



NORTHWEST MARITIME CENTER &
WOODEN BOAT FOUNDATION

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THE SEA CONNECTS US ALL

ANNUAL REPORT | 2008

Report to the Community

MESSAGE FROM THE BOARD PRESIDENT

Mission



A year ago we anxiously awaited the bid opening for the contract to build our new facility. Now that project is fully framed and nearly 50% complete. We are on schedule to complete and occupy both the Chandler Maritime Education Building and the First Federal Commons before the Wooden Boat Festival in September of this year.

Although we have considerable work ahead of us, I want to commend our architects, Miller/Hull partnership of Seattle, and our general contractor, Primo Construction of Sequim, for the quality of their work, their professionalism and their dedication to our project. Many board members and staff have also made significant contributions to the construction effort. I am particularly appreciative of Pete Helsell's efforts to oversee the complex cash flow requirements associated with the project.

We can all readily observe the progress of the construction itself, but there are many other equally important, albeit less visible, efforts underway to assure our ongoing success.

Capital Campaign: Despite the challenges arising from the state of our national economy, we intend to complete this campaign during 2009 in order to minimize interest expense associated with bridge financing and to fully capitalize upon available challenge grants.

The mission of the Northwest Maritime Center is the engage and educate people of all generation in traditional and contemporary maritime life in a spirit of adventure and discovery.

Strategic Planning: Work is underway to develop a 5- to 10-year plan for the productive and sustainable use of our new Maritime Center.

Furnishings & Signage: Bid packages are out to local artisans and craft persons to help complete the interior of the buildings. We are working on a new logo along with signage and interpretative displays.

Chandlery: Inventory selection and general interior design are underway in anticipation of the Chandlery's relocation to larger facilities directly on Water Street.

The support of our volunteers, our donors, the City, the Port and State and Federal governments has been and will continue to be critical to our success. The community's dream is rapidly becoming a reality. I look forward to seeing you at our new facility later this year.

Steve Oliver
Chairman, Board of Directors

FROM THE EXECUTIVE DIRECTOR



Stan Cummings

The shoreline boardwalk, First Federal Commons with the Compass Rose, and the wide, second-floor decks are places that residents and visitors alike will find irresistible. The forest of telephone poles around the marina and the north end of Water Street has already been removed. The new maritime center and street improvements the city is planning will connect this end of town with the rest of the city in a powerful way.

Yes we did!

Our "economic stimulus package" is not only shovel-ready, it's out-of-the-ground. We are an example of what can happen when a community invests in itself with forethought and careful planning. Port Townsend is perfectly positioned to counter the moribund global and national news with its own story of revitalization and awakening.

Yes, we can!

Barac Obama's famous campaign slogan captures perfectly the mood of 2008 as the decade-long effort to convert an abandoned oil terminal into the **Northwest Maritime Center** began to take physical form. In April, the board of directors approved entering into a contract with Primo Construction. In June, construction began and by year's end the buildings were closed in.

Now taking shape before our eyes are new spaces that are attractive and inviting, many of which will be accessible 24/7.

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January 1 – December 31, 2008

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* as of December, 2008

PUGET SOUND EXPLORERS

Puget Sound Explorers programs provided over 700 students with on-water experiences while exploring other aspects of maritime life, from history to maritime careers.

DISCOVERY PROGRAM

In partnership with Blue Heron Middle school in Port Townsend and Chimacum Middle School, 220 students engaged in multi-week maritime studies while learning to row and sail in historic longboats. Preliminary results suggest improved in-class performance and testing scores.

EXPLORER PROGRAM

Meeting weekly, our two high school Explorer teams trained and competed in the annual Pacific Challenge on Lake Union in May, bringing back awards in rowing, sailing, seamanship and community spirit.

ADVENTURES PROGRAM

- 1) Students participated in a three-week "Aqua Chautauqua" journey in partnership with the New Old Time Chautauqua.
- 2) Students from schools as far as Vermont rowed on multi-day journeys.
- 3) Adult groups took part in team development programs.



top: 7th Grade students in the Discovery Program "give way together."

left: Port Townsend Library staff showing the "Spirit of Crew."

right: Cruising aboard *Dorjun* during the Aqua Chautauqua journey.

PUBLIC PROGRAMS

HIGH SCHOOL SAILING TEAM

In its second year, our Port Townsend High School sailing team made it to more regattas than any other team, even traveling as far as Portland. The 18 team members practice and race in Vanguard 15's while learning proper maintenance techniques. The Northwest Maritime Center provides the boats and coaches, but the volunteer efforts of parents and local businesses make the difference.

MESSING ABOUT IN BOATS

This youth program for 7 to 10 year-olds expanded into 6 different themes, providing a summer full of fun for 61 boys and girls. Choices included Jr. Mariners, Jr. Pirates, Jr. Navigators, Jr. Shipwrights, Shanghaied, and Pacific Northwest Native Americans. Many couldn't pick just one and took part in several.

LEARN-TO-SAIL

One hundred and twenty three youths and 75 adults that had never sailed their own boats are now officially sailors! Now in its 15th season, our Learn-to-Sail programs continue to provide a professional and fun environment to bridge the gap between "lubbing" land and loving sailing. Our youngest sailor was 8 years old and the oldest was 71, proving it's always a good time to start sailing.



Jamestown S'Klallam Tribe members share a canoe ride with "Messing About..." youngsters.



WOODEN BOAT FOUNDATION

Founded in 1978. A subsidiary of Northwest Maritime Center since 2006.

BOARD OF DIRECTORS

- Carlyn Stark *President*
- Ted Pike *Vice-President*
- Carol Hasse *Secretary*
- Bryan Wentzel *Treasurer*
- Steve Oliver *NWMC Board President*

Mission

The mission of the Wooden Boat Foundation is to celebrate, support, promote and preserve maritime skills, heritage and culture through education and participation in the joy of wooden boats.

2008 HIGHLIGHTS

Board and staff of the Wooden Boat Foundation further developed the WBF brand within the Northwest Maritime Center with marketing, community outreach and program support. The WBF board was involved in clarification of the Wooden Boat Chandlery mission, management and priorities. In addition, the WBF participated as an exhibitor at Mystic's Woodenboat Show and was involved in multiple efforts to partner with maritime and wooden boat businesses for apprenticeship and career opportunities for regional youth.

32nd WOODEN BOAT FESTIVAL

Rhythm of the Sea

The Wooden Boat Festival experienced another stellar year of sunshine with temperatures in the low 80s and perfect breezes. Attendance records were set for arrivals by water and by land. Crowds in Port Townsend reached 30,000—our largest since the *Endeavor* visit when crowds were estimated at 35,000. More than 150 boats anchored on the waterfront, augmenting more than 200 wooden boat exhibits with all docks and facilities filled to capacity. Ferry and bridge numbers exceeded previous years (with expanded marketing to Whidbey Island) and, despite an early summer spike in gas prices, exhibitors and visitor surveys revealed better-than-ever sales. The Northwest Maritime Center construction fencing squeezed the main-gate and nonprofit tent displays, but added a great feeling of optimism to the celebration. The presence of legendary boat designer, George Calkins, and his wife, Wilma, was truly awe-inspiring, and a final highlight was the presentation of the prestigious American Schooner Association's National Recognition Award to the Northwest Maritime Center and Wooden Boat Foundation.



REGATTAS

Traditional WBF regattas included the 25th Classic Mariners' Regatta, which returned to Point Hudson moorage; the 17th Shipwrights' Regatta. Sea Dogs' Regatta was cancelled due to cold and windy weather. Festival regattas were the largest ever: 26' And Under, Rowing and NW Schooner Cup, all enjoyed the wind they needed.

WOODEN BOAT CHANDLERY

The West Coast's wooden boat resource

As the year-round center of community marine trades, regatta and boating information—and in partnership with festival sponsors, boat schools and boatyards—the Wooden Boat Chandlery promotes the foundation's mission while raising funds for programs. With a commitment to top quality tools, books, supplies and hardware, the Chandlery prepared for the planned 2009 move to a new location with an expansion of maritime gifts, kids' educational toys, boating jewelry and models. Together, the festival and chandlery make a significant contribution to the local economy and promote the region's reputation worldwide.

Visit the online store at www.woodenboat.org



JAN DAVIS



JAN DAVIS

left: Pirates are some of the friendliest volunteers during the annual Sunday Pirate Treasure Hunt.



JAN DAVIS

top right: George Calkins, 93, with his wife Wilma and a half hull of one of his many boat designs. George received the West Coast 2008 Lifetime Achievement Award from WoodenBoat magazine, an annual award presented at the Wooden Boat Festival.

bottom right: The competent crew of Schooner Alcyone during the NW Schooner Cup.

POCOCK CLASSIC CEDAR SINGLES

Master shipwright Steve Chapin has completed four cedar single racing sculls, in addition to the two completed in 2007. These are hand-built in the tradition of George Pocock Racing Shells, using the historic equipment and materials donated by Stan Pocock and the Pocock Racing Shell Company.

Henry & Karen Nichols generously donated their shell named *Incisor* back to the Northwest Maritime Center for demonstrations.

As the year ended, decks for the next four boats—which will be of the teardrop, heavyweight style—were under construction. For information, contact: dianne@pocockclassic.org



DIANNE ROBERTS

Left to right: Viktor & Diane Grabner, Karen Nichols, Diane & John VanDerbeek and Henry Nichols, with completed *Incisor*.

NORTHWEST MARITIME CENTER PROJECT MILESTONES

BENCHMARKS 2008

In April, our board of directors selected Primo Construction of Sequim as general contractor to construct the two-building, 27,000-square-foot Northwest Maritime Center education facility with First Federal Bank providing short-term construction financing.

A community groundbreaking took place on July 3rd with about 200 people looking on as dignitaries took shovels to a cake decorated to resemble the vacant property.

In September, the sale of Compass Rose pavers resumed with 243 new pavers sold by year's end.

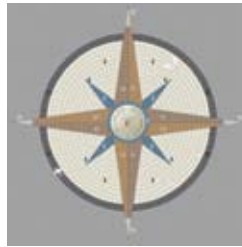


CAPITAL CAMPAIGN

More than \$3 million was raised in 2008, bringing the Capital Campaign to within \$2.5 million of our goal. First Federal Bank started things rolling with a \$.5 million pledge from their Community Dividend Program, closely followed by a challenge grant of equal size from the Bill & Melinda Gates Foundation. An anonymous donor added a \$250,000 matching challenge. Finally, the City of Port Townsend purchased public access easements on the property for a total of \$1 million.

TIMELINE

A dedication of the Chandler Maritime Education Building is planned for May 30th, followed the next day by a community preview of the buildings and grounds. Public opening of the education building will take place at the 2009 Wooden Boat Festival, with the Maritime Heritage and Resource Building opening some time later.



left: "Make Way Together" groundbreaking.

right: 1,600 pavers of varying sizes will comprise a 50-foot Compass Rose installed in First Federal Commons.

bottom: Northwest Maritime Center construction progress as of February 20, 2009.



DIANNE ROBERTS

OUR CAPITAL CAMPAIGN DONORS

Thank you

Donor listings below are current as of February 15, 2009

\$1,000,000 and Above

Camilla Chandler Family Foundation
City of Port Townsend

\$500,000 - \$999,999

Bill & Melinda Gates Foundation
US Department of Housing & Urban
Development
Economic Development Initiative
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Legacy Gifts

We acknowledge those individuals who have included us in their estate planning.

Bill Chapman
Gary Kennedy
Dick & Mary Tietjen

“Thank you to the more than 1,600 additional donors who have supported the Northwest Maritime Center capital campaign through their purchase of pavers and planks.”

OUR ANNUAL DONORS, WOODEN BOAT FESTIVAL SPONSORS, PROGRAM GRANTORS AND MEMBERS

Donor and sponsor listings below are current as of February 15, 2009

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Discuren Foundation
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Carla Main & Brad West
Judy Pigott
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(No Child Left Inside)

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Eric Young

PSE Explorer Team at the Pacific Challenge on Lake Union. The program is supported by a grant from the Discuren Foundation.



Thank you

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Membership listings are current as of February 15, 2009

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Joe Finnie & Cindy Hill Finnie
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 Windermere Port Townsend
 Yo-Leven Charters

Many Thanks to Our In-Kind Donors!



Maritime Center staff celebrate the arrival of a new Toyota Tundra truck courtesy of Wilder Toyota

Janeen Armstrong	The Port Townsend and	Hudson Ramsey
Richard Beck	Jefferson County Leader	Dick & Anne Schneider
Joe & Carolyn Braun	Brad West & Carla Main	Jerry Thoreson
Ralph Brown	Don Mathrole	John & Diane VanDerbeek
Carl's Building Supply	Kristine Morris	Lisa Vizzini & Dan Kulin
Edensaw Woods. Ltd	Margaret Oliver	West Marine
John & Susan Erickson	Walter Parsons	Dianne Roberts & Jim
First Federal	Port Townsend Brewing	Whittaker
Paul Jendrucko	Company	Wilder Toyota
Gary Kennedy	Printery Communications	Zenith Marine

MEMBERSHIP

Crew Members

Steve Alcorn
Tami Allen
Margaret Allison
Blake Armand
Ted & Sharon Baisden
Todd Baker
Anne Baldwin
Simeon Baldwin
Steve Bauer
Daniel E Bennett
Larry Benson & Judy DeYoung
Mearl Bergeson
Robert Bethea & Joan Anthony
Gordon Bilyard
Karl Bischoff
Jim Blaiklock
Sydney Bowie
Donald Boyd
Mark Brill
Josh Brown
Eric Bulliman
Forrest Busching
Mara Bush
Erna M. Cameron
Michelle Caron
Kathie Carpenter
Eric R. Child
Randy Clark
Theresa M. Connor
O. Eugne Cote
Bruce & Deborah Cowan
Lloyd & Paula Crawford
Paula Criswen
Jean B. Cummings
Dan Curry
Karen & Tony DeLorenzo
Jaqueline J. Denee
John Dugan
Peter D. Eikenberry
Bob Esposito
William & Sherry Evans
Ward D. Fay
Joe Finn
J.D. Fish
Gary & Nancy Fredrick
Kate Garfield & Michael Wiegers
Imants & Elsa Golts
Kelly Gorden
Chris & Kathy Grace
Ken Greff
Kirk R. Gresham
Paul Grun
Shawn Gullette
Gary Gunderson
Vicki Hadley

Scott Hagerty
Richard L. Hanenburg
Tammy Hankins
Harry Harrison
Henry Hazen
Oliver Henry
James Heumann
Vinita F. Hopkins
Joseph Hubert
Chase Hunter
Jason Hutto
Chuck Iffland
Kaj Jakobsen
Martyn James
Paul Jensen
Denny Johnson
Ron Jones
Michael Juillerat
Sherry Kack
Dave Kellum
Kathleen Kelly
Donald Kilgore
Bill Kindler
Mike & Johanna King
Ed Kirkpatrick
Ron Klebba
Sheryl Klock
Chris Kluck
Teresa & Tim Lawson
Sally Luttrell
John Marckworth
Judy Maves-Klatt
Barbara & Hans Knigge
Keith Mayzen
Peter McCowin
Marc McHenry
Wes Messinger
Michael J. Miller
Kirk I. Mortensen
Anne Murphy
Anne Murphy
Pat K. Neal
Linda Norris
Mitchel Osborne
Alan Ostenson
Kisha Palmer
Denise Paquette
James Parent
Jeryl Parker
Barb & Ken Pastore
Bob Peebles
Tim Pfeiffer
Hamp Phillips
Frank & Margaret Platt
Mitchell Poling & Sandra Smith Poling
Bryce Powell
Silk Questo
Gloria Randall

Thomas & Susanne Regan
Mary Richards
Cavin Richie
Jude Rosenberg
John Rudolph
Tom Scharf
Christian Scheibl
Walt Scherf
Ronald Schmidt
Bob & Phyllis Schultz
Walter Slack
Jeffrey A. Smith, Jr.
Lon Smith
Bill Stabile
Anne Steele
Emmylou Stein
Jeff Stoneman
Russell Strandtmann
Port Ludlow Yacht Club
Karen L. Sullivan
Robert Taylor
Craig Vandervoort
Doug Van Leuven
Claudia & Joe Wagner
Ryan Walsh
Lynn Watson
Lisa Weyerhaeuser
David White
Keith White
Nathan Whitmire
David & Ruth Whitney
Richard Whyte
Peter Wilcox
Orville Wiley
Beryl J. Williamson
Robert Wood
Robert Wuerth
Leon Wurzer
Vicki Young
Kent Zimmerman

Student & Senior Crew

Donald C Austin
Art Bendelius
Liz Berman
Franklyn Brown
David Brubaker
Mike Buckley
Tom Burke
Ransom Cadorette
William Cain
Lee Caldwell
Christopher Campbell
John Carey & Janet Rigby
Esko Cate
David Christensen
William T Clark
Dorothy J Coakley

Harold Coster
Alice Culver
Dan I. Daniels
Joe L Davis
Bill F. Dengler
Brian Dimick
Max Elliott
Arthur Fournier
Dorothy Fowler
Larry Gast
David Gilbert
Larry Gill
Alexander Gilmore
Alex Guthrie
J.C.G. Hatier
Dan Helman
Charles Herzer
Lin Hines
Sam Hobart
Bill Hoyer
Shawn Huston
Gregory Johnson
Daniel Joram
Tom Kane
Janet Kennedy
Phil & Kathy Keys
Capt. Rip Knot
Jonathan Larson
Nathan Lindquist
Mike Lloyd
Barry Loney
Jesse Lowder
Wes Ludemann
Michael Machette
Bruce Mackey
Kate J. G. & Dennis Madson
Col & Mrs. G. E. Maillot
Naomi Marcus
Don McArthur
Grant Morris
Jerry Nelson
Peter Olesen
Janice O'Reilly
Milton Patrie
Herb & Nancy Payson
Evie Person
Robert Powers
Keith Prior
Lutz Rabold

Russ Radcliffe
Alan C. Randall
Burt Rickard
Tom Robb
Peter Robinson
Dennis Sawyer
Jedediah Sexton
Joseph Sites
Austin Slagle
Gary Smith
Richard Smith
Ellie Spitzbart
Hannah Spitzbart
Lynn Stanaback
Onnolee Stevens
Dick Stivers
Chuck Suggs
Rachel Swanson
Douglas Sylvester
Jim & Marcia Taylor
Therald Todd
Bill & Linda Tolf
Charles Tribe
E.M. Trinast, MA
Luke Turner
Austin Underwood
Georgia Vancza
Ray Walker
Don Worley

Lifetime Members

Aletia Alvarez
Mark Beaufait
Bruce Benedict
Jon Benedict
Bill Brandt
Russell & Svane Castner
Jim 'Daubie' & Mary Daubenberger
Jan Denner
Laurie & Anita Dowsett
Jim Ferris
John & Martha Foley
Jack Hanly
Carol Hasse
Bill & Penelope Higgins
Paul & Carol Lawrence
Vivian Lematta
Scott & Colleen Swantner

Memorial Gifts

Jerry & Peggy Armstrong
in memory of D. M. Coulter
Steve & Sandra Baseheart
in memory of David A. Kennedy
Virginia Thompson
in memory of Ed Lamberson

WE CAN'T DO IT ALONE

COMMUNITY PARTNERS

Partnerships are vital to the Northwest Maritime Center. Working together, pooling our resources, and sharing our expertise allow us to reach the widest possible audience in the most effective way for our community. Here are some of the organizations we have been proud to team up with through the year.

American Schooner Association
Block Island Maritime Funding
Blue Heron Middle School
Chimacum School District
City of Port Townsend
Gray Wolf Ranch
International Pacific Challenge
Jefferson County Parks Department
Jefferson County YMCA
Main Street
New Old Time Chautauqua
NWISA - Northwest Interscholastic Sailing Association
Point Hudson Boat Shop
Pocock Racing Shells
Port of Port Townsend
Port Townsend Food Coop
Port Townsend High School
Port Townsend Marine Trades Assoc.
Port Townsend Chamber of Commerce
Port Townsend School District
Port Townsend Visitors Center
Port Townsend Sailing Association
Port Townsend Yacht Club
Seattle Yacht Club
SSS Falcon- Sea Scouts-Boy Scouts of America

Port Townsend Bay Maritime Education Alliance

Jefferson County Historical Society
Northwest School of Wooden Boat Building
Port Townsend Marine Science Center
Port Townsend Public Library Marine Resource Center
Schooner Martha Foundation
Sound Experience

Historic Vessel Sustainability Endowment Fund

Bruce & Virginia Garman—Founding Donors
WYCO Fund
Tim Beaver / Global Diving & Salvage
Gerald Christensen
Jim Whittaker & Dianne Roberts
Scott Pepper / Pepper Survivor Trust
Robert & Janis Johnson

The Northwest Maritime Center and Wooden Boat Foundation have always depended on the help of volunteers, board members and community partners. In 2008, volunteers helped with all aspects of operations, from staffing the Wooden Boat Festival to helping out in the boat shop; from managing our maritime library to serving on our board of directors. In total, volunteers (more than 375 during the Wooden Boat Festival alone) provided 3,474 hours of labor! While each volunteer plays an important role in keeping things sailing along, there are many stand-outs in the volunteer group. Jim Thompson and Chelcie Liu are among them.

JIM THOMPSON



The chance to carve an oar and work alongside a shipwright, even in the cold of a Port Townsend winter, drew Jim into the boat shop for the long-boat oar building and repair project. Nearly 80 hours later, 16 oars are now in inventory for Puget Sound Explorers. Said Jim, "I volunteer for the NWMC and the WBF because I want to support them; I think they provide something very special and unique to our community. Working in the boat shop is a way that I can do something I enjoy and am somewhat good at, learn more by working with experts, and produce something that will be useful to the entire program. I particularly enjoy meeting the other people who work in and drop by the boat shop. It is a great facility and a neat group of people."

CHELICIE LIU



A volunteer since 2005, Chelcie Liu has logged more than 500 hours clipping articles relating to Wooden Boat Foundation, NWMC activities and other maritime subjects and cataloging these for the library. Chelcie's pleasant demeanor and ability to work independently with minimal direction have made him a favorite around the Cupola House. Chelcie has displayed three different boats in the Wooden Boat Festival. He and wife Kathy volunteer in a variety of community organizations.

One last word...

With the construction of our new facility, the coming years will be exciting ones. Please consider a multi-year capital campaign pledge, annual fund gift or program sponsorship. We would also be happy to provide information about planned giving, and the Historic Vessel Sustainability Endowment Fund. Contact the NWMC Development Office at 360.385.3628 x404.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Year ended 12/31/2008

ORDINARY INCOME/EXPENSE

INCOME

Earned Income	Program Fees	114,222
	Festival	256,799
	Product Sales	215,610
	Facility Income	10,480
	Interest / Dividends	13,855
	Total Earned Income	610,966
Contributions	Sale of Donated Boats / Materials	1,961
	Scholarship / Program	47,502
	Unrestricted	246,235
	Restricted	43,836
	Foundation Grants	112,500
	Membership Dues	58,564
	Total Contributions	510,599
Total Income		1,121,565
Cost of Goods Sold		146,293
Gross Profit		975,272

EXPENSE

General Expense	Dues / Subscriptions / Trng	1,775
	Equipment	4,991
	Rental Equipment	23,214
	Events	14,796
	Insurance	20,457
	Interest & Bank Charges	48,629
	Maintenance / Repairs	13,784
	Marketing	56,397
	Permits and Licenses	1,180
	Postage and Delivery	6,650
	Printing / Copying	16,385
	Rent / Lease	63,308
	Scholarship	2,000
	Supplies / Materials	40,826
	Taxes	11,993
	Travel, Meals & Ent	8,255
	Technology	4,818
	Utilities	14,099
	Volunteer	1,758
	Total General Expense	355,315
Payroll Expenses		578,200
Professional Fees		54,434
Total Expense		987,949
Net Ordinary Income		-12,676
Depreciation		59,875
Net Income		-72,551

STATEMENT OF FINANCIAL POSITION

As of 12/31/2008

ASSETS

Current Assets	Checking / Savings	725,118
	Accounts Receivable	14,752
	Rental Deposits/Prepays	14,731
	Unconditional Promises - Current	2,714,766
	Total Current Assets	3,469,367
Property and Equipment, net of accumulated depreciation of \$354,788		6,968,980
Other Assets	Chandlery Inventory	166,268
	Unconditional Promises - Long Term	1,198,687
	Endowment	24,601
	Total Other Assets	1,389,556
Total Assets		11,827,903

LIABILITIES & NET ASSETS

LIABILITIES

Current Liabilities	Accounts Payable	452,746
	Taxes Payable	2,313
	Payroll Liabilities	18,589
	Unearned Revenue	83,260
	Interest Payable	17,350
	Total Current Liabilities	574,258
Long Term Liabilities	HUD Loan Payable	690,000
Total Liabilities		1,264,258
NET ASSETS		
Unrestricted		7,219,305
Temporarily Restricted		3,319,739
Permanently Restricted		24,601
Total Net Assets		10,563,645
Total Liabilities & Equity		11,827,903

