



Oregon Cultural Trust FY2019 Cultural Development Grant Guidelines

*To support activity occurring between
August 1, 2018 and July 31, 2019*

Submission Deadline: 5pm, Friday, April 13,

We envision an Oregon that champions and invests in creative expression and cultural exchange, driving innovation and opportunity for all. The mission of the Cultural Trust is to lead Oregon in cultivating, growing and valuing culture as an integral part of communities. We do this by inspiring Oregonians to invest in a permanent fund that provides annual grants to cultural organizations.

- Cultural Trust Board of Directors

Cultural Development Project Grants

Goals and Requirements

By statute [ORS 359.431] Cultural Development Project Grants must be used to:

- Address significant opportunities to advance, preserve or stabilize cultural resources;
- Invest in the development of new resources;
- Support proposals that have a broad cultural impact beyond the applicant itself; and
- Support proposals from applicants with culture as a priority within the mission of the organization.

Projects should support the Cultural Trust's vision and mission:

- Create an Oregon that champions and invests in creative expression and cultural exchange;
- Help drive innovation and opportunity for all;
- Cultivate, grow and value culture as an integral part of communities;
- Inspire Oregonians to invest in cultural nonprofits;
- Maximize visibility for the role of culture in our lives; and
- Strengthen collaboration and support within the statewide cultural network.

Grant Awards

Award Size

Cultural Development Grants generally range from \$5,000 to \$40,000; the maximum request amount is \$50,000 for activities occurring from August 1, 2018 to July 31, 2019.

The Cultural Trust may not consider applications that exceed the maximum request amount.

The Cultural Trust encourages organizations seeking grants under \$5,000 to contact the County or Tribal Cultural Coalition in their area. Contact information for the Coalitions is available at www.culturaltrust.org/coalitions.

Application Categories

What do Cultural Development Grants fund?

Cultural Development Grants recognize and support significant cultural projects that preserve and enhance Oregon's diverse arts, history, heritage, preservation and humanities efforts.

The Cultural Development Grant program has four distinct categories. **Organizations may submit only one application to one category a year:**

1. **Access:** Projects that make culture broadly available to Oregonians *pg. 8*
2. **Preservation:** Projects that invest in Oregon's cultural heritage by recovering, preserving and sharing historic assets and achievements *pg. 9*
3. **Creativity:** Projects that create and/or present cultural or scholarly work; projects that support the development of artists, cultural experts or scholars who promote culture as a core part of vibrant communities *pg. 11*
4. **Capacity:** Projects that strengthen cultural organizations to increase stability, improve sustainability and/or measure/share cultural impacts *pg. 13*

Application Review Process

How does it work?

All submitted applications are reviewed for eligibility by staff. Staff will contact and provide an explanation if an organization or project is ineligible. Eligible applications are organized by the project categories and sent to panelists along with review instructions.

Panelist membership rotates each year, and each panel is comprised of several cultural professionals from across the state. Each panel is chaired by a non-voting Cultural Trust Board member.

Each project category panel will evaluate and score eligible applications. The Cultural Trust staff will present funding recommendations based on panel evaluation, number of applications and available funds to the Cultural Trust board for final review and action. Applicants will be notified by mail of the Cultural Trust's action after the July board meeting.

Application Review Criteria

How are applications scored?

Eligible applications are reviewed and scored by peer review panels based on the following criteria:

1. Quality of project, and alignment with selected category;
2. Significance of project;
3. Community impact and public benefit;
4. Project evaluation; and
5. Organization and project management.

Who Can Apply?

Eligibility Requirements

The Cultural Trust seeks to support a wide range of cultural organizations and projects, making investments across the state. ORS 359.400 defines a "cultural organization" as one that is "organized primarily for the purpose of producing, promoting or presenting the arts, history, heritage and humanities to the public or organized primarily for identifying, documenting, interpreting and preserving cultural resources." **Applications submitted through a fiscal sponsor are not eligible.**

Applying organizations must be:

- Incorporated in the state of Oregon *and*
- Provide services that take place within the state of Oregon *and*
- Registered with the IRS for tax exemption under Section 501 (c) (3) of the Internal Revenue Code *or*
- a cultural entity within a federally recognized Indian Tribe based in Oregon *or*
- Institutions of higher learning (universities and colleges) that have a significant cultural department.

Applicants must have current registration on the Cultural Trust's website as a Cultural Nonprofit. Instructions are available at the following link

<http://culturaltrust.org/resources/faq/>.

Recipients of Cultural Development grants in two consecutive fiscal years are not eligible to apply for funds in the following fiscal year. As a result, organizations awarded a grant in both FY2017 and FY2018 are not eligible to apply for FY2019 funds and must wait until the FY2020 grant cycle.

The Cultural Trust has final authority in determining eligibility. Applications found ineligible will be withdrawn from consideration. The Cultural Trust may require additional materials at any time during the review process or grant period.

Matching Requirement

One to One (1:1) Award Match

ORS 359.431 requires that Cultural Development Grant awards be matched at least 1:1 with earned, contributed or eligible in-kind support. For example:

Grant Request	Cash	In-Kind	Total Project Budget
\$5,000	\$3,500	\$1,500	\$10,000

In-kind contributions are any non-cash contributions of time, services or property donated by individuals or organizations other than the applicant organization (third-party).

In-kind contributions may include:

- Goods (computers, software, furniture and office equipment for use by your organizations or for special events),
- Services (meeting space, photocopy and mail services, administrative/financial support), or
- Expertise (legal, tax or business advice, marketing and website development, strategic planning).

Examples of in-kind contributions:

- A consultant regularly charges \$1,000 but gives you a reduced rate of \$600. The full value is \$1,000 but \$600 is a fee and \$400 is an in-kind donation.
- The local newspaper regularly charges \$350 for an ad but they are giving it you for free. The in-kind donation is \$350.
- Volunteer time should be calculated using:
<http://independentsector.org/resource/the-value-of-volunteer-time/>

Donated staff or board time is not considered an in-kind contribution.

The most competitive applications indicate cash matches committed by other funders or contributors. Questions about what qualifies as a match? Contact Trust Manager Aili Schreiner at aili.schreiner@oregon.gov or (503) 986-0089.

Applications that do not have at least a 1:1 match will be found ineligible and will not be considered for funding.

What We Don't Fund

The following are not eligible for Cultural Trust funding.

- Indirect costs not directly associated with the implementation of the project. Indirect costs are activities or services not directly related to the project such as operational expenses and salaries for staff not involved with the project. Direct costs are activities or services that support the specific project, e.g., salaries for project management, materials, marketing, etc.;

- Scholarships or tuition assistance for college, university or other formal degree bearing courses of study;
- Projects that have been substantially completed by August 1, 2018, the start date of the grant period;
- Requests to offset previous project expenses and or deficits; and
- Events whose primary focus is to raise funds for a non-cultural cause.

Applications from institutions of higher learning (universities and colleges) must be for projects and activities that focus on, benefit and are open to the general public, who must form the significant portion of the total audience.

TO APPLY

All applications must be submitted through the online Arts & Culture Community Grants Portal (open March 1, 2018). You will be asked to provide narrative responses to a series of project and organizational questions. A project budget is also required. The budget form is included in this guideline for reference. [See pages 18 and 19.](#)

Submission Deadline

[5pm Friday, April 13, 2018](#)

Late and/or incomplete applications (i.e. applications containing incorrect budget information, missing required documentation, etc.) will be deemed ineligible and will not be accepted.

Additional Materials

Required application materials

Applicants will be asked to include with their Arts & Culture Community Grant Portal submission:

- Board of Director's roster with names and affiliations;
- Proof of IRS 501(c)(3) or tribal tax-exempt status (for first-time applicants only); and
- Board-approved financial statement from the most recently completed fiscal year, which includes a statement of revenues and expenses (operating statement) and a statement of assets and liabilities (balance sheet) as of March 31, 2018;
- Letters of commitment from relevant organizations if project is collaborative or coordinated with other organizations.

Assistance

Applicant Resources

All grant applicants must review current application guidelines and use the online application system. Additional assistance is provided at statewide grant information workshops (Conversations with Funders & Partners) held in February and March 2018 (check www.culturaltrust.org for dates and locations).

Call the Trust at (503) 986-0089 with questions or to schedule time for a pre-application project or draft application review. Requests for assistance may be sent to Aili.Schreiner@oregon.gov.

We strongly urge you to request assistance **before March 31, 2018**, to ensure you have adequate time to incorporate feedback.

FINAL REPORTS

All grant recipients must complete a final report online (available in the online Arts & Culture Community Grants Portal). Final reports must be submitted **online** no later than **5pm on Monday, September 2, 2019**.

All grantees are subject to periodic audit by the Oregon Cultural Trust and/or the State of Oregon and must retain fiscal records for a period of three (3) years following completion of the grant period. Organizations funded by the Cultural Trust in FY2018 must fulfill final reporting requirements by September 1, 2018, to be eligible to apply for grant funding in FY2019. Grant funds will be withheld until outstanding prior final reports have been completed, filed and approved by the Trust.

Appeal Process

The Oregon Cultural Trust recognizes that procedural errors may occur in the application process. The Cultural Trust is committed to acknowledging errors and responding to rectify the effects of an error. Appeals may not be made on the basis of an applicant's disagreement with the advisory panel's assessment of application and how it met the review criteria. Disagreement with the judgment of the panel or the amount of the award is not grounds for an appeal.

Applicants considering an appeal should contact Cultural Trust Manager Aili Schreiner, by phone at (503) 986-0089 or email Aili.Schreiner@oregon.gov, for advice and guidance. Letters of appeal must be submitted to the Cultural Trust's Executive Director within 30 days of the panel meeting. Appeals are reviewed and acted on by the Cultural Trust Board. Appeals may result in an approval of an award or an increase in the award amount if the applicant can satisfactorily document that the application was misrepresented or improperly reviewed through no fault of the applicant. If the appeal is supported by the Cultural Trust's Board, funds will be awarded only if they are available.

Organizations not meeting any of the eligibility as determined by staff are encouraged to discuss the decision with staff. Appeals concerning eligibility determination may be made. Letters of appeal must be submitted to the Cultural Trust's Executive Director within 15 days from the decision. Eligibility appeals are reviewed and acted on by a Cultural Trust committee.

All decisions made by the Oregon Cultural Trust board or committees are final.

Pending Status

Occasionally the Cultural Trust may put a grant on pending status if a project is preliminarily awarded. Cultural Trust staff will contact the applicant on pending status and discuss the information that is needed in order to review and act.

Americans with Disabilities Act Statement of Non-discrimination

By submitting an application, the applicant agrees to comply with all applicable provisions of the Americans with Disabilities Act of 1990, 42 USC Sec. 12101, et seq. and agrees not to discriminate on the basis of race, creed, religion, color, sex, marital status, political opinion, familial status, national origin, age, gender, mental or physical disability, sexual orientation, military status, gender identity and source of income or disability status.

The Cultural Trust has adopted the following Accessibility Grievance Procedure:

If a person with a disability believes that a facility or program funded by the Oregon Cultural Trust is inaccessible, he or she is encouraged to communicate the grievance to the sponsoring organization. If an acceptable response is not received within two weeks, that individual may contact Oregon Arts Commission Assistant Director David Huff at david.huff@oregon.gov or 503-986-0086. The Oregon Arts Commission is one of the core statewide partners of the Oregon Cultural Trust.

Each grievance reported to the Oregon Cultural Trust will be handled on a case-by-case basis.

Possible Oregon Cultural Trust actions include:

- Sending staff to assist the organization on issues of accessibility;
- Involving people with disabilities from the local community in an effort to increase the organization's accessibility;
- Requesting return of funds already granted for the current fiscal years; and
- Denying future grant requests.

In all cases, an organization with a pending grievance will be denied funding unless it can demonstrate to the Oregon Cultural Trust that it is working toward compliance with current accessibility standards.

CULTURAL DEVELOPMENT GRANT CATEGORIES

Apply to the category that best aligns with the goals and outcomes of your project. For examples of previous awards by grant category visit <https://goo.gl/CcvJAX>. Contact Trust Manager Aili Schreiner at Aili.Schreiner@oregon.gov or (503) 986-0089 with questions regarding grant categories.

ACCESS PROJECTS

Funded Access projects make culture broadly available to Oregonians. Past project examples include public exhibits/artworks, new/increased access to cultural programming and outreach to new/underserved communities, among others. Funded Access projects remove barriers for Oregonians to cultural opportunities.

Summary of Request *(150 characters with spaces)*

In one sentence provide a summary beginning with the words "To support..." For example: *"To support access to theatre performances for hearing impaired audience members by contracting with American Sign Language interpreters."*

Summary of Organization *(1,000 characters with spaces)*

State your organization's mission and briefly summarize your organization's programs and activities.

Diversity, Equity, and Inclusion *(1,000 characters with spaces)*

In what ways (if any) does your organization define and value diversity, equity and inclusion in its work?

Application Questions: 100 total possible points

1. Significance of Project *(1,500 characters with spaces)*

20 points

Explain the significance of the project to your community and your organization. Why this project, now? If funded, how will the project increase access to cultural opportunities for Oregonians?

2. Quality of Project *(1,500 characters with spaces)*

20 points

Describe the quality of the project- its scope, time, use of costs and link to strategic objectives of the organization.

3. Community Impact and Public Benefit *(2,000 characters with spaces)*

30 points

How will increased access to cultural opportunities impact your community? Who and how many will directly benefit (include population/geographic scope)?

4. Project Evaluation *(1,500 characters with spaces)*

20 points

Who will evaluate the project's success and what indicators will they use? When and how will project outputs and outcomes be documented (refer to your project timeline)?

5. Organization and Project Management (1,000 characters with spaces)
10 points

Outline your organization's general fiscal management, project budget management and qualifications of key project leads. What systems are in place to identify and address budget changes (including deficits)?

Budget Requirements

All applicants must complete the online budget form with project expenses and revenue. Please use the online budget narrative section to provide detailed information on your budget that will clarify items for the review panel. [See pages 18 and 19.](#)

Budget Narrative (1,000 characters with spaces)

Use the budget narrative section to provide detailed information on your budget. What impact would Trust funding have on the project? Should you receive partial funding from the Cultural Trust or other sources, is the project scalable?

PRESERVATION PROJECTS

Funded Preservation projects invest in Oregon's cultural heritage by recovering, preserving and sharing historic assets and achievements. Funded Preservation projects include historic restoration/renovation, exhibits, digital and oral preservation/archive work, work with museum collections and historic research/publications, among others.

Summary of Request (150 characters with spaces)

This should be a single sentence beginning with the words "To support..." For example: *"To support the design and creation of a sustainable historic lighthouse garden for contextual and educational programing."*

Summary of Organization (1,000 characters with spaces)

State your organization's mission and briefly summarize your organization's programs and activities.

Diversity, Equity, and Inclusion (1,000 characters with spaces)

In what ways (if any) does your organization define and value diversity, equity and inclusion in its work?

Application Questions: 100 total possible points

1. Significance of Project (1,500 characters with spaces)
20 points

Explain the significance of the project to your community and your organization. Why this project, now? If funded, how will the project advance cultural heritage by recovering, preserving and sharing historic assets and achievements?

2. Quality of Project *(1,500 characters with spaces)*
20 points

Describe the quality of the project- its scope, time, use of costs, and link to strategic objectives of the organization. If this is a renovation or construction project, identify the proposed contractor and their qualifications and ability to carry out the project.

3. Community Impact and Public Benefit *(2,000 characters with spaces)*
30 points

How will increased investment in cultural heritage impact your community? Who and how many will directly benefit (include population/geographic scope)?

4. Project Evaluation *(1,500 characters with spaces)*
20 points

Who will evaluate the project's success and what indicators will they use? When and how will project outputs and outcomes be documented (refer to your project timeline)?

5. Organization and Project Management *(1,000 characters with spaces)*
10 points

Outline your organization's general fiscal management, project budget management, and qualifications of key project leads. What systems are in place to identify and address budget changes (including deficits)?

Budget Requirements

All applicants must complete the online budget form with project expenses and revenue. Please use the online budget narrative section to provide detailed information on your budget that will clarify items for the review panel. [See pages 18 and 19.](#)

Budget Narrative *(1,000 characters with spaces)*

Use the budget narrative section to provide detailed information on your budget. What impact would Trust funding have on the project? Should you receive partial funding from the Cultural Trust or other sources, is the project scalable?

CREATIVITY PROJECTS

Funded Creativity projects create and/or present cultural or scholarly work; they support the development of artists, cultural experts or scholars who promote culture as a core part of vibrant communities. Funded Creativity projects include public exhibits, cultural residencies, cultural programming/productions/performances, commemorative works, scholarly research and publications, and special commissions to support emerging cultural leaders, among others.

Summary of Request *(150 characters with spaces)*

In one sentence provide a summary beginning with the words "To support..." For example: *"To support the residency of an artist and a humanities expert to develop a commemorative work to celebrate our organization's 30th anniversary."*

Summary of Organization *(1,000 characters with spaces)*

State your organization's mission and briefly summarize your organization's programs and activities.

Diversity, Equity, and Inclusion *(1,000 characters with spaces)*

In what ways (if any) does your organization define and value diversity, equity and inclusion in its work?

Application Questions: 100 total possible points

1. Significance of Project *(1,500 characters with spaces)* 20 points

Explain the significance of the project to your community and your organization. Why this project, now? If funded, how will the project support the development of artists, cultural experts or scholars who promote culture as a core part of vibrant communities?

2. Quality of Project *(1,500 characters with spaces)* 20 points

Describe the quality of the project- its scope, time, use of costs and link to strategic objectives of the organization.

3. Community Impact and Public Benefit *(2,000 characters with spaces)* 30 points

How will support for the creation/presentation of art/cultural experiences impact your community? Who and how many will directly benefit (include population/geographic scope)?

4. Project Evaluation *(1,500 characters with spaces)*
20 points

Who will evaluate the project's success and what indicators will they use? When and how will project outputs and outcomes be documented (refer to your project timeline)?

6. Organization and Project Management *(1,000 characters with spaces)*
10 points

Outline your organization's general fiscal management, project budget management and qualifications of key project leads. What systems are in place to identify and address budget changes (including deficits)?

Budget Requirements

All applicants must complete the online budget form with project expenses and revenue. Please use the online budget narrative section to provide detailed information on your budget that will clarify items for the review panel. [See pages 18 and 19.](#)

Budget Narrative *(1,000 characters with spaces)*

Use the budget narrative section to provide detailed information on your budget. What impact would Trust funding have on the project? Should you receive partial funding from the Cultural Trust or other sources, is the project scalable?

CAPACITY PROJECTS

Funded Capacity projects strengthen cultural organizations through increased stability, improved sustainability or by measuring/sharing/evaluating community cultural impact. Funded Capacity projects can include organizational or community cultural planning, new investments in organizational capacity (staffing, equipment, marketing, development, online resources, building infrastructure, etc.), and new investments for organizational sustainability, among others.

Summary of Request (150 characters with spaces)

In one sentence provide a summary beginning with the words "To support..." For example: *"To support a planning process to enable our organization to effectively respond to increased demand for our services and activities."*

Summary of Organization (1,000 characters with spaces)

State your organization's mission and briefly summarize your organization's programs and activities.

Diversity, Equity, and Inclusion (1,000 characters with spaces)

In what ways (if any) does your organization define and value diversity, equity and inclusion in its work?

Application Questions: Total possible points 100

1. Significance of Project (1,500 characters with spaces)

20 points

Explain the significance of the project to your community and your organization- why this project, now? If funded, how will the project build your organization's capacity by increasing stability, improving sustainability, and/or developing a cultural impact process?

2. Quality of Project (1,500 characters with spaces)

20 points

Describe the quality of the project- its scope, time, use of costs, and link to strategic objectives of the organization.

3. Community Impact and Public Benefit (2,000 characters with spaces)

30 points

How will a strategic investment in your organizational capacity impact your community? Who and how many will directly benefit (include population/geographic scope)?

4. Project Evaluation (1,500 characters with spaces)

20 points

Who will evaluate the project's success and what indicators will they use? When and how will project outputs and outcomes be documented (refer to your project timeline)?

5. Organization and Project Management *(1,000 characters with spaces)*
10 points

Outline your organization's general fiscal management, project budget management and qualifications of key project leads. What systems are in place to identify and address budget changes (including deficits)?

Budget Requirements

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Oregon Cultural Trust FY2019 Cultural Development Grant Guidelines

*To support activity occurring between
August 1, 2018 and July 31, 2019*

Instructions for online submission application

- Applications must be submitted no later than **5pm, Friday, April 13, 2018**.
- Cut and paste plain text only into the online forms.
- Add paragraph breaks after pasting text; it helps panelists to read your material. The online character count is activated by typing in the narrative field; pasting alone will not work. We recommend deleting something and adding it back if you want to check characters remaining. Because the character count feature varies from software to software, an answer may be cut off if the count is exceeded.
- To avoid losing data, you must [save every page](#) in the online system before moving on to the next.

Upload the following **required** supplemental materials to your online application:

- ✓ Board of director's list with names and affiliations
- ✓ Board-approved financial statement or audit for last completed fiscal year and current balance sheet. Financial statements must include both an Operating Statement and a Balance Sheet.
- ✓ Other supporting material (e.g. strategic plans, press clippings, artist/scholar resumes) floor plans or site plans on 8 1/2" by 11" pages, images, short (no more than 1-2 minute) videos. Panelists value the chance to get to know your project!
- ✓ **First time applicants only:** IRS 501(c)(3) letter or proof of Tribal status (one copy)
- ✓ Applications requesting funds for **collaborative projects** must include letters from participating organizations outlining how they will collaborate in the work.
- ✓ Applications requesting funds to support **activities in, or in partnership with, K-12 schools** must include a letter of support from participating school(s) that indicates their role in activity planning and anticipated participation.

Do not submit any additional supplemental materials by mail.

Contacts for Cultural Development Grants:

Aili Schreiner
Trust Manager
Oregon Cultural Trust
775 Summer St NE, Ste. 200
Salem, OR 97301
(503) 986-0089
Aili.Schreiner@oregon.gov

Contact for Online Grant Administration:

Kat Bell
Office & Grants Coordinator
Oregon Cultural Trust
775 Summer St NE, Ste. 200
Salem, OR 97301
(503) 986-0082
Kat.Bell@oregon.gov



**Oregon Cultural Trust
FY19 Cultural Development Grants
Budget Form**

EXPENSES	Description	\$ Expense	Notes to Applicants
	<i>Only list direct expenses</i>	\$	
Staff - Administration		\$	Administrative or executive staff who support the project directly
Staff - Project Management/Oversight		\$	Staff with direct contribution or management of this specific project
Contracted Services - line 1		\$	Consider including videographer, contracted artists and/or other support critical to project success
Contracted Services -line 2		\$	
Contracted Services -line 3		\$	
Space- Facility Costs (internal or external)		\$	Only include costs directly related to this project, whether an external rental or the portion of your facility utilized for this project
Materials/Supplies		\$	
Project Evaluation		\$	Provide information about whether evaluation is handled internally or externally
Travel/Per Diem		\$	Information about the federal per diem rates is available at: https://www.gsa.gov/travel/plan-book/per-diem-rates
Marketing and Promotion		\$	As related to this project
Other- line 1		\$	Equipment Costs, etc.
Other- line 2		\$	Consider including accessibility costs and other support critical to project success
Other- line 3		\$	
Other- line 4		\$	
In Kind Expenses*		\$	* Have project expense(s) that are being donated? Use the description box to describe, and place the total value of the donated expense in the "Expense" column. Your In Kind expense and revenue should equal each other.
A. Total Expenses		\$	*See pg 4 of Grant Guidelines for examples of In-Kind Revenue/Expenses



**Oregon Cultural Trust
FY19 Cultural Development Grants
Budget Form**

REVENUE	Indicate <i>planned, pending or confirmed</i>	\$ Revenue	Notes to Applicants
Earned Revenue		\$	Admissions/ticket sales, Memberships, Fees for Services
Corporate Support (source)		\$	
<i>1</i>		\$	
<i>2</i>		\$	
<i>3</i>		\$	
Foundation Support (source)		\$	
<i>1</i>		\$	
<i>2</i>		\$	
<i>3</i>		\$	
County Cultural Coalition Grant		\$	
Individual/Community Support		\$	
<i>1</i>		\$	
<i>2</i>		\$	
<i>3</i>		\$	
Government Support		\$	
<i>City</i>		\$	
<i>County</i>		\$	
<i>State</i>		\$	Other than Cultural Trust Grant Request
<i>Tribal</i>		\$	
<i>Federal</i>		\$	
Other		\$	
In Kind Revenue*		\$	* Have project revenue that is being donated? Use the description box to describe, and place the total value of the donated revenue in the "Revenue" column. Your In Kind expense and revenue should equal each other.
Applicant Cash		\$	Allocated to this Project
Grant Amount Requested	Cultural Trust Request >	\$	between \$5,000 and \$50,000; must be matched 1:1 by other revenue sources
B. Total Revenue		\$	* Line A Expense must equal Line B Revenue *