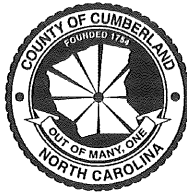


**MARSHALL FAIRCLOTH**  
Chairman

**JIMMY KEEFE**  
Vice Chairman

**JEANNETTE M. COUNCIL**  
**KENNETH S. EDGE**  
**CHARLES E. EVANS**  
**BILLY R. KING**  
**EDWARD G. MELVIN**



**CUMBERLAND**  
**★ COUNTY ★**  
NORTH CAROLINA

**BOARD OF COMMISSIONERS**

**CANDICE WHITE**  
Clerk to the Board

**KELLIE BEAM**  
Deputy Clerk

**MEMORANDUM**

**TO:** Finance Committee Members (Commissioners Edge, Council and Melvin)  
**FROM:** Candice H. White, Clerk to the Board  
**DATE:** March 29, 2012  
**SUBJECT:** Finance Committee Meeting – Thursday, April 5, 2012

**There will be a regular meeting of the Finance Committee on Thursday, April 5, 2012 at 9:30 AM in Room 564 of the Cumberland County Courthouse.**

**AGENDA**

1. Approval of Minutes – March 1, 2012 Meeting
2. Presentation of Crown Center Business Plan and Bi-annual Report
3. Discussion of Financial Impact of Mental Health Divestiture
4. Review of Monthly Financial Report
5. Other Matters of Business

**cc:** Board of Commissioners  
Administration  
Howard Abner, Assistant Finance Director  
Tammy Gillis, Senior Internal Auditor  
Legal  
County Department Head(s)  
Sunshine List

# DRAFT

CUMBERLAND COUNTY FINANCE COMMITTEE  
NEW COURTHOUSE, 117 DICK STREET, 5TH FLOOR, ROOM 564  
MARCH 1, 2012 - 9:30AM  
MINUTES

MEMBERS PRESENT: Commissioner Kenneth Edge, Chairman  
Commissioner Jeannette Council  
Commissioner Ed Melvin (arrived 9:33)

OTHER COMMISSIONERS

PRESENT: Commissioner Jimmy Keefe  
Commissioner Charles Evans

OTHERS: James Martin, County Manager  
Amy Cannon, Deputy County Manager  
James Lawson, Assistant County Manager  
Rick Moorefield, County Attorney  
Elizabeth Keever, District Court Judge  
Howard Abner, Assistant Finance Director  
Sally Shutt, Communication and Strategic Initiatives Manager  
Amy Hall, Public Utilities  
Gene Booth, Emergency Management Officer  
Candice H. White, Clerk to the Board  
Press

Commissioner Edge called the meeting to order at 9:30 a.m.

1. APPROVAL OF MINUTES – FEBRUARY 2, 2012 REGULAR MEETING

MOTION: Commissioner Council moved to approve the minutes.  
SECOND: Commissioner Edge  
VOTE: UNANIMOUS (2-0)

2. PRESENTATION BY JUDGE KEEVER REGARDING VETERAN'S TREATMENT COURT GRANT SUBMISSION TO THE BUREAU OF JUSTICE

James Martin, County Manager, called on District Court Judge Elizabeth Keever who had requested an opportunity to discuss the veterans' treatment court initiative and the submittal of a grant application to the Bureau of Justice. Judge Keever stated the court system has a number of treatment courts designed to put more emphasis on court interaction with defendants who have substance abuse or mental health issues, and several years ago the Sheriff expressed concern for individuals who come in and out of the jail with what appear to be mental health issues. Judge Keever stated the mental health system continues to be somewhat problematic and a number of courts around the country have begun veterans' courts so they can work in collaboration with the Veterans Administration. Judge Keever stated Cumberland County has the Veterans

# DRAFT

Administration Hospital and a court can be created solely for these individuals so the services they need can be provided at no cost other than what is provided by the federal government. Judge Keever stated the court system has decided to pursue a veterans' court to target those individuals in an effort to keep them out of jail. Judge Keever stated the whole purpose of veterans' court is to monitor those individuals needing to take medications and to make sure they are receiving services such as transitional housing and other benefits available to them through the Veterans Administration. Judge Keever stated the purpose is also to help them become productive citizens.

Judge Keever spoke to a week-long training conducted by the U. S. Department of Justice's Bureau of Justice that Deputy County Manager Amy Cannon and Veterans Services Director Sharon Sanders attended. Judge Keever stated the court system has asked the county to be the agent to apply for the \$350,000 36-month grant. Judge Keever stated if received, the effective date would be October 1, 2012 although the team wants to begin in July 2012. Judge Keever explained there would be a 25% match requirement with only 3% of that match being cash; the remainder of the match would be in-kind which the court system has provided in the past.

Judge Keever responded to questions and stated individuals with violent offenses would not be eligible for the veterans' court and discussion is ongoing as to whether individuals with domestic violence issues would be included. Judge Keever stated veterans' court will not only serve those coming through the court system, but will also get the word out about services provided by the Veterans Administration. Judge Keever stated the court system will be able to mandate that individuals go to the Veterans Administration and judges will be able to monitor every two to three weeks what individuals have done.

MOTION: Commissioner Council moved for the court system to go forward with the veteran's treatment court initiative.  
SECOND: Commissioner Melvin  
VOTE: UNANIMOUS (3-0)

### 3. CONSIDERATION OF REQUEST TO REIMBURSE LEGAL DEFENSE EXPENSES

Amy Cannon, Deputy County Manager, referenced the memorandum from Cumberland County Sheriff Earl Butler requesting reimbursement of legal expenses incurred in defending the Sheriff's Office in pending litigation. Ms. Cannon stated these expenditures have been paid out of the Sheriff's budget which did not include funds for these legal expenses. Ms. Cannon stated in July 2011, the Sheriff's Office hired legal counsel with courtroom experience and significant expenses in preparing for lawsuits and related activities have been incurred. Ms. Cannon stated when the county was paying local attorneys to defend the county and the Sheriff's Office, these type expenses were paid from the general litigation fund.

Ms. Cannon stated the request is to reimburse the Sheriff's budget for the amount incurred to date and any future litigation expenditures from the general litigation fund. Ms. Cannon also stated because the general litigation fund was created by authority of the Board, she felt the Board should grant authority to transfer expenses.

# DRAFT

Mr. Moorefield advised the use of the funds has not changed; the issue is that the funds are no longer being used to reimburse payments made to local attorneys outside the county because Ronnie Mitchell, legal counsel for the Sheriff's Office, is a county employee. Mr. Moorefield stated his suggestion is to transfer a portion of the fund to the Sheriff's Office for these expenses.

Ms. Cannon stated the current request is for \$10,700 which reflects expenses incurred from July 2011 through November 2011. Ms. Cannon stated her recommendation was that these expenditures to continue to be paid out of the Sheriff's budget and that there be a transfer of funds quarterly or semi-annually as reimbursement of legal expenses incurred in defending the Sheriff's Office. Concern was expressed that these expenses not become excessive. A brief discussion followed.

MOTION: Commissioner Council moved to approve \$25,000 for the entire year through June 30, 2012, and at budget time include in the Sheriff's budget \$25,000 to \$30,000 and that the Sheriff's Office be responsible for any overage.

SECOND: Commissioner Melvin

Mr. Moorefield stated as long as the Board is aware the funds are being expended in this manner, one option would be to leave the general litigation fund as is but authorize draws as long as funds are available. Commissioner Edge suggested that a motion be made to reimburse the Sheriff's budget in the amount currently being requested and that management bring a proposal to the Board during its budget discussions. Commissioner Edge stated should reimbursement requests be submitted prior to July 1, 2012, they could be considered. Commissioner Council requested that the amount of \$25,000 be included at budget time.

Commissioner Council withdrew her motion, to which Commissioner Melvin agreed.

MOTION: Commissioner Council moved to approve the request to reimburse the Sheriff's Office for legal defense expenses incurred in the course of defending legal actions against the county or the Sheriff's Office, and that county management put together a proposal for the Board to consider during its budget discussions.

SECOND: Commissioner Melvin

VOTE: UNANIMOUS (3-0)

## 4. CONSIDERATION OF REQUEST TO FORWARD BID APPROVAL TO THE CUMBERLAND COUNTY BOARD OF COMMISSIONERS FOR DISASTER MANAGEMENT RECOVERY SERVICES

Mr. Martin stated Disaster Management, Recovery and Consulting Services are services needed in the event Cumberland County experiences a disaster that results in the need for extensive clean up such as the April 2011 tornados. Mr. Martin explained these services would support the oversight and management of debris recovery contractors and provide a range of related services. Mr. Martin further explained the type of disaster and the severity of the event would determine which services may actually be needed.

# DRAFT

Mr. Martin acknowledged the attendance of Gene Booth, Emergency Management Officer, who concurred with what had been presented. Ms. Cannon stated these services would also facilitate coordination to obtain FEMA reimbursement, and the management side of the contract would help ensure the county has the appropriate documentation from the contractor level which is a piece the county is removed from on a day by day basis when dealing with disaster recovery. Commissioner Keefe asked if the county could also apply for reimbursement of the contract service. Mr. Moorefield responded in the event of a disaster the costs of the contract were reimbursable.

Commissioner Edge recognized the need to have these recovery services in place should they be needed and confirmed O'Brien's Response Management was the lowest responsive, responsible bidder.

MOTION: Commissioner Council moved to forward the bid for Disaster Management, Recovery, and Consulting Services to the full Board.  
SECOND: Commissioner Melvin  
VOTE: UNANIMOUS (3-0)

## 5. CONSIDERATION OF ADOPTION OF CHANGES TO THE KELLY HILLS/SLOCOMB ROAD RATE SCHEDULE AND ADMINISTRATION POLICY

Ms. Cannon stated after reviewing the Kelly Hills/Slocomb Road rates and the administration policy, it has come to the attention of management that the rate schedule has not been updated since it was initially adopted before project completion. Ms. Cannon advised the rate schedule has been updated to accurately reflect the rate the sewer service provider charges to Kelly Hill's customers and all other outside city limit customers.

Ms. Cannon called the committee's attention to the administration policy and the rate schedule in Appendix A-1. Ms. Cannon responded to questions and explained the language in the administration policy was revised to reflect the prevailing rate charged by the sewer service provider. Ms. Cannon further explained this will eliminate the need come back to the Board each time the sewer service provider changes rates. Ms. Canon advised the sewer service provider rates are outside the control of the county.

MOTION: Commissioner Melvin moved to approve the revised Kelly Hills/Slocomb Road rates schedule to agree with the administration policy.  
SECOND: Commissioner Melvin  
VOTE: UNANIMOUS (3-0)

## 6. REVIEW OF MONTHLY FINANCIAL REPORT

Howard Abner, Assistant Finance Director, reported for year-to-date obligations the county was at 56.35% of budget and the current spending rate would put year-end spending at around 96.5% versus 97% for the prior year. Mr. Abner stated spending for the four largest departments

# DRAFT

(Sheriff's Office, Health Department, Department of Social Services and the Library) were on target with current and historical averages.

Mr. Abner called attention to Category 10 and reported ad valorem taxes were on track to collect about 101.2% of budget. Mr. Abner stated this was a drop from last month's 101.6%, but with motor vehicle tax collections growing in the 2% range. Mr. Abner called attention to Category 20 and reported sales tax distributions of \$2.8 million as collected in January were for sales in November. Mr. Abner stated collections for these November sales were up .8% from November 2010 and overall year-end estimates were projected at just .98% increase over budget. Mr. Abner called attention to Category 30 and reported the first quarter sales tax equalization dollars were in and just shy of 25%. With regard to Category 50, Mr. Abner reported both the Register of Deeds and inspection fees were below last year and not only was the percent of budget recognized lower than last year, but also the actual dollars collected were lower. Mr. Abner stated the first seven categories were at 72.69% of budget which is just .9% above the prior year.

With regard to the Crown Coliseum, Mr. Abner reported January was a good month for operating revenue with the total operating revenue starting to catch up to last year. Mr. Abner stated for non-operating revenues, the Prepared Food and Beverage Tax transfer totaled \$2.2 million. Mr. Abner stated the combined bottom line of \$530,000 was better than the prior year.

## 7. OTHER MATTERS OF BUSINESS

There were no other matters of business.

There being no further business, the meeting adjourned at 10:10 a.m.



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**CROWN  
CENTER**

1960 Coliseum Drive  
Fayetteville, NC 28306

**MEMORANDUM FOR THE COUNTY FINANCE COMMITTEE AGENDA APRIL 5, 2012**

**TO:** County Finance Committee  
**FROM:** Karen Long, General Manager  
**DATE:** March 28, 2012  
**SUBJECT: CROWN CENTER BUSINESS PLAN BI-ANNUAL REPORT**

.....

**BACKGROUND:**

On September 1, 2011, the Crown Center Business Plan was presented to the County Finance Committee. During this meeting James Martin, County Manager, instructed Mrs. Long to present the business plan, containing goals that would indicate what the Crown Center hopes to achieve and methods which said goals would be achieved, to the Finance Committee in April 2012 following its presentation to the Civic Center Commission in March 2012. Commissioner Council requested that the plan be provided twice a year. There was a consensus of the committee.

The Crown Business Plan Bi-Annual Report was presented to members in attendance at the Civic Center Commission's March 27, 2012 meeting. On Monday, April 5, 2012, the report was approved by the Civic Center Commission's Executive Committee.

**RECOMMENDATION/PROPOSED ACTION:**

For informational purposes only

**ATTACHMENT:**

Crown Center Business Plan Bi-Annual Report

**NOTE:**

Crown Center Business Plan booklets were provided to the County Clerk's Office on March 28, 2012

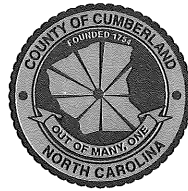


FAYETTEVILLE  
NORTH CAROLINA

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Chairman

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CUMBERLAND  
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NORTH CAROLINA

BOARD OF COMMISSIONERS

ITEM NO. 3.

CANDICE WHITE  
Clerk to the Board

KELLIE BEAM  
Deputy Clerk

**AGENDA ITEM FOR APRIL 5, 2012 FINANCE COMMITTEE MEETING**

**TO:** COUNTY FINANCE COMMITTEE (COMMISSIONERS EDGE,  
COUNCIL AND MELVIN)

**FROM:** CANDICE H. WHITE, CLERK TO THE BOARD *CHW*

**DATE:** MARCH 30, 2012

**SUBJECT:** DISCUSSION OF FINANCIAL IMPACT OF MENTAL HEALTH  
DIVESTITURE

---

Amy Cannon, Deputy County Manager, will provide information regarding the financial impact of mental health divestiture to members of the Finance Committee at their Thursday, April 5, 2012 meeting.



## GENERAL FUND SUMMARY OF OBLIGATIONS

GENERAL FUND	FY2012						FY2011					
	Actual			% Obligated			Actual			% Obligated		
	Jul-Dec	Jan	Feb	Mar	Total	Budget	Jul-Dec	Jan	Feb	Mar	Total	Budget
General Administration	7,601,816	872,761	1,084,630		9,559,207	15,304,254	7,017,715	1,171,873	749,178		8,938,766	13,725,270
Buildings & Grounds	3,775,229	246,699	232,444		4,254,372	5,918,250	3,606,095	367,077	356,352		4,329,524	6,036,349
General Government	13,472,246	0	5,830,960		19,303,206	26,058,610	11,174,645	5,781,600	237,159		17,193,404	25,589,039
Debt Service	5,431,734	329,757	500,021		6,261,512	11,372,845	9,427,386	68,187	19,384		9,514,957	16,633,306
General Government Other	18,903,980	329,757	6,330,981	0	25,564,718	37,431,455	20,602,031	5,849,787	256,543	0	26,708,361	42,222,345
Total General Government	2,584,647	355,965	309,255		3,249,867	6,474,221	2,609,087	516,358	462,394		3,587,839	6,892,120
Emergency & Protective Services	14,030,625	2,097,545	1,953,846		18,082,016	26,986,450	13,127,299	2,784,881	1,920,635		17,832,815	26,855,054
Law Enforcement	6,161,378	970,278	836,352		7,968,008	11,921,889	5,852,821	1,304,947	803,086		7,960,854	11,550,821
Sheriff	20,192,003	3,067,823	2,790,198	0	26,050,024	38,908,339	18,980,120	4,089,828	2,723,721	0	25,793,669	38,405,875
Jail	908,883	158,013	111,226		1,178,122	1,783,803	810,317	135,934	84,717		1,030,968	1,662,018
Total Law Enforcement	9,389,611	1,071,020	1,199,872		11,660,503	18,412,784	8,702,710	1,617,772	1,077,390		11,397,872	18,361,779
Public Safety	18,234,677	2,682,833	2,856,944		23,774,454	36,738,553	16,742,244	3,813,937	2,521,524		23,077,705	36,084,605
Health	12,230,625	2,232,185	2,292,074		16,754,884	26,565,724	11,951,560	2,142,197	2,081,996		16,175,753	27,315,507
Social Services	30,465,302	4,915,018	5,149,018	0	40,529,338	63,304,277	28,693,804	5,956,134	4,603,520	0	39,253,458	63,400,112
Total Social Services	2,026,194	263,913	282,640		2,572,747	3,806,288	1,023,248	1,130,180	260,084		2,413,512	3,734,813
Human Services	166,543	24,214	25,873		216,630	326,489	66,964	97,986	21,404		186,354	316,491
Child Support Enforcement	2,192,737	288,127	308,513	0	2,789,377	4,132,777	1,090,212	1,228,166	281,488	0	2,599,866	4,051,304
Other HS Programs	5,212,034	659,509	677,184		6,548,727	9,751,519	4,902,133	876,825	613,360		6,392,318	9,589,192
Total Human Services	333,473	31,421	12,194		377,088	600,187	318,346	24,353	19,983		362,682	610,373
Library	5,545,507	690,930	689,378	0	6,925,815	10,351,706	5,220,479	901,178	633,343	0	6,755,000	10,199,565
Library Other	345,149	23,912	0		369,061	452,267	349,766	29,797	800		380,363	454,707
Total Library	2,830,482	992,163	513,699		4,336,344	7,790,824	2,484,059	453,620	321,364		3,259,043	5,171,524
Culture & Recreation	104,735,346	13,012,187	18,719,214	0	136,466,747	210,264,957	100,166,395	22,317,524	11,550,810	0	134,034,729	210,582,968
Economic Development	38,110,338	6,351,723	6,351,723		50,813,784	76,220,676	38,110,338	6,351,723	6,351,723		50,813,784	76,220,676
Subtotal	0	260,719	0		260,719	0	0	0	0		0	0
Education	4,581,648	763,608	763,608	0	6,108,864	9,163,305	4,420,782	736,797	736,797		5,894,376	8,841,568
County School Current Exp	0	0	0		0	0	0	0	0		0	0
Goodyear Incentive	0	0	0		0	0	0	0	0		0	0
Sales Tax Equalization	0	0	0		0	0	0	0	0		0	0
FTCC Current Expense	0	0	0		0	0	0	0	0		0	0
FTCC PEG	0	0	0		0	0	0	0	0		0	0
FTCC Capital Outlay	42,691,986	7,376,050	7,115,331	0	57,183,367	90,113,968	42,531,120	7,088,520	7,088,520	0	56,708,160	85,993,932
Total Education	147,427,332	20,388,237	25,834,545	0	193,650,114	300,378,925	142,697,515	29,406,044	18,639,330	0	190,742,889	296,576,900
Total General Fund												

66.67%

0.00%

0.00%

66.67%

0.00%

0.00%

65.94%

64.31%



# CROWN CENTER FINANCIAL SUMMARY

	FY2012						FY2011					
	Actual						Actual					
	Jul-Dec	Jan	Feb	Mar	Total	% Recognized	Jul-Dec	Jan	Feb	Mar	Total	% Recognized
<b>Operating Revenues</b>												
Crown Center Building Rent	159,682	85,825	71,460		316,966	51.12%	212,884	50,334	53,602		316,820	51.10%
Crown Center Equipment Rent	95,225	10,179	10,938		116,342	54.88%	87,932	11,517	12,930		112,439	64.25%
Crown Center Recovered Expense	154,255	60,767	122,982		338,004	71.16%	201,638	33,175	18,090		252,903	53.24%
Crown Center Facility Surcharge	75,241	62,409	38,513		176,163	53.38%	128,578	25,541	28,195		182,314	55.25%
Crown Center Miscellaneous	1,796	515	(294)		2,017	20.17%	2,403	0	3,718		6,121	61.21%
Crown Center Ticket Rebates	7,934	7,474	0		15,408	34.24%	15,527	0	3,948		19,475	64.92%
Crown Center Box Office Fees	1,887	1,735	2,280		5,902	59.02%	2,909	1,105	50		4,064	16.26%
Crown Center Concessions	101,301	84,988	0		186,289	35.48%	159,776	0	111,639		271,415	54.28%
Crown Center Marketing Revenue	76,967	17,125	1,675		95,767	45.60%	91,438	0	37,866		129,304	61.57%
<b>Total Operating Revenues</b>	<b>674,289</b>	<b>331,017</b>	<b>247,554</b>	<b>0</b>	<b>1,252,859</b>	<b>51.41%</b>	<b>903,085</b>	<b>121,672</b>	<b>270,098</b>	<b>0</b>	<b>1,294,855</b>	<b>54.52%</b>
<b>Operating Expenses</b>												
Salaries	802,136	134,438	137,247		1,073,821	58.24%	850,724	178,908	132,677		1,162,309	62.98%
Benefits	254,631	55,717	45,209		355,557	60.31%	290,109	49,838	34,684		374,631	71.60%
Operating	67,500	658	0		68,158	17.04%	4,307	0	0		4,307	1.44%
Sponsored Events	395,210	95,616	145,373		636,199	67.54%	329,627	109,880	45,098		484,605	51.01%
Contracted Services	199,348	17,306	20,633		237,287	27.47%	231,976	26,482	12,165		270,623	64.95%
Maintenance & Repair	325,004	99,529	71,114		495,647	56.97%	368,360	113,409	74,014		555,783	74.10%
Utilities	372,060	40,074	47,442		459,575	63.13%	426,518	29,974	33,485		489,977	63.89%
Other	4,237	0	0		4,237	18.23%	208,258	122,085	10,965		341,308	71.07%
Capital Outlay												
<b>Total Operating Expenses</b>	<b>2,420,126</b>	<b>443,338</b>	<b>467,017</b>	<b>0</b>	<b>3,330,481</b>	<b>53.20%</b>	<b>2,709,878</b>	<b>630,576</b>	<b>343,088</b>	<b>0</b>	<b>3,683,542</b>	<b>61.06%</b>
<b>Operating Rev over Operating Exp</b>	<b>(1,745,837)</b>	<b>(112,321)</b>	<b>(219,463)</b>	<b>0</b>	<b>(2,077,622)</b>		<b>(1,806,793)</b>	<b>(508,904)</b>	<b>(72,990)</b>	<b>0</b>	<b>(2,388,687)</b>	

<b>Non Operating Revenues and Appropriated Fund Balance</b>												
Interest Earned on Investments	40	4	4		48	0.00%	1,991	43	(938)		1,096	0.00%
Sales Tax Contractors	0	0	0		0	0.00%	83,613	0	51		83,664	0.00%
Transfers In												
General Fund	0	0	0		0	0.00%	191,566	31,917	31,917		255,400	37.39%
Prepared Food & Beverage	1,886,570	314,428	314,428		2,515,427	66.67%	1,410,227	235,038	235,038		1,880,303	66.67%
Appropriated Fund Balance	0	0	0		0	0.00%	2,397,566	88,526	138,023		2,624,115	96.22%
<b>Total Non-Operating and Fund Bal</b>	<b>1,886,610</b>	<b>314,432</b>	<b>314,432</b>	<b>0</b>	<b>2,515,474</b>	<b>64.35%</b>	<b>4,084,964</b>	<b>355,524</b>	<b>404,091</b>	<b>0</b>	<b>4,844,579</b>	<b>77.75%</b>
<b>Nonoperating Expenses</b>												
Arena/Theater	10,000	0	0		10,000	32.81%	2,397,566	88,526	138,023		2,624,115	104.22%
Transfer Out- General Fund	27,597	4,599	4,599		36,795	66.67%	18,398	4,599	4,599		27,597	50.00%
<b>Total Nonoperating Expenses</b>	<b>37,597</b>	<b>4,599</b>	<b>4,599</b>	<b>0</b>	<b>46,795</b>	<b>54.62%</b>	<b>2,415,964</b>	<b>93,125</b>	<b>142,622</b>	<b>0</b>	<b>2,651,711</b>	<b>103.06%</b>
<b>Non-Oper Rev over Non-Oper Exp</b>	<b>1,849,013</b>	<b>309,833</b>	<b>309,833</b>	<b>0</b>	<b>2,468,679</b>		<b>1,669,000</b>	<b>262,399</b>	<b>261,469</b>	<b>0</b>	<b>2,192,867</b>	
<b>Total Revenue over Total Exp</b>	<b>103,176</b>	<b>197,512</b>	<b>90,369</b>	<b>0</b>	<b>391,057</b>		<b>(137,793)</b>	<b>(246,505)</b>	<b>188,479</b>	<b>0</b>	<b>(195,820)</b>	