



## **Annual Report**

**2014**

## **Our Mission Statement**

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Discover Downtown Middlesboro, Inc. is a non-profit organization that encourages citizen participation in the revitalization of Cumberland Avenue between 10<sup>th</sup> and 24<sup>th</sup> Street and several mixed-use walkable blocks to the north and south. We seek to improve the physical appearance of the downtown while maintaining its historic integrity; to retain existing businesses and to attract new ones; and to make downtown Middlesboro the center of the economic, civic, and social life of the Tri-State area.

## **Our Vision Statement**

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Beautifully restored historic buildings and clean and attractive public spaces have made Downtown Middlesboro a leading regional and statewide attraction. A world class hiking, biking, and horse trail system draws people downtown and connects with Cumberland Gap National Historical Park. A wide variety of shops and restaurants provide daily necessities and a quick and inexpensive meal, to higher-end goods, services, and fine dining all at locally-owned businesses. People travel from miles around to be part of the fun and excitement that downtown has to provide.

## **Contact Us**

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 /DDMBoro  @DDMBoro

# From the President

We recently completed the most active and impactful period in the history of our organization. The honors continued to pile up. In May we were honored to be named "Great American Main Street Semi-Finalist." And while we didn't ultimately win that award, we were honored to be named "One to Watch" by the National Main Street Center at their Annual Meeting in Detroit. DDM was asked to share the results of our work at several state and national conferences including the National Main Street Conference, Appalachian Regional Commission Fall Meeting, the Brushy Fork Annual Institute, and the Kentucky League of Cities.

And while some businesses closed in 2014, we were pleased to report a net increase in jobs and number of businesses downtown.

- Over \$2m of street improvements on Cumberland Ave
- 46 building improvements, \$214,860 and 18 exterior improvements at \$54,350
- 52 new full-time jobs and 58 new part-time jobs for a net increase of 63 jobs
- A total of 224 volunteers donated 3,455 hours for a total value to the downtown of \$70,000

None of this would have been possible without the strong working relationship between DDM and our many partners, chief among these the City of Middlesborough. For every dollar that the City invested in DDM last year, we were able to return \$58.48 in public and private investment and donated city time. This is probably why noted urbanist Donovan Rypkema said: "There is simply no more cost effective economic development program of any type, on any scale, anywhere in the country than Main Street."

As excited as we are by our past gains, here is what you can expect in 2015:

- Work is underway to expand the Canal Walk and we hope to pave additional trail by early Spring.
- Our pop-up shop The Palace will become a training center for area artisans where we hope to launch at least 15 new businesses.
- And that's just a little taste of what we have planned.

DDM was officially incorporated on October 13, 2006. At our Annual Meeting on March 12 we will celebrate the great gains made in the past decade since our founding. Please save the date and plan to be there. At that time we hope to recognize our founding members who have served faithfully since our incorporation: Vicki Byrne, Larry Grandey, and Keith Nagle.

To close, there is no better time than now to get involved. Here's how you can do it. First, consider becoming a member. Make a financial contribution of any size and you'll be a member of DDM. Second, consider serving on one of our committees and help to move our work forward. There is plenty happening and your help is needed. Third, say something nice about Middlesboro and spread the word about our hopeful vision for the future with your friends, family, church members, and neighbors.

Thank you,

Jay Shoffner

# Program Accomplishments

## Incremental Improvement Downtown

Downtown had \$2,269,210 of public and private investment. A large part of that in the past year was repaving of Cumberland Avenue. In 2014 a total of 46 buildings were renovated and 18 facades improved. Local businesses created 52 new full-time jobs and 58 new part-time jobs.

## Trail Planning

A comprehensive city-wide trail system was designed through an innovative partnership between the National Park Service Rivers, Trails and Conservation Assistance program and the University of Kentucky Department of Landscape Architecture. Starting in January an intensive study of Middlesboro was carried out and citizen input sought. Then in April comprehensive designs for a city-wide trail system were presented.

## Makers Market/The Palace

In April we launched the Makers Market with a grant from the Appalachian Regional Commission administered by the Department for Local Government and the Brushy Fork Institute at Berea College. Over the next four months we featured the work of local artisans, crafters, and food producers. A group of nearly three dozen volunteers successful ran this pop-up shop. In late November we rebranded as The Palace and added a soda fountain, antiques, and vintage items. There is now a meeting space and event space available for use.

## Better Block Middlesborough

Our successful Better Block event from October 2013 was repeated again in May. This time the focus was on Cumberland Ave between 20<sup>th</sup> and 21<sup>st</sup> Street. A pop-up park was put in a vacant alley where the Sports Center previously was. Over 100 volunteers came out and enjoyed music, free food

from the Kentucky Proud program, and get a chance to be involved in short-term action to improve the downtown.

## Selling to the World

The first-ever Selling the World training was held at Southeast Kentucky Community and Technical College in May. Over the course of several days training was provided for how to launch businesses. DDM and several downtown businesses participated. Subsequently a major grant was secured to fund a year-round training program at The Palace.

## Bootleggers Ball

Several dozen people were whisked away from downtown in white limousines and taken to an undisclosed location for the first-ever Bootleggers Ball. The event was a huge success. Delicious food and live music made for a memorable time while raising much needed funds for the organization.

## America Saves

This national program through the National Main Street Center and the Preservation Green Lab seeks to help small business owners save money on their utility bills. Middlesboro was one of 10 communities nationally and the only one in Kentucky selected as a pilot project. Over 100 businesses signed up to participate in this exciting new program.

## Tri-State Messiah Sing Along

Over 200 audience members joined with professional musicians from Knoxville to perform Handel's Messiah. True to Middlesboro's growing do-it-yourself roots, we invited the audience to sing along. The event was a huge success and appreciated by all who were involved.

# Partners

City of Middlesborough

## **National**

America Saves

Appalachian Regional Commission

U.S. Environmental Protection Agency

National Endowment for the Arts

National Trust for Historic Preservation

National Main Street Center

National Park Service - Rivers, Trails, Conservation Assistance Program

The Conservation Fund

## **Local and Regional**

Bell County Chamber of Commerce

Bell County Historical Society

Berea College

Brushy Fork Institute

The Center for Rural Development

Community and Economic Development in Kentucky (CEDIK)

Cumberland Valley Area Development District

Fund for the Arts

Kentucky Heritage Council

Kentucky Main Street Program

Kentucky Certified Local Government Program

Kentucky Department for Environmental Protection

Kentucky Highlands Innovation Center

Kentucky Highlands Promise Zone

Kentucky League of Cities

Lincoln Memorial University

Middlesboro Independent School District

Mountain Association for Community and Economic Development

Southeast Kentucky Community & Technical College

Southeast Kentucky Small Business Development Center

University of Kentucky

University of Kentucky Cooperative Extension

University of Kentucky Department of Landscape Architecture

# Volunteers

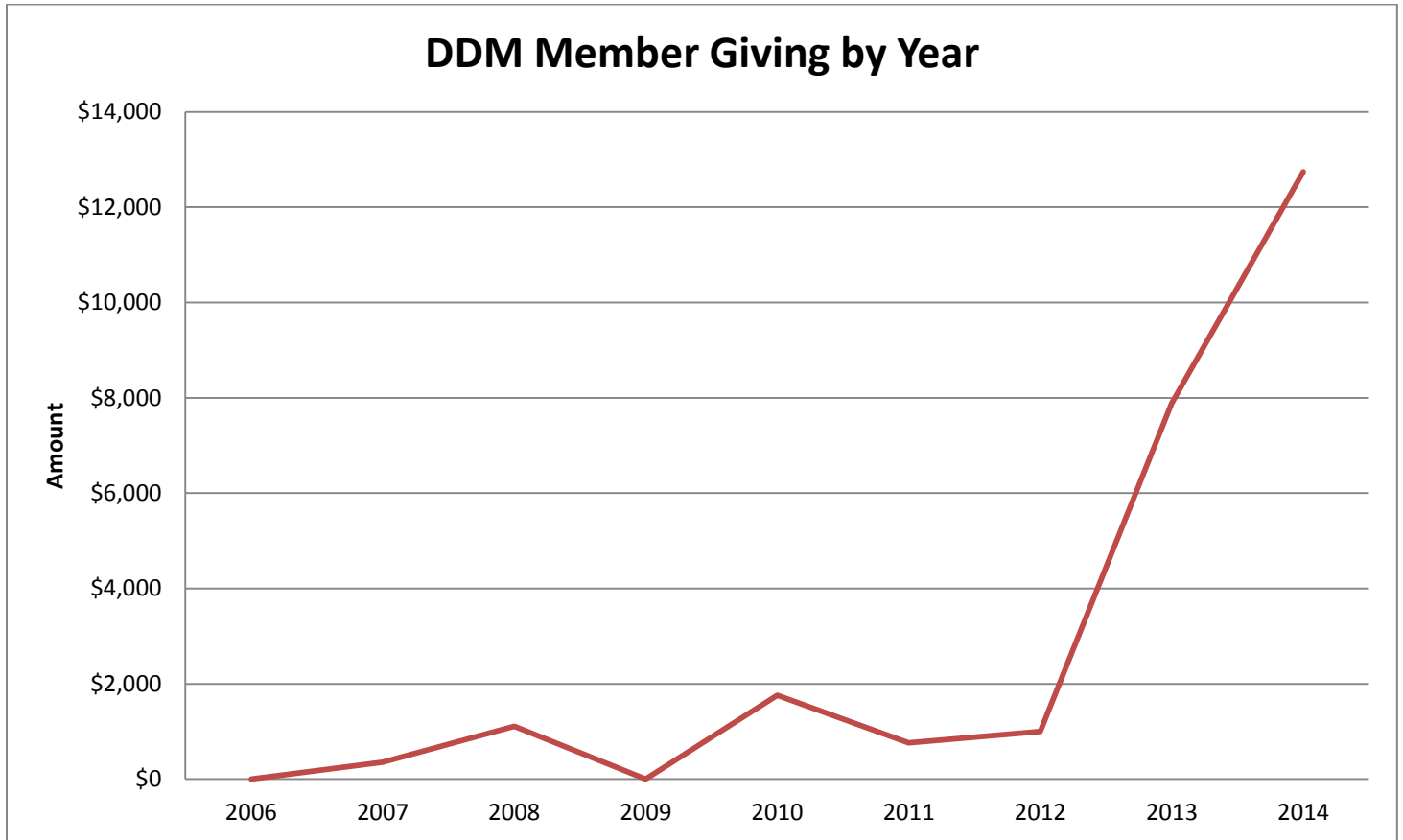
In 2014, we reported our highest level of volunteer participation yet. A total of 3,455 hours of volunteer time valued at nearly \$70,000 was contributed to our organization and helped to bring about improvement downtown. The names of the people who have taken an active interest in our organization follow. If we failed to include your name, please let us know so we can update our records accordingly.

Abby Dickson	Carrie Williamson	Elizabeth Leonard	John Brown
Adam Bowling	Charity Hayes	Emily Sharp	John Day
Aden James	Charlene Trentham	Emma James	John Schneider
Albey Ookna	Charles Leachman	Erin Johnson	John West
Alisa Dickson	Charlotte Frick	Ernest Hendrickson	Jon Rollins
Allison Barton Jackson	Chris F. Douglas	Evan Harrell	Joseph E. Bird
Andy Hopkins	Chrissy Kremer	Evan James	Jovita Letendre
Angela Caporelli	Chrissy Robertson	Felicia Mase Harrell	Joy Williams
Angela Cosby	Christine Kremer	Gavin Burns	Judy Barrett Brown
Angela Roberts	Christy Pendelton	Gene Roberts	Hamilton
Ann Madon	Cindy Wyatt Hatchell	Heather Partin	Judy Graham
Ann Shumate	Cyndi Chumley	Helen Dedman	Judy Grandey
Anthony Lakas	Dana Turner	Holly Lynch	Judy Holler
April Hanner	Daniel Carmack	Ike Slusher	Karen Blondell
April N. Hill	Danny Roberts	Isaac Dickson	Karen Bruce
Ari James	Darlene McGeorge	J. P. Cline III	Kathy Inman
Ashley Cambron	Ickes	Jackie Sorzano	Keith Nagle
Ashley Lowe	David Triplett	Jake Nysather	Kelly Shoffner
Ashley Rodgers Patrick	Debbie Hunter	Jake Partin	Ken Maciula
Barbara Gilbert	Debra Hembree	James Albanese	Kim Epley
Barbara Taylor Warren	Lambert	James Campbell	Kimberly A. Fuson
Barry Turner	Deidre Donahue	James Riddle	Kirby Smith
Bart Short	Delbert Turner	James Shumate	Kitty Dougoud
Becky Bowling	Dennis Short	Jason Johnson	Kristie Gambrel Mays
Ben Dickson	Derick Partin	Jay Shoffner	Kristinia Jones
Bette Emmett	Diane Slusher	Jeannie Allen	Kristy Bay
Betty Maddox	Don Emmett	Jeff Whitehead	Larry Adkins
Beverly Morgan	Donna Smith	Jen Williamson	Larry Grandey
Bill Kelley, Mayor	Dr. John Williamson	Jenna Gore	Leila Keil James
Bill Powell	Dr. Kenneth W. Smith	Jennifer Johnson	Letha & Shawn Peters
Bitha Brock	Dr. Nathan Mullins	Jess Timmins	Levi Dickson
Blake Allen	Earl Gothard	Jessica Cook	Libby Edwardson
Blake Bowling	Edward Francis	Jill West	Linnie Maddox Green
Bob Vaughn	Elder Livingston	Jim Elliott	Lisa Bussell Schneider
Bobbie Gothard	Elder Spencer	Jimmy Piper	Lisa Slusher
Brandy M. Calvert	Elias James	Joan Miller	Lorna Stephan
Brenda James	Elissa Graff	JoAnn Coleman	Lynette Gresham
Cailie McCorkle	Elizabeth Barry	Joe Birdwell	Madison Short
Carol Cattan	Elizabeth Douglas	Joe Sharpe	Maggie Knuckles

Marshall Kasey	Nora James	Shannon Johnson	Tim Tappana
Mary Albanese	Norma Albion	Sierra Evans	Todd Asher
Mary Inman	Olivia Hill	Sister Parkinson	Todd Smith
Mary Kralec	Ollie Nelleigh Lake	Sister Quada	Toni Winston
Mary Lamb	Patricia Bramel	Sister Peck	Tony Lewgood
Melissa Branscom	Pattie Herron	Stacey Sparks	Trace Jones
Mery White	Paula Green Hardin	Stacy Mullins	Trina McGaffee Fuson
Michael Slusher	Penny Jo Slone	Stephanie Asher	Vanessa Manning
Michelle Edwards	Rebekah Dickson	Stephen W. Cambron	Vic Adams
Michelle England	Renee Ferguson	Steven Sharp	Vicki Birenberg
Michelle Evans	Robert D. Dinsmore	Summer Heather	Vicki M. Byrne
Misti Earle McGrath	Roberta Harrell	Redmond	Victoria Paige Cloud
Misti Vanover Hoskins	Rodney Wolfenbarger	Summer Jo Brooks	Will Bevins
Misty N. Philpot	Ruby Meers	Susan Leo	William A. Hayes
Myra Richardson	Samantha Tigue	Tabitha Boyd	William Lutz
Natasha A Shelby Fuson	Sandra Martin	Tabitha Prater	Zachary Bay
Nikki Rains	Sandra Short	Tara Williams	
Nina Hatfield	Seth Boryel	Terry "Ann" Maciula	
Shoemaker	Shannon Collins	Terry Allen	

# Membership

Anyone who makes a financial contribution to support the work of DDM is considered a member. In 2014 we had the highest level of giving, number of members, and average gift size in the history of the organization. New members constituted nearly half of our total members in 2014. These amounts and totals that follow include people who participated in the first-ever Bootleggers Ball.



	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Amount gave</b>	\$0	\$355	\$1,110	\$0	\$1,760	\$765	\$1,000	\$7,885	\$12,960
<b># of Members</b>	0	7	13	0	43	19	15	52	68
<b>New Members</b>	0	7	11	0	33	0	3	21	32
<b>Returning Members</b>	0	0	2	0	10	19	12	31	36
<b>Average Gift</b>	\$0	\$50.70	\$85.40	\$0	\$40.90	\$40.30	\$66.70	\$120	\$190.59



## Discover Downtown Middlesboro Members, 2007-2014

Members are listed by the year in which they first gave.

Those in bold made a financial contribution in 2014.

### Class of 2014

Beth Southworth  
Bill Johnson  
Blake Bowling  
Chris & Elizabeth Douglas  
Dana & Wayne Greene  
David B. Cook  
David Leckey  
Debra Lambert  
Della Rucker  
Doug Napier  
Douglas Graham  
Dr. Anthony Maxwell  
Dr. Brent Chumbley  
Ed & Lynne Francis  
Helen Dedman  
Jason & Jennifer Johnson  
John Williamson  
Kathleen Ernst  
Linda Guidali  
Michael & Diane Slusher  
Neil Barry Jr.  
Pat Abell  
Rev. Zach Bay  
Stacy and Nathan Mullins  
Stephen & Ashley Cambron  
Steven & Emily Sharp  
Steven & Virginia Martin  
Todd & Stephanie Asher  
Toni Winston  
Zach & Kristy Bay

### Class of 2013

Adam Robertson  
Angela Jackson  
Ann Shumate  
Bob Vaughn  
Charles Philip Ball  
Charles S. Arensberg  
Cynthia Orr

### **Donald and Angela Buttery**

**Dr. Kenneth Smith**  
**J.P. Cline III**  
James K. Piper Jr.  
Jan Miller  
Larry Cadle  
**Michele Lawson**  
**R.L. Longworth**  
**Robert Cobb**  
Robert W. Green  
**Sally Simpson, CPA**  
**Samuel A. Melton**  
**Tammy Grim**

### Class of 2012

**Alice Maddox**  
**Kirby & Donna Smith**  
**Michael Slusher**

### Class of 2011

(None)

### Class of 2010

**Adam and Becky Bowling**  
**Alex Cook**  
Becky Wilder  
Betty Bell Peace  
**Betty Cochran**  
Bo Green  
**Brenda Adams**  
Charlene Rucker  
**Danny J. Luttrell**  
Deanna Bailey  
**Deborah Jones**  
Dr. Lisa Howard  
**Dr. Ronald S. Dubin**  
**Edward Pope**  
Hank Malpass  
James G Maddox PSC  
Jeff Sharpe

Joan Asher Cawood  
John & Carolyn O'Boyle  
Jon Grace  
Judy Cox  
**Katherine Reese Capps**  
**Larry Brooks**  
Penny Smith  
Ray Welch  
Rev. Peter Helman  
Rick Nelson  
Rita Jackson-Edmondson  
Steve Obermann  
Steven Smith  
**Teresa Brown**  
**William & Frances Watson**

### Class of 2009

(None)

### Class of 2008

**Ann Matheny**  
Billie Jean McDade  
**Dirk & Martha Wiley**  
Elizabeth Leonard  
Evelyn Farmer  
**Ike Slusher**  
**Jay Shoffner**  
Joshua Wilkey  
Judy Barton  
Richard H. Tamer  
Sherry Good

### Class of 2007

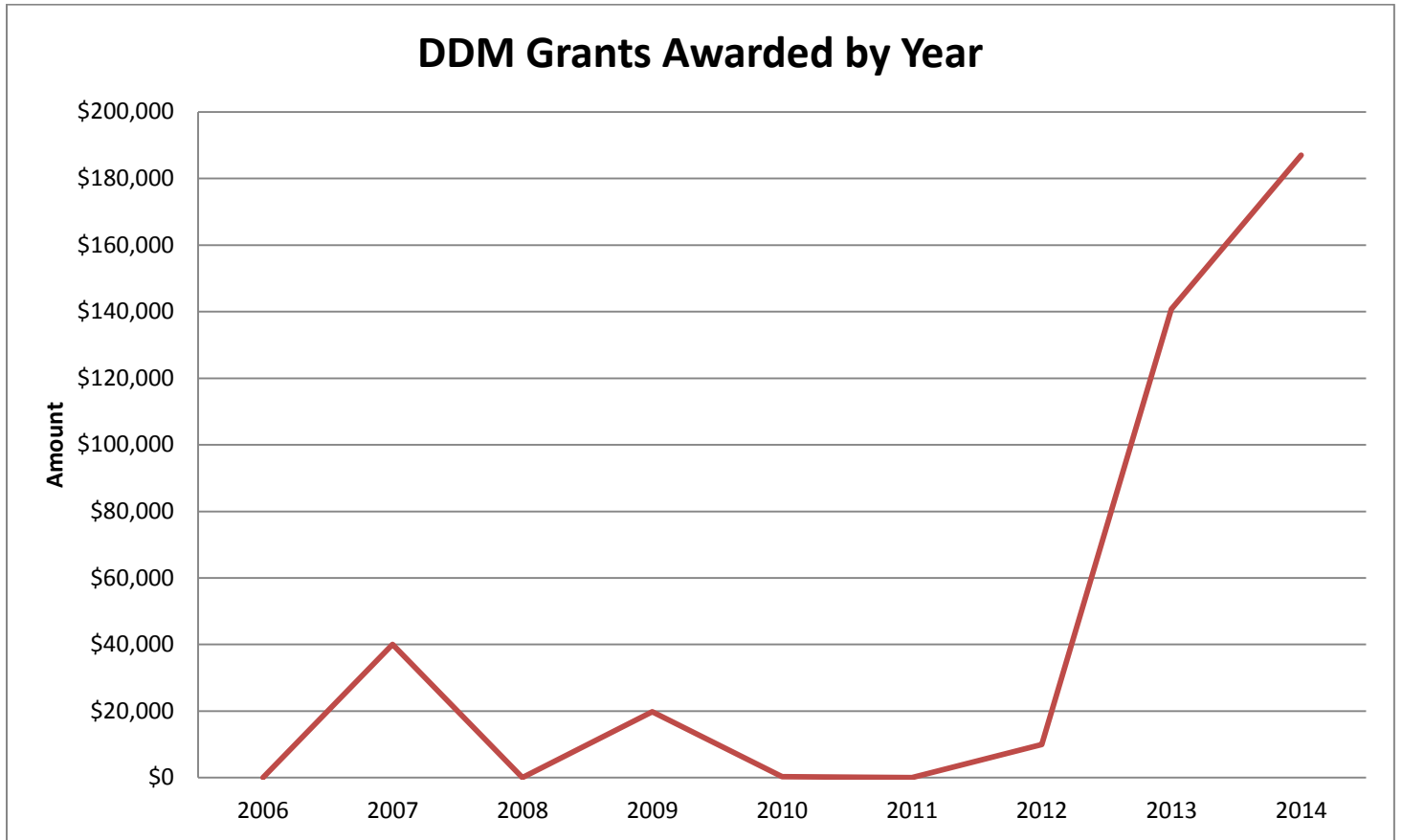
Dr. Charles Moore  
Glynn Brown  
**John Brown**  
**Keith & Jennifer Nagle**  
**Larry & Ludy Grandey**  
**Mikel & Vicki Byrne**  
Opal Blackard - D

## Discover Downtown Middlesboro Board Members, 2007-2014

	Name	Start year	End year	Terms
1	Martha Wiley	2006	2006	Founding member
2	Nioma Lawson	2006	2006	Founding member
3	Randy Melton	2006	2006	Founding member
4	Susan Roman	2006	2006	Founding member
5	Terry Ann Maciula	2006	2006	Founding member
6	William Watson	2006	2006	Founding member
7	Ed Pope	2006	2008	1st term
8	Ken Maciula	2006	2009	1st term
9	Judy Barton	2006	2010	1st term
10	Kevin Murphy	2006	2011	2nd term
11	Keith A. Nagle	2006		3rd term
12	Larry Grandey	2006		3rd term
13	Vicki Byrne	2006		3rd term
14	Josh Wilkey	2008	2011	1st term
15	John Brown	2008	2010	1st term
16	Donna Smith	2009		2nd term
17	Penny Smith	2010		2nd term
18	Jay Shoffner	2010		2nd term
19	Carolyn O'Boyle	2011	2013	1st term
20	Evelyn Farmer	2011	2013	1st term
21	Kim Johnson	2011	2013	1st term
22	Phil Ball	2012	2013	1st term
23	Blake Bowling	2014		1st term
24	Kristy Bay	2014		1st term
25	Stephen Cambron	2014		1st term

# Grants

The following grants have provided financial support and technical assistance to Discover Downtown Middlesboro.



	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Grants Awarded</b>	\$0	\$40,000	\$0	\$19,813	\$300	\$0	\$10,000	\$140,750	\$187,000

A summary of the total amount of grant money by source follows:

• Appalachian Rural Development Philanthropy Initiative *	\$8,000
• Brushy Fork Institute *	\$16,000
• Center for Rural Development *	\$15,000
• Commonwealth of Kentucky	
○ Kentucky Heritage Council	\$12,500
○ Kentucky Department for Local Government, RTP Grant	\$100,000
○ Renaissance on Main	\$19,813
• The Conservation Fund *	\$8,750
• Eastern Kentucky Concentrated Employment Program	\$25,000
• Mortimer & Mimi Levitt Foundation	\$25,000
• National Main Street Center	\$4,000
• National Trust for Historic Preservation	\$13,000
• New York Community Trust	\$110,000
• Orton Family Foundation	\$500
• Tour SEKY	\$40,300
GRAND TOTAL:	\$397,863

Those with an asterisk appearing by them are funds that originated with the Appalachian Regional Commission and were sub-granted by way of the organizations listed. The ARC is a federal agency supporting innovative community and economic development initiatives across a 13 state area covering the most distressed areas in Appalachia. These grants totaling \$47,750 have proven to be an invaluable catalyst for our revitalization efforts in Middlesboro. We've managed to take that money and leverage an over 10,000% return on investment from funding provided by the Appalachian Regional Commission.

We are also fortunate to have received technical support from a number of organizations. A complete list of these follow:

- Community and Economic Development in Kentucky (CEDIK)
- Kentucky Highlands Innovation Center
- Kentucky Highlands Promise Zone
- Lincoln Memorial University Business School
- Mountain Association for Community and Economic Development
- National Park Service - Rivers, Trails, Conservation Assistance Program
- University of Kentucky Cooperative Extension
- University of Kentucky Department of Landscape Architecture

## DDM Grants from 2012 to Present

<u>Date Applied</u>	<u>Project Title/Grantor/Purpose</u>	<u>Amount Awarded</u>
11/15/2012	<p><b>People's Plan for Economic Development, Job Creation, and Revitalization in Historic Downtown Middlesboro</b>  <b>Grantor:</b> Appalachian Regional Commission/Center for Rural Development  <b>Purpose:</b> Assisted in development of a 5 year strategic plan for the downtown area.</p>	\$10,000
2/1/2013	<p><b>People's Plan for Economic Development, Job Creation, and Revitalization in Historic Downtown Middlesboro</b>  <b>Grantor:</b> National Trust for Historic Preservation  <b>Purpose:</b> Assisted in development of a 5 year preservation plan for the community.</p>	\$5,000
3/1/2013	<p><b>Historic Preservation Plan and Survey</b>  <b>Grantor:</b> Kentucky Heritage Council, Certified Local Government Program  <b>Purpose:</b> Assisted in development of a 5 year preservation plan for the community.</p>	\$5,000
3/19/2013	<p><b>Middlesboro Canal Walk Recreational Trail Project</b>  <b>Grantor:</b> Kentucky Department for Local Government  <b>Purpose:</b> To upgrade the existing Canal Walk and pave the presently unpaved portions.</p>	\$100,000
4/22/2013	<p><b>Bell County Philanthropic Initiative</b>  <b>Grantor:</b> Appalachian Rural Development Philanthropy Initiative  <b>Purpose:</b> Develop a plan to encourage community philanthropy and to establish an endowment in the next five years.</p>	\$8,000
5/15/2013	<p><b>Downtown Middlesboro Build a Better Block Project</b>  <b>Grantor:</b> Appalachian Regional Commission / Brushy Fork Institute  <b>Purpose:</b> Utilize tactical urbanism to put plans developed in to action. Created Exploration Center as a pop-up shop. Reopened Park Theater.</p>	\$8,000
9/1/2013	<p><b>Successful Communities Contest / Better Block</b>  <b>Grantor:</b> Orton Family Foundation  <b>Purpose:</b> Supported low-cost ideas to improve our town. Was first money towards our Better Block project in October 2013.</p>	\$500
11/22/2013	<p><b>Middlesborough Makers Market</b>  <b>Grantor:</b> Appalachian Regional Commission / Brushy Fork Institute  <b>Purpose:</b> Started a pop-up shop that attracted over 20 artists, crafters, and food producers and gave an opportunity to sell their work.</p>	\$8,000
12/6/2013	<p><b>Appalachian Gateway: Making Middlesborough a Destination through Creative Placemaking</b>  <b>Grantor:</b> Appalachian Regional Commission / Center for Rural Development</p>	\$5,000

	<p><b>Purpose:</b> Secured services of Della Rucker with Wise Economy Workshop to prepare an economic impact and feasibility study on the impact of developing our trail system.</p>	
12/6/2013	<p><b>Appalachian Gateways Regional Workshop</b>  <b>Grantor:</b> The Conservation Fund  <b>Purpose:</b> Paid for a team to attend a week-long workshop on asset-based approaches to revitalization in Abingdon, Virginia.</p>	\$1,250
1/18/2014	<p><b>Historic Real Estate Finance Training</b>  <b>Grantor:</b> National Trust for Historic Preservation / 1772 Foundation  <b>Purpose:</b> Staff received two weeks of advanced training in historic real estate finance. Went through process of structuring deals for historic buildings.</p>	\$3,000
3/1/2014	<p><b>Historic Preservation Plan for Elks Home</b>  <b>Grantor:</b> National Trust for Historic Preservation / 1772 Foundation  <b>Purpose:</b> Performed feasibility study on restoration of the Benevolent and Protective Order of Elks Home that DDM owns.</p>	\$5,000
3/4/2014	<p><b>Pre-Development and Preservation Education Project</b>  <b>Grantor:</b> Kentucky Heritage Council, Certified Local Government Program  <b>Purpose:</b> Performed feasibility study on restoration of the Benevolent and Protective Order of Elks Home that DDM owns.</p>	\$7,500
4/25/2014	<p><b>Passage Through the Gap Tourism Ambassador Program</b>  <b>Grantor:</b> The Conservation Fund  <b>Purpose:</b> Design curriculum for a tourism ambassador training program to serve tri-state area.</p>	\$7,500
8/1/2014	<p><b>America Saves</b>  <b>Grantor:</b> National Main Street Center  <b>Purpose:</b> Perform energy audits for 100 businesses downtown.</p>	\$4,000
12/4/2014	<p><b>Selling To The World</b>  <b>Grantor:</b> New York Community Trust  <b>Purpose:</b> Train over 15 artists and crafters to sell their work nationally and internationally utilizing digital technology.</p>	\$135,000
12/15/2014	<p><b>Levitt AMP [Your City]</b>  <b>Grantor:</b> Mortimer &amp; Mimi Levitt Foundation  <b>Purpose:</b> To transform a vacant lot in to a concert venue and host over 10 concerts there in Summer 2015.</p>	\$25,000

# Financial Statement (unaudited)

	Jan - Dec 2014	Budget 2014	Budget - 2015
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
1000 · City of Middlesboro Grant	40,000	40,000	40,000
1100 · Foundations	0	20,000	0
1200 · Coal Severance Funds	2,884.29	10,000	20,000
1300 · Endowed Fund Revenue	0	5,000	0
1350 · Grants Received			
Selling to the World	0	0	67,500
Levitt AMP Your City	0	0	25,000
Kentucky Arts Council	0	0	8,000
Flex-E-Grant (2015)	0	0	8,000
Developing and Implementing Strategies	0	0	5,000
Strategic Planning Grant	8,000	0	0
ARDPI Grant	8,000	0	0
Gateway Communities Grant	7,500	0	0
Flexi-E-Grant	6,500	0	6,000
National Trust Preservation Tru	5,000	0	0
America Saves	4,000	0	8,000
Total 1350 · Grants Received	39,000	0	127,500
1600 · Membership Dues	10,580	11,750	15,000
1700 · Fundraising			
1725 · Fundraising Income	2,380	7,500	10,000
1750 · Fundraising Expense	-1,733.78	-2,500	-2,500
Total 1700 · Fundraising	646.22	5,000	7,500
1775 · Product Sales			
Makers Market	1,524.11	0	0
The Palace	251.80	0	3,000
Total 1775 · Product Sales	1,775.91	0	3,000
1850 · Sponsorships			
Better Block Sponsorship	7,840	0	0
Makers Market Sponsorship	2,400	0	0
Christmas Parade	4,475	0	0
Tri-State Messiah	2,400	0	0
Ducky Dash	669	0	0
52 Weeks Of Giving	500	0	0
Total 1850 · Sponsorships	18,284	5,000	22,500
1800 · Other Types of Income	0	3,000	0
<b>Total Income</b>	<b>113,170.42</b>	<b>99,750</b>	<b>238,000</b>
<b>Expense</b>			
2000 · Operating Expenses			
2100 · Payroll Expenses			
2125 · Staff Salary	37,000.08	40,000	120,000
2150 · Payroll Taxes	2,830.50	7,000	21,000
Total 2100 · Payroll Expenses	39,830.58	47,000	141,000

2200 · Contract Labor	1,250	8,000	
2300 · Accounting Fees	2,700	3,000	2,400
2400 · Insurance - Liability, D and O	2,894.72	2,000	3,500
2500 · Telephone, Internet, Web Hosting	99.36	350	100
2600 · Office Expense	788.17	300	500
2650 · Printing and Copying	874.49	2,000	2,000
2675 · Postage, Mailing Service	595.95	500	1,000
2700 · Equipment	165.27	1,000	1,500
2800 · Advertising	0	1,000	1,000
2850 · Dues & Subscriptions	1,837.26	275	500
2900 · Misc. Expenses	0	250	250
<b>Total 2000 · Operating Expenses</b>	<b>51,035.80</b>	<b>65,675</b>	<b>153,750</b>
<b>Program Expense</b>			
6000 · Entrepreneurship			
6300 · America Saves	3,659.25	0	8,000
6400 · The Palace	11,736.82	12,000	12,500
Total 6000 · Entrepreneurship	15,396.07	12,000	20,500
4000 · Historic Preservation			
4100 · Facade Improvement Program	5,000	5,000	2,800
4150 · Elks Home	4,277.41	0	
4250 · RuskinArc	800	0	
Total 4000 · Historic Preservation	10,007.41	5,000	2,800
8000 · Creative Placemaking			
8100 · Better Block Expenses	9,045.32	3,000	7,000
8200 · Exploration Center	403.83	0	0
Total 4500 · Creative Placemaking	9,449.15	3,000	7,000
5000 · Festivals & Events			
5100 · Armed Forces Day Expenses	175	0	0
5200 · Levitt AMP [Middlesboro] Music Series	0	0	37,500
5300 · Monthly Promotional Events	0	4,000	0
5400 · Christmas	3,014.89	2,000	1,000
5900 · Tri-State Messiah	3,375	0	0
5500 · Ducky Dash	290.26	1,000	500
5850 · Charitable Contributions	100	0	0
Total 5000 · Festivals & Events	6,955.15	7,000	39,000
7000 · Trail System Development	2,911.47	0	2,500
3000 · Conference, Convention, Meeting	10,828.20	1,500	3,765
3950 · 52 Weeks of Giving	44.07	0	1,200
3850 · Philanthropic Initiative	7,715	0	0
9900 · Misc. Organization Expenses	0	2,155	350
<b>Total Program Expense</b>	<b>63,376.52</b>	<b>30,665</b>	<b>77,115</b>
<b>Total Expense</b>	<b>114,412.32</b>	<b>96,340</b>	<b>230,865</b>
<b>Net Ordinary Income</b>	<b>-1,241.90</b>	<b>3,410</b>	<b>7,135</b>