337
20	* Grantmaking Expense	\$52,400	
21	Honoraria		
22	In-Kind Contributions		
23	Insurance	\$3,700	
24	Interest Expense		
25	Internet & Website	\$45,000	\$25,000
26	Investment Fees		
27	Legal Fees		
28	Lodging & Meals		
29	* Major Repairs		
30	Office Expense - Other		
31	* Other		
32	Postage & Shipping	\$500	
33	Printing	\$200	
34	Production & Exhibition Costs		
34a	Programs – Other (Fiscal Sponsorship fees)	\$4,800	
35	Professional Development		
36	* Professional Fees: Other	\$103,000	\$40,000
37	Public Relations		
38	Rent	\$12,000	
38a	Recording & Broadcasting Costs		
38b	Royalties/Rights & Reproductions		
39	Sales Commission Fees		

39a	Security		
40	Supplies - Office & Other	\$200	
41	Telephone		
42	Touring		
43	Travel		
44	Utilities		
45	TOTAL EXPENSE	\$393,000	\$98,507
	Total Expenses Less In-kind	\$393,000	\$98,507
46	Change in Net Assets	\$185	