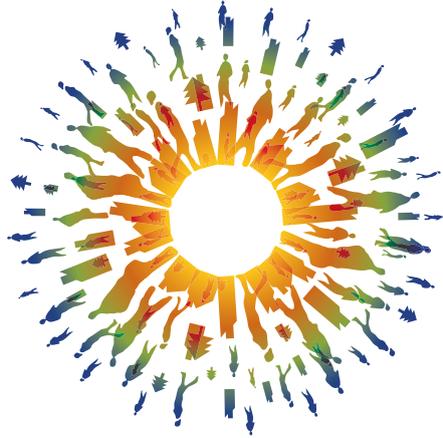


A stylized illustration of a community. It features several silhouettes of people in various colors (orange, yellow, red) walking or standing. In the background, there are simplified shapes representing houses and buildings in shades of blue, green, and grey. The overall style is modern and graphic.

# Fred A. and Barbara M. Erb Family Foundation

2011 ANNUAL REPORT



OUR MISSION

To nurture environmentally healthy  
and culturally vibrant communities in  
metropolitan Detroit and support initiatives  
to restore the Great Lakes Basin

## LETTER FROM THE PRESIDENT

### I am pleased to present our family foundation's second annual report, describing new grants approved as well as initial results of earlier grants.

The Foundation approved \$4.8 million in grants in Fiscal Year 2011 and paid \$4.6 million. Subsequent grants (through December 2011, the first half of FY2012) bring total grants approved since our inception to \$15.4 million and grants paid since inception to \$13.6 million.

Over one-half of our grants support efforts within the City of Detroit, two grants benefit the Bayfield watershed in Ontario Canada, eight grants promote state wide or national policy change and research (with the three largest of those grants focused on the Great Lakes Basin). The rest of our grants cover the metro Detroit area of Wayne, Oakland and Macomb counties and the major watersheds impacting that region — the Clinton, Detroit, Huron, and Rouge Rivers and Lake St. Clair.

Our goals are to improve water quality, promote environmental health and justice and support the arts in order to help revitalize the region. We also support leading Alzheimer's research.

While these are long-term goals and it is difficult to attribute outcomes to a single funding source, we are attempting to measure whether our grants are helping to make a difference. The following are just a sampling of some of accomplishments over



the past year that we feel can be attributed in whole or in part to our grants:

- **Improved Water Quality.** \$325 million was authorized for the second year of the federal Great Lakes Restoration Initiative, bringing total GLRI funding to \$775 million over 2 years, \$16.5 million of which will benefit Metro Detroit watersheds. Detailed GIS maps of human stressors to the five Great Lakes were developed to help guide and track future restoration work. Public awareness of Great Lakes issues grew as Detroit Public Television provided award winning live and on-demand coverage of Great

Lakes Week in Detroit with over 120,000 people in Michigan and thousands more in 48 other states and 15 other countries tuning in.

- **Environmental Health and Justice.** Southeast Michigan Hospitals are now prioritizing locally and sustainably grown food.
- **Community Arts.** The Heidelberg Project's annual budget doubled with an annual economic impact in Wayne County of about \$3.4 million.

We partner with other foundations where possible, sharing funding for the Healing Our Waters Coalition, Michigan Cultural Data Project, Fair Food Network's Double Up Food Bucks Program, LEAP, Detroit Eastern Market's Community Kitchen, SHAR's Recovery Park and the Detroit Riverfront Conservancy. A unique partnership with The Kresge Foundation goes even further, including a streamlined, shared application, review and reporting process for culture and arts organizations in and around Detroit.

I continue to be amazed and inspired by the passion and ingenuity of the organizations we support and thank them for their continued good work.

John M. Erb, President

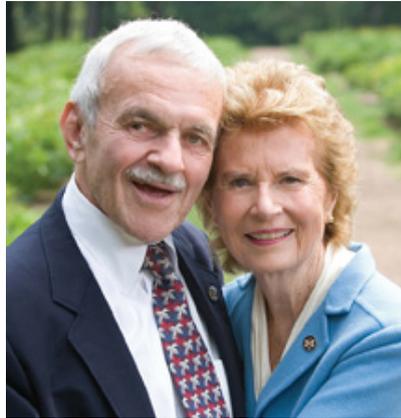
## FRED AND BARBARA ERB

**Devoted parents, grandparents and long-time civic leaders, Fred and Barbara Erb's philanthropy is strongly influenced by their desire to create a better world for both current and future generations.**

This desire, together with their successful family business experience, their shared love of the outdoors, and their deep sense of fairness and justice, naturally led them to view their philanthropy through the lens of sustainability—development that harmonizes economic, environmental and social interests while meeting the needs of the present without compromising the needs of the future.

Both Fred and Barbara Erb were born and raised in the Detroit area, where they raised their four children, developed the family business, and have decided to focus their philanthropic legacy.

The day after receiving his BBA degree from the University of Michigan in 1947, Fred bought into his uncle's lumber and coal business in Royal Oak, Michigan. At that time, the Erb Lumber Company had one store, seven employees, and revenues approaching \$170,000. Fred developed the company into a multi-state enterprise, covering 45 locations with 1,300 employees and



generating \$280 million in sales, before he sold it in 1993. Ever the savvy entrepreneur, Fred didn't stop there, but continued to develop multiple successful real estate and investment partnerships.

Fred and Barbara brought the same energy and acumen to their philanthropy. Their first major gift, in 1951, was to help establish a camp for

troubled children in northern Oakland County, Michigan. Not only did Fred pledge an amount equal to his annual income (at that time \$5,000), he and Barbara challenged their business associates, friends and neighbors to give as well, until they had raised gifts totaling more than four times that amount. Motivating and partnering with others became a hallmark of their philanthropy.

In 1996, they made their first major gift to the University of Michigan, with subsequent gifts eventually totaling \$20 million, to establish the **Erb Institute for Global Sustainable Enterprise**. With their concern for a sustainable future, it is not surprising that in 2007 they established a family foundation to institutionalize and perpetuate their philanthropy.

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**We invite you to explore our website to learn more about the Erb Family and the Foundation's interests – [www.erbff.org](http://www.erbff.org).**

## GRANTS OVERVIEW: DESIRED OUTCOMES & PROGRESS TO DATE

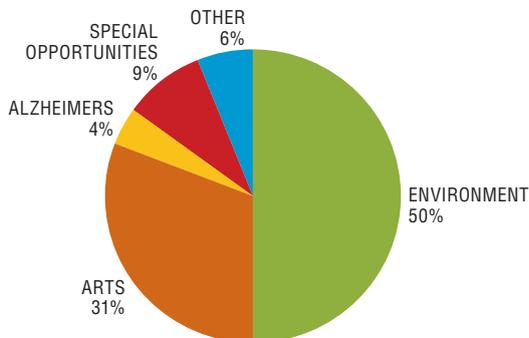
**The Foundation's Mission is to nurture environmentally healthy and culturally vibrant communities in metropolitan Detroit and support initiatives to restore the Great Lakes Basin.**

To help us accomplish our Mission, we have developed Desired Outcomes and identified activities that we will support to help achieve these Outcomes.

**Environment:** Our overall Desired Outcome is an environmentally healthy City of Detroit, metropolitan Detroit region and Great Lakes Basin. To help achieve this Outcome, we support efforts to improve water quality in the watersheds impacting metropolitan Detroit and Bayfield, Ontario and to promote environmental health and justice.

**Culture and Arts:** Our overall Desired Outcome is a culturally vibrant City of Detroit and metropolitan Detroit region. To help achieve this Outcome, we support select "anchor" arts organizations, community arts, and jazz education.

The Foundation also initiates grants in the areas of **Alzheimer's Research** and other areas that we consider **"Special Opportunities."**



Sustainability works from the bottom-up and is rooted in the actions and decisions by individuals, nonprofit and profit enterprises, and local communities. Our grants support local grass-roots and community-based organizations as well as larger institutions whose research and expertise helps inform and advance those local efforts.

Please visit our Web site for information on our Application Process – [www.erbff.org](http://www.erbff.org).

### Grants Paid Fiscal Year 2011

JULY 1, 2010 THROUGH JUNE 30, 2011

Great Lakes	\$ 1,483,000
Environmental Health & Justice	\$ 797,000
Anchor Arts	\$ 1,110,000
Community Arts	\$ 117,468
Arts Education	\$ 210,000
Alzheimer's Research	\$ 225,000
Special Opportunities	\$ 400,000
Other (Discretionary Fund, Membership Dues, Employee & Trustee Matching and Trustee Designated Gifts)	\$ 236,870

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**Total Grants Paid \$ 4,579,338**

The **Healing Our Waters Coalition**, founded by the Wege Foundation and now funded by a collaboration of 6 funders including Erb, helped again gain authorization of the federal **Great Lakes Restoration Initiative** resulting in \$775 million over two years. Metro Detroit captured over \$16.5 million of that funding.



# Great Lakes

Detroit River



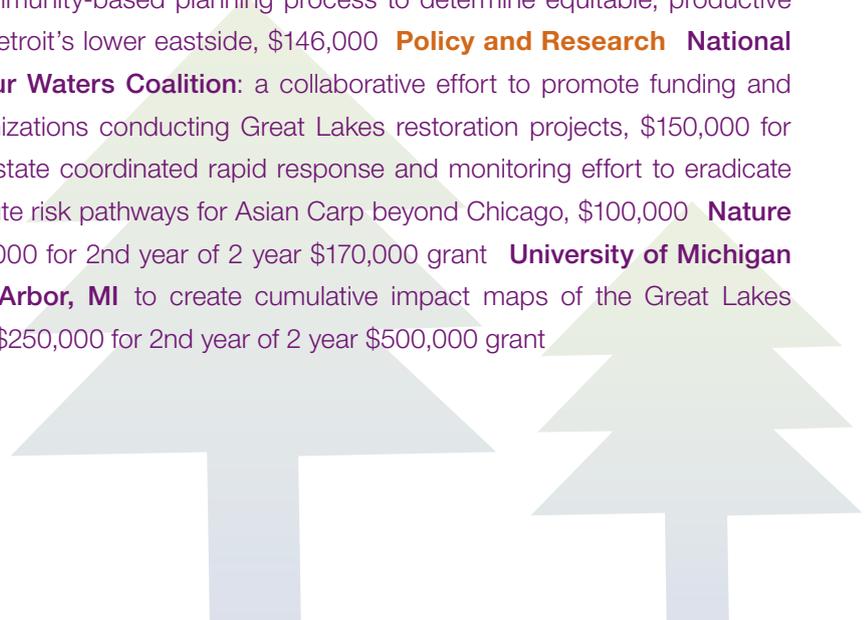
We support efforts to improve water quality in the Great Lakes Basin, especially the watersheds impacting metro Detroit and Bayfield Ontario, emphasizing local strategies to reduce non-point source pollution, promote water conservation and efficiency, and restore critical wetlands. FY 2011 grants supported organizational capacity, sustainable land use/green infrastructure/low impact development, and policy & research.

**Organizational Capacity Alliance for The Great Lakes, Grand Haven, MI** engaging individuals and organizations in preserving southeast Michigan's coastline, \$15,000 **Clinton River Watershed Council, Rochester, MI** general operating support, \$35,000 for 3rd year of 4 year \$138,000 grant and to hire a part time Membership Coordinator, \$30,000 **Friends of the Rouge, Dearborn, MI** general operating support, \$35,000 for 3rd year of 4 year \$140,000 grant **Friends of the Detroit River, Trenton, MI** general operating support, \$15,000 3rd year of 4 year \$60,000 grant **Heart of the Lakes Center for Land Conservation Policy, Grand Ledge, MI** to strengthen capacity of both land conservancies and watershed organizations while working toward cooperative protection of lands that contribute to healthy waters, especially in southeast Michigan, \$25,000 **Huron River Watershed Council, Ann Arbor, MI** general operating support, 3rd year of 4 year \$330,000 grant



**(Great Lakes continued)** **International Wildlife Refuge Alliance, Grosse Ile, MI** to extend outreach and create public awareness of the **Detroit International Wildlife Refuge Alliance**, North America's first and only international wildlife refuge, \$50,000 payable over 2 years **Michigan League of Conservation Voters, Ann Arbor, MI** to help environmental groups learn how to use voting information to better engage their membership, \$30,000 **Sustainable Land Use and Green Infrastructure Clean Water Fund, Lansing, MI** to plan collaborative civic engagement, policy and research programs in Metro Detroit, especially Macomb County, for new models of water efficiency and stormwater and infrastructure improvements, \$30,000 **Cranbrook Institute of Science, Bloomfield Hills, MI** to create four new community gardens to demonstrate freshwater management through green infrastructure in collaboration with **Welcome Missionary Baptist Church, Greater Pontiac Community Coalition, Pontiac Garden Club, Pontiac School District, Lawrence Technological University** and the **Engineering Society of Detroit**, \$90,000 payable over 2 years **Detroit Economic Growth Association, Detroit, MI** to engage landscape architect consultants as part of the technical team for the **Detroit Works Project**, \$100,000 **Lawrence Technological University, Southfield, MI** to develop a stormwater management educational trail for its **Great Lakes Stormwater Management Institute**, \$57,000 **River Network, Portland, OR** to partner with the **Clinton River Watershed Council** and others to examine and advance opportunities for greater coordination among municipalities to use green infrastructure to minimize climate impacts, improve water efficiency, and promote green jobs, \$60,000 payable over 2 years **Sierra Club, Detroit, MI** for the Great Lakes Great Communities Campaign efforts to promote the

**(Great Lakes continued)** use of urban “green infrastructure” in Detroit, \$75,000 **Six Rivers Regional Land Conservancy, Rochester, MI** to create a model wetlands databank and outreach program in Oakland and Macomb Counties identifying the highest priority wetlands and connect landowners with wetlands with those in need of performing mitigation, \$50,000 for 2nd year of 2 year \$100,000 grant **University of Detroit Mercy Detroit, MI** to support a full-time landscape architect at the **Detroit Collaborative Design Center** to ensure focus on ecologically low impact development and water management as part of the urban transformation of Detroit, \$50,000 **Warren-Conner Development Corporation, Detroit, MI** to expand the **Lower East Side Action Plan (LEAP)**, a multi-agency community-based planning process to determine equitable, productive and environmentally sustainable re-use of vacant land on Detroit’s lower eastside, \$146,000 **Policy and Research National Wildlife Federation, Arbor, MI** to support the **Healing Our Waters Coalition**: a collaborative effort to promote funding and policy reform for the Great Lakes and assistance for organizations conducting Great Lakes restoration projects, \$150,000 for 2nd year of 3 year \$450,000 grant and to develop a multi-state coordinated rapid response and monitoring effort to eradicate aquatic invasive species in the Great Lakes and address acute risk pathways for Asian Carp beyond Chicago, \$100,000 **Nature Conservancy, Lansing, MI** to hire a policy associate, \$85,000 for 2nd year of 2 year \$170,000 grant **University of Michigan (School of Natural Resources and Environment), Ann Arbor, MI** to create cumulative impact maps of the Great Lakes ecosystem to guide conservation and restoration decisions, \$250,000 for 2nd year of 2 year \$500,000 grant



A man with a beard and short brown hair, wearing a white t-shirt and grey shorts, is standing in a large hoop house. He is looking down at a tomato plant, with his hands near the leaves. The hoop house is filled with rows of tomato plants supported by vertical stakes. The structure is made of metal hoops covered in clear plastic. The background shows the interior of the hoop house extending into the distance.

Southeast Michigan Hospitals are **prioritizing locally and sustainably grown food** through the **Healthy Food Workgroup of the Michigan Health and Hospital Association's Michigan Green Health Care Committee** facilitated by **The Ecology Center**.

# Environmental Health & Justice

St. Joseph Mercy Hospital's hoop house in Ann Arbor



**Our goals are to promote social equity in developing environmentally sustainable communities and to reduce negative environmental impacts on human health. FY 2011 grants supported policy & systems change and organizational capacity.**

**Policy & Systems Change** Ecology Center, Ann Arbor, MI to continue general operating support, \$100,000 Fair Food Network, Ann Arbor, MI to match a grant from the Open Society Institute to increase the purchasing power of low-income families for fresh produce, support the local food economy and inform future federal food assistance policy, \$25,000 Michigan Environmental Council, Lansing, MI to continue support for the Detroit program and state policy work on environmental health, justice, and water issues, \$100,000 Wayne State University, Detroit, MI to expand healthy, sustainable food choices for households on Detroit's east-side in partnership with Earthworks Urban Farm, \$45,000 for 2nd year of 2 year \$90,000 grant

**Organizational Capacity** Detroit Eastern Market, Detroit, MI to help expand the local food system in Detroit by creating a community kitchen to incubate new food ventures and increase access to locally grown or processed healthy food, \$100,000 Detroit Hispanic Development Corporation, Detroit, MI to continue to support a policy advocacy initiative to address health disparities and environmental justice in Southwest Detroit, \$30,000 Detroiters Working for Environmental Justice, Detroit, MI to continue support for DWEJ's capacity for community organizing and education, \$75,000 East Michigan Environmental Action Coalition Detroit, MI to continue support for the Environmental Justice Re-Media program, \$60,000 Self-Help Addiction Rehabilitation (SHAR) Detroit, MI to continue to support a participatory planning process to develop a large scale urban agriculture project on Detroit's near east side that will promote productive and sustainable land use and jobs, \$100,000 Vanguard Community Development, Detroit, MI to engage Our Kitchen Table and other experts to help residents in the North End neighborhood of Detroit proactively address environmental problems, \$50,000 for year 2 of 2 year \$100,000 grant WARM Training Center, Detroit, MI to continue to support the operations of Great Lakes Bioneers, \$10,000 Wayne State University Detroit, MI to continue to support the Environmental Law Clinic \$25,000

Attendance and participation at the smaller and mid-sized arts organizations in Detroit increased by 25% from 2008 to 2010 (CULTURAL ALLIANCE OF SOUTHEAST MICHIGAN).

# Anchor Cultural & Arts Organizations

Compás flamenco student



**We provide general operating support for cultural and arts organizations, including larger organizations that have had historical significance to the family as well as to other organizations that are essential elements of a strong core central city and vibrant neighborhoods.**

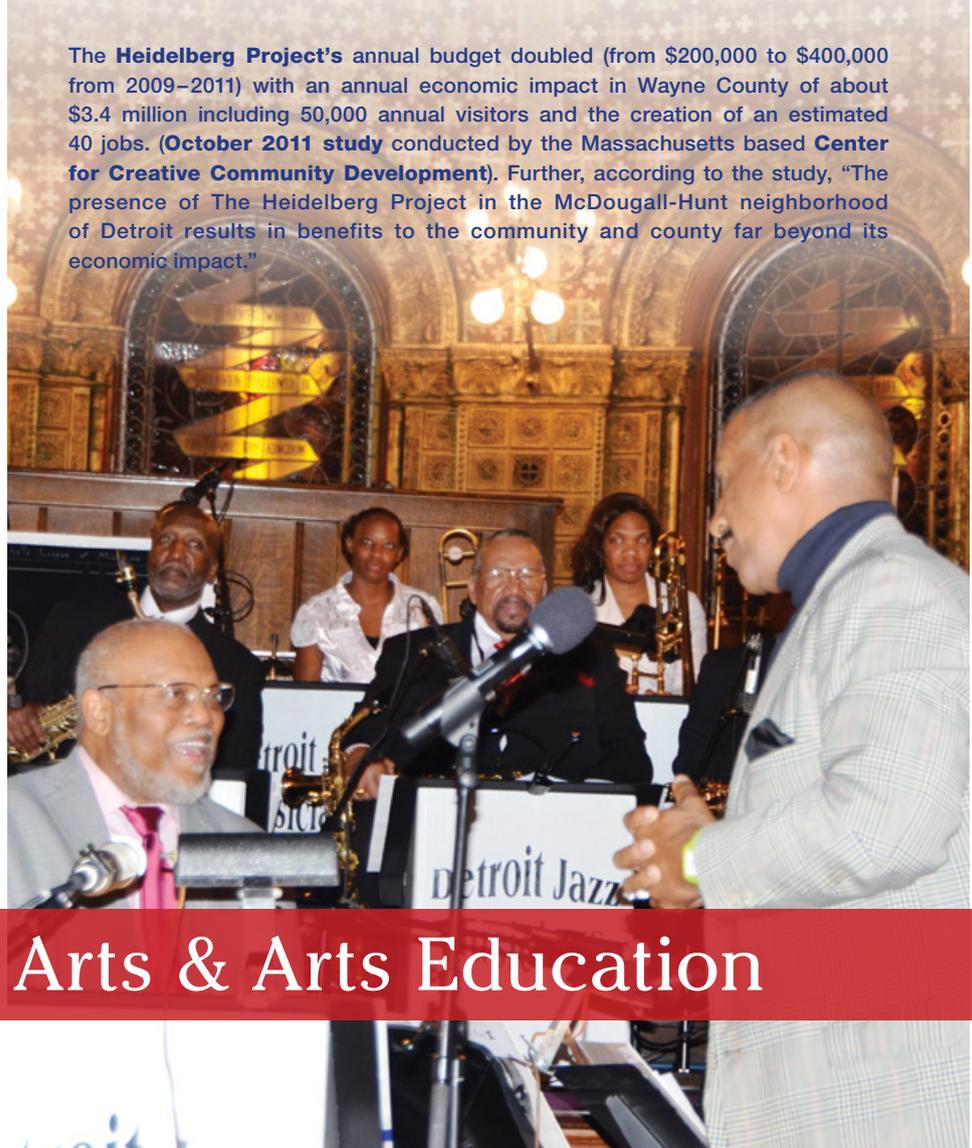
**Cranbrook Educational Community, Bloomfield Hills, MI, \$200,000 payable over 2 years** **Detroit Public Television, Detroit, MI, \$200,000 payable over 2 years** **Detroit Institute of Arts, Detroit, MI, \$200,000 payable over 2 years** **Detroit Zoological Society, Royal Oak, MI, \$200,000 payable over 2 years** **Stratford Shakespeare Festival Ontario, CA, \$200,000 payable over 2 years** **The Henry Ford, Dearborn, MI, \$200,000 payable over 2 years** **Artserve Michigan (Cultural Data Project and Creative Impact newsletter), Wixom, MI, \$50,000 payable over 2 years** **College for Creative Studies (Community Arts Programs), Detroit, MI, \$50,000 payable over 2 years** **Charles H. Wright Museum of African American History, Detroit, MI, \$50,000 payable over 2 years** **Cultural Alliance of Southeastern Michigan, Detroit, MI, \$50,000 payable over 2 years** **Friends of Detroit Public Library, Detroit, MI, \$50,000 payable over 2 years** **Michigan Opera Theatre, Detroit, MI, \$50,000 payable over 2 years** **Mosaic Youth Theatre, Detroit, MI \$50,000 payable over 2 years** **Meadow Brook Theatre, Rochester, MI, \$50,000 payable over 2 years** **Museum of African American History, Detroit, MI, \$50,000 payable over 2 years** **Music Hall, Detroit, MI \$50,000 payable over 2 years** **Pewabic Society, Detroit, MI, \$50,000 payable over 2 years** **Detroit Historical Society, Detroit, MI, \$50,000 payable over 2 years** **Sphinx Organization, Detroit, MI \$50,000 payable over 2 years** **YMCA of Metropolitan Detroit, Detroit, MI (Y-Arts program) \$50,000 payable over 2 years** **Detroit Repertory Theater, Detroit, MI, \$30,000 payable over 2 years** **Motown Historical Museum, Detroit, MI, \$30,000 payable over 3 years** **Wayne State University, Detroit, MI Hilberry Theater, \$30,000 payable over 2 years** **WDET, \$30,000 payable over 2 years** **Detroit Science Center, Detroit, MI, \$25,000** **Arts & Scraps, Detroit, MI, \$20,000 payable over 2 years** **Detroit Artist Market, Detroit, MI, \$20,000 payable over 2 years** **Heritage Works, Detroit, MI, \$20,000 payable over 2 years** **Living Arts, Detroit, MI, \$20,000 payable over 2 years** **Marygrove College (Community Arts Programs), Detroit, MI, \$20,000 payable over 2 years** **PuppetArt, Detroit, MI, \$20,000 payable over 2 years** **Rackham Symphony Choir, Detroit, MI, \$20,000 payable over 2 years** **Scarab Club, Detroit, MI, \$20,000 payable over 2 years** **Southwest Detroit Business Association for Compás, Detroit, MI, \$20,000 payable over 2 years** **VSA Arts of Michigan, Detroit, MI, \$20,000 payable over 2 years**



**ABOVE:** Marcus Belgrave and Anthony Wilson on the steps of the Dotty Wotty House on Heidelberg Street.

**RIGHT:** Tyree Guyton thanks Marcus Belgrave after the inaugural performance of The Heidelberg Suite, a commissioned work composed by Belgrave and Anthony Wilson and performed by the Detroit All Star Jazz Orchestra. The piece was commissioned by the foundation, facilitated by the Arts League of Michigan, and performed at Detroit's historic First Congregational Church as a farewell tribute to Tyree Guyton as he embarked on a one year residency in Basel, Switzerland.

The **Heidelberg Project's** annual budget doubled (from \$200,000 to \$400,000 from 2009–2011) with an annual economic impact in Wayne County of about \$3.4 million including 50,000 annual visitors and the creation of an estimated 40 jobs. (**October 2011 study** conducted by the Massachusetts based **Center for Creative Community Development**). Further, according to the study, "The presence of The Heidelberg Project in the McDougall-Hunt neighborhood of Detroit results in benefits to the community and county far beyond its economic impact."



# Community Arts & Arts Education



**Community Arts: Our goal is to help revitalize individual neighborhoods and ultimately the City of Detroit and metropolitan Detroit region through cultural activities and public art. We support neighborhood-based culture and arts projects that engage the community in planning, creating and maintaining the project, especially projects that explore the intersection of arts and the environment.**

**Heidelberg Project, Detroit, MI** to help build organizational capacity to develop a cultural village — a sustainably designed, arts-infused, economically vibrant community, \$75,000 for year 2 of 2 year \$125,000 grant (dollar for dollar match required for \$50,000 of \$75,000 year two payment) **Matrix Theatre Company, Detroit, MI** for the Ghostwaters program, an interactive arts project examining Detroit’s water history, its current water problems and their impact on the future, \$50,000 for year 2 of 3 year \$150,000 grant **Southwest Housing Solutions Corporation, Detroit, MI** to engage the community and demonstrate artistically and ecologically creative storm water mitigation (low impact development techniques) in renovating a former police station in southwest Detroit into a creative arts center housing **555 Nonprofit Gallery & Studios** and **Classic Landscape, Ltd**, \$25,000 for year 2 of 2 year \$75,000 grant

**Arts Education: Our goal is to provide advanced jazz instruction to musically talented low income youth—a reflection of Fred Erb’s love of jazz and Detroit’s strong jazz history.**



**Arts League of Michigan, Detroit, MI** \$50,000 **Detroit International Jazz Festival Foundation, Detroit, MI** \$50,000 **Detroit Symphony Orchestra, Detroit, MI** \$50,000 **Michigan State University-CMS Detroit, Detroit, MI** \$50,000 (plus \$10,000 balance due from last year payable when enrollment reached 40 students)

A photograph of a female scientist with short dark hair, wearing a white lab coat and safety glasses, looking through the eyepiece of a large, white and black microscope. The microscope is a Nikon TE2000E model. The background shows a laboratory environment with a window with blinds and a computer monitor. The text is overlaid in the upper right corner of the image.

A \$25,000 Erb challenge grant motivated the **Alzheimer's Association** to raise an additional \$250,000 to maintain its traditional support for the **Zenith grants program** (which Erb also supports with a \$1 million, 5-year grant). Research grants had been slated for 20% cuts due to the impact of the economic decline on the program's endowment and Erb responded with the challenge to avoid those cuts.

# Alzheimer's Research & Special Opportunities



**Alzheimer's Research: The Foundation supports leading research regarding the prevention, management & treatment of Alzheimer's disease.**

**Alzheimer's Association, Chicago, IL** to support peer-reviewed, donor-directed leading research aimed to understand, prevent, treat and ultimately cure Alzheimer's disease, \$200,000 for 2nd year of 5 year \$1 million grant plus \$25,000 challenge grant

**Special Opportunities: From time to time, the Foundation initiates support for exceptional opportunities that fall outside of its mission.**



**Detroit Riverfront Conservancy, Inc., Detroit, MI** for general operating support with an emphasis on environmental education and public art, \$200,000 for 2nd year of 5 year \$1 million grant **University of Michigan** for scholarships for the **Erb Institute for Global Sustainable Enterprise**, \$200,000 challenge grant

## FINANCIAL STATEMENTS

	AS OF JUNE 30, 2011	AS OF JUNE 30, 2010	AS OF JUNE 30, 2009
<b>Assets</b>			
Cash	\$ 321,153	\$ 234,561	\$ 4,769,777
Notes receivable	831,992	921,617	2,014,689
Investments	\$ 106,752,672	\$ 95,507,407	\$ 83,456,548
<b>Total Assets</b>	<b>\$ 107,905,817</b>	<b>\$ 97,079,085</b>	<b>\$ 90,241,014</b>
<b>Liabilities</b>			
Accrued Liabilities	\$ 102,027	\$ 10,798	\$ 8,830
Grants Payable	3,431,792	3,037,142	1,636,521
Deferred federal excise taxes	36,319	36,319	41,600
<b>Total Liabilities</b>	<b>\$ 3,570,138</b>	<b>\$ 3,084,259</b>	<b>\$ 1,686,951</b>
<b>Net Assets</b>			
Beginning of year Balance	\$ 93,994,825	\$ 88,554,063	\$ 116,480,415
Additions/(reductions)	10,430,854	5,440,763	(27,926,352)
<b>Total Net Assets</b>	<b>\$ 104,425,679</b>	<b>\$ 93,994,826</b>	<b>\$ 88,554,063</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 107,995,817</b>	<b>\$ 97,079,085</b>	<b>\$ 90,241,014</b>

## BOARD OF TRUSTEES & STAFF

### Founding Members



Barbara M. and Fred A. Erb

### Board of Trustees



LEFT TO RIGHT: John M. Erb; Leslie Erb Liedtke; Debbie D. Erb; Susan E. Cooper; Ira J. Jaffe, Chair; Chacona W. Johnson

Please visit our Web site for staff contact information – [www.erbff.org](http://www.erbff.org).

### Staff



LEFT TO RIGHT: John M. Erb, President; Daryl Larson, Chief Financial Officer; Jodee Fishman Raines, Vice President of Programs; Patricia Smotherman, Grants & Office Manager; 2010 Summer Intern, Martha Campbell, University of Michigan Erb Institute for Global Sustainable Enterprise, 2014 MBA candidate

### 2010 Summer Intern

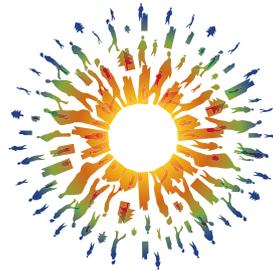


A hard copy of this report, printed on 100% post-consumer fiber processed without chlorine, using soy and vegetable oil-based inks, is available as well. Please [click here](#) to have a copy mailed to you.



**PHOTO CREDITS GREAT LAKES: Courtesy of Friends of the Detroit River** ENVIRONMENTAL HEALTH & JUSTICE: **Courtesy of AnnArbor.com** ANCHOR CULTURAL & ARTS ORGANIZATIONS: Lisa Luevanos COMMUNITY ARTS & ARTS EDUCATION: Geronimo Patton ALZHEIMER'S RESEARCH: **Courtesy of Alzheimer's Association** PRESIDENT, BOARD & STAFF PHOTOS: **Glenn Triest, Triest Photographic.**

REPORT WRITTEN BY JODEE FISHMAN RAINES, DESIGNED BY KATE SCHEIBLE, SCHEIBLE DESIGN AND PRINTED BY FOREMOST GRAPHICS, LLC.



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