



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Karamu House, 2355 E 89th St, Cleveland, OH 44106
Wednesday, September 11, 2019, 4:00 pm

- 1. Opening of the Meeting**
 - a. Call to order
 - b. Roll Call
 - c. Swear in Nancy Mendez
 - d. Approval of April 24, 2019 Board Meeting Minutes

- 2. Public Comment on Today's Agenda**

- 3. Interim Executive Director's Report**

- 4. Connect with Culture**
Karamu House: general operating support and artist support recipient

- 5. Update on Partnership Project**

- 6. Update on Executive Director Search**

- 7. Update on Finance and General Business**
 - a. Finance Report

- 8. Public Comment**

Next Regular Meeting: November 13, 2019, 4:00 pm
Location TBD

- 9. Adjourn**



Minutes of the Annual Meeting of the Board of Trustees
Wednesday, April 24, 2019

The annual meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 3:33 p.m. at The Dealership, 3558 Lee Rd, Shaker Heights, OH.

The roll call showed that Trustees Avsec, Garth, Hanson, and Sherman were present. It was determined that there was a quorum. Trustee Miller was absent.

Also in attendance were: CAC staff: Jill Paulsen, interim CEO & executive director; Luis Gomez; Meg Harris; Heather Johnson-Banks; Dan McLaughlin; India Pierre-Ingram; and Jake Sinatra.

1. ELECTION OF OFFICERS

Trustee Hanson stated that in Ken Miller's absence he would present the nominations for board officers. Trustee Hanson recommended that the Board continue with the current officer positions with Trustee Sherman as President and Trustee Garth as Secretary.

Motion by Trustee Hanson, seconded by Trustee Avsec, to elect Charna Sherman to President and Gwen Garth to Secretary for a one-year term. Discussion: None. Vote: All ayes. The motion carried.

Motion by Trustee Hanson, seconded by Sherman, to express the Board's appreciation to Trustee Avsec, for his tenure on the CAC Board of Trustees for the past three years. Discussion: None. Vote: All ayes. The motion carried.

2. EXECUTIVE SESSION

Motion by Trustee Sherman, seconded by Trustee Hanson, to adjourn executive session to discuss the employment of public employees. Discussion: None. Roll Call Vote: Avsec, aye; Garth, aye; Hanson, aye; Sherman, aye. The motion carried.

At 3:50 pm executive session adjourned and the Board resumed the open meeting.

3. EXECUTIVE DIRECTOR SEARCH

CAC Trustee Hanson updated the Board on the executive director search process. Trustee Hanson's remarks can be found [here](#). Trustee Hanson made a motion for the Board to accept his update.

Motion by Trustee Hanson, seconded by Trustee Garth, to accept his update on the executive director search. Discussion: None. Vote: all aye. The motion carried.

4. APPROVAL OF MINUTES

Motion by Trustee Sherman, seconded by Trustee Hanson, to approve the minutes from the February 20, 2019 and April 1, 2019 Board meetings. Discussion: None. Vote: all ayes. The motion carried.

5. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no public comments on the meeting agenda items.

6. EXECUTIVE DIRECTOR'S REPORT

Ms. Paulsen thanked everyone for joining her and the Board. Ms. Paulsen's remarks can be found [here](#).

7. CONNECT WITH CULTURE

Shaker Heights Development Corporation/Arts Van Aken.

8. BOARD ACTION - Grantmaking

Approval of 2020 Grantmaking Guidelines

Mr. Gomez presented the 2020 Project Support Guidelines to the Board. The Project Support I guidelines can be found [here](#). The Project Support II guidelines can be found [here](#).

Motion by Trustee Hanson, seconded by Trustee Avsec, to approve 2020 Project Support Guidelines. Discussion: None. Vote: all ayes. The motion carried.

Ms. Johnson-Banks presented the 2020-2021 General Operating Support guidelines to the Board. The 2020-2021 General Operating Support guidelines can be found [here](#).

Trustee Gwen asked if there is an equity goal for General Operating Support groups. Ms. Paulsen and Ms. Johnson-Banks said that there is an equity commitment that organizations will have to provide and reflect on in their semi-annual reports.

Trustee Hanson applauded the staff for continuing the steady cohort of General Operating Support groups.

Motion by Trustee Garth, seconded by Trustee Garth, to approve 2020-2021 General Operating Support Guidelines. Discussion: None. Vote: all ayes. The motion carried.

Approval of Year 2 Artist Learning Lab grant to CPCP

Mr. Sinatra presented on the proposal for the second round of Center for Performance and Civic Practice (CPCP) Learning Lab. Mr. Sinatra stated that there was a strong interest in a second offering and through this proposal there would be a second offering of this program in the fall for 2019.

Trustee Sherman asked if the CPCP money comes from the Support for Artists budget. Mr. Sinatra confirmed that it will come from the existing Support for Artists budget.

Trustee Garth asked how CAC is monitoring the programs offered to ensure they are equitable and serving artists. Mr. Sinatra stated the Learning Lab is run through CPCP and at the core of their work is racial

equity. Ms. Paulsen stated that there are evaluations in place and Ms. Johnson-Banks followed up that the organizations have to submit interim reports and that there will be surveys, focus groups and space for comments from both artist and organizations participants.

Motion by Trustee Garth, seconded by Trustee Avsec, to approve up to \$56,200 in funding for the second cycle of the CPCP Artist Learning Lab run by Center for Performance and Civic Practice. Discussion: None. Vote: all ayes. The motion carried.

9. FINANCE REPORT

Ms. Harris’ report can be found [here](#).

10. BOARD ACTION – Finance and General Business

Approval of Contracts

Ms. Paulsen stated that the Board received a list of recommended contracts in the Board materials, which included contracts with Race Forward and Equius Group. These contracts were proposed in response to requests from grant recipients for professional development opportunities to learn about incorporating equity into their work at an organizational level.

Trustee Sherman asked for clarification on the distinction between the two contracts. Ms. Paulsen shared that the Race Forward is a two-day session geared toward capacity building and education while the Equius Group will provide grantees ongoing, localized learning to implement racial equity in their organizations.

Motion by Trustee Hanson, seconded by Trustee Garth, to approve two contracts (below)

Race Forward	up to \$30,000	To provide grantee capacity building and education in the area of racial equity in the nonprofit arts sector, followed by a convening of facilitated discussions around high level organizational approaches to improving outcomes. This also includes a webinar for participants featuring case studies on organizational approaches. Race Forward is a nationally-recognized leader in DEI work. CAC, along with Gund and Cleveland Foundations, has funded and participated in RF trainings in the past.
Equius Group	up to \$9,000	To provide expertise, facilitation and support to grant recipients as they move from learning to implementation in the area of racial equity in their own organizations. CAC has worked with Erica Merritt, Equius - founder, for our organizational planning (2016) and our grant programs (2018).

Discussion: None. Vote: all ayes. The motion carried.

Approval of Updated Internal Controls Policies and Procedures

Ms. Harris presented the updated Internal Controls Policies and Procedures. She stated that the updates, which were modest, were reviewed and informed by the members of the Audit and Finance Advisory Committee.

Motion by Trustee Avsec, seconded by Hanson, to approve the updated Internal Controls Policies and Procedures. Discussion: None. Vote: All ayes. The motion carried.

Appointment of members to Audit & Finance Advisory Committee

Ms. Harris requested the reappointment of the Audit & Finance Advisory committee members Ed Bell and Cindy Riehl.

Motion by Trustee Hanson, seconded by Trustee Avsec, to reappoint, for a one-year term, current Audit and Finance Advisory Committee members Ed Bell and Cindy Riehl. Discussion: None. Vote: All ayes. The motion carried.

Approval of authorized signers on KeyBank account

Ms. Harris requested the approval of authorized signer, Trustee Charna Sherman on the KeyBank account.

Motion by Trustee Hanson, seconded by Avsec, to approve the following request for Charna Sherman as authorized signer on the KeyBank account. Discussion: None. Vote: All ayes. The motion carried.

9. PUBLIC COMMENT

There was no public comment.

The next meeting will be held at 4:00 p.m. on Wednesday, September 11, 2019 location TBD.

10. ADJOURNMENT

Motion by Trustee Hanson, seconded by Trustee Avsec, to adjourn the meeting. Discussion: None. Vote: all ayes. The motion carried. The meeting was adjourned at 4:33 p.m.

Charna Sherman, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees

**Interim Executive Director's Report
Regular Meeting of the Board of Trustees
September 11, 2019**

Welcome to our September meeting.

After a busy summer filled with arts events and plenty of daily projects for the team, it will be good to reconnect in-person on the 11th to focus on the strategic work of Cuyahoga Arts & Culture.

Our meeting will be at [Karamu House](#) (2355 E 89th St, Cleveland, OH). I'm looking forward to you hearing directly from Karamu about their recent successes – including the launch of their CAC-funded *Room in the House* artist fellowship and residency program. Come ready to be impressed!

This will also be the first meeting for **our newest Board member: Nancy Mendez**. As you know, she was nominated by the County Executive and appointed by County Council in May. We will take a moment at the top of the meeting to have her take the oath and welcome her to our team. For more on Nancy, please see [her bio](#) on our website.

As you prepare for our September Board meeting, I call your attention to a few items of note in this packet:

- The team is finalizing details for our 2020 Project Support and 2020-21 General Operating Support **grant panels** which will be held in late September. Panelists are currently reviewing more than 200 applications to the Project Support program and five new applicants to our General Operating Support program. We'll send details soon so you can observe the live review at Idea Center or listen online. I appreciate the leadership of the full team for making this important work happen.
- Congratulations to the eighteen people and projects we were able to support through **our ioby Arts & Culture Match Fund**, which came to a close last month. This partnership is a cost-effective way to support resident-led arts and culture projects throughout the County. See the Staff Report for more information. Thanks to Dan for his management of this work.
- We remain committed to making CAC's grant programs and operations **more racially equitable**, in coordination with you as our Board and also with the organizations we fund. In the Staff Report you'll find multiple examples of ways that we are doing this work as a staff and ways that we are supporting our grant recipients. Our quarterly Moving Toward Equity workshops have been well-received with our general operating support groups; [see a continuum](#) we've been using to prompt discussion and action. I am especially pleased with how our internal change team (India, Luis and Heather) is holding our team accountable for this work.

At the meeting I also will update you on the work that we're doing with Arts Cleveland and the political action committee to strengthen partnerships among our organizations. It's been a positive last few months of forward progress. I appreciate each of you who made time to participate in the process.

My biweekly email updates to you over the summer should have you up-to-speed on key program and staff activities. But as always, please reach out if you have any questions.

Thanks for your ongoing support and attention to the work of our agency.

CAC Board of Trustees Meeting – September 11, 2019 Updates from Staff

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work that are mindful of the staff team [agreements](#) that we have made with one another, and grounded in CAC's [Mission, Vision & Values](#). Our team objectives fall into three areas: 1) grantmaking; 2) communication and raising awareness; and 3) effective teamwork and operations.

What follows is brief update on the progress made since last the Board met in April. View a list of our [2019 team objectives](#), which guide our work.

1. GRANTMAKING - Connecting with artists and organizations

Project Support 2020 and General Operating Support 2020-21. Applications for Project Support (PS) and General Operating Support (GOS) were due August 1st at 4:30 pm. We received a total of 232 applications, five (5) of which were for GOS funding. As a reminder, the 61 organizations currently receiving GOS funding did not need to reapply in 2019 and are eligible for 2020-21 funding. The overwhelmingly successful technical assistance and application process is a result of a full-team effort this summer, including:

- five in-person workshops held at our grantees' locations;
- three rounds of office hours for applicants to meet one-on-one with CAC staff to address their organizations' applications and specific questions;
- reminder emails and personal phone calls, fielded by the entire CAC team; and,
- countless technical assistance phone calls and emails between CAC staff and applicants.

Panels Slated for September. Twenty-five arts and culture professionals have been recruited to serve as panelists for PS I, PS II and GOS application review. CAC's in-person, public grant review panel will be held in the Miller Classroom at Idea Center the week of September 23 (look for an invitation from CAC staff soon). For a fourth year, our Project Support II panel will be conducted online and will not meet in-person.

General Operating Support Steady Cohort. Mid-Year Reports for 2019 are received and undergoing review. Heather, Luis and Dan continue to conduct site visits – seeing grant recipients in action and sharing updates about CAC's work. Instructions for Year-End Reports and 2020 Goal Setting are in progress. Goal Setting will include an Equity Commitment informed by the workshops with Race Forward.

Star Spangled Spectacular. The Cleveland Orchestra receives a special grant to provide a free summer concert for Cuyahoga County residents. The “Star Spangled Spectacular” took place on August 7 at Mall B in downtown Cleveland. Thousands gathered to hear patriotic classics and even more experienced the concert through ideastream's live video stream. Media coverage of the event and educational opportunities at two county library locations also increased engagement with and awareness of the event.

Arts & Culture Network Night. In partnership with Neighborhood Connections, CAC hosted two Arts and Culture Network Nights since our last Board meeting – one on June 6th and the other on August 22nd. Both Network Nights were held at NewBridge Cleveland, a current Project Support recipient. The goal of these quarterly organizing events is to spark connections and inspire collective action among our arts and cultural community. Each Network Night had about 50-60 participants and fostered inspiring conversations and connections. Our last Network Night of 2019 will be held on November 7th at NewBridge Cleveland from 6:00 PM to 8:00 PM. All are invited – please join us!

Support for Artists Grant Updates.

- **CPCP Learning Lab Continues.** Most of the twelve CAC-supported projects which are part of the Center for Performance and Civic Practice Learning Lab are underway or nearing completion. The projects, which are funded through a grant to nonprofit organizations, foster collaboration and provide at least \$4,500 in funding to each of the participating artists. The projects include a variety of activities poised to spark transformation in the community through arts and culture, and range from community dance events, networking, murals and public art projects, educational activities, and more.



Work in Progress. Artist Mr. Soul is completing a mural in partnership with Mt. Pleasant NOW through the CPCP Learning Lab program.

Planning is also currently underway for the second round of the Learning Lab program, with applications set to become available in October for a program that will kick off in early 2020. This program will again invite twelve artists and twelve nonprofit partners to spend three full days in the “lab” together, followed by time to conceive and implement a project based on the teachings of the program. The Learning Lab program is responding to artists shared requests for project-based funding, professional development, and the desire to make connections with the nonprofit arts and cultural community.

- **Working with Nonprofit Partners to Serve Artists.** Staff continues to assess and evaluate the Support for Artists programs implemented through our nonprofit partners. In this pilot year, hundreds of artists will be served through awards, professional development, access to space and institutions. Staff will bring recommendations for 2020 grants in December, based on the work and outcomes of our current partners. We look forward to learning from one of the participants: Karamu House, at the September 11 Board meeting, where they will share about their successes through their CAC-funded “Room in the House” artist residency program. To stay up to date on our arts support offerings, visit: www.cacgrants.org/artists.

Supporting Resident-Led Arts & Culture Projects with *ioby*. The Cuyahoga Arts & Culture Match Fund has closed after supporting the crowdfunding efforts of 18 resident-led arts & cultural projects this year. The \$50,000 pool for matches was drawn down in early August. Launched in early April, the match fund allowed artists, resident-leaders and grassroots organizations to double their crowdfunded donations, dollar-for-dollar, up to \$5,000. Some of the projects supported by the match fund include:

- [Painting in the Park Family Fun Day \(Tremont\)](#)
- [51st Annual Puerto Rican Parade & Festival \(Clark-Fulton\)](#)
- [Cleveland Photo Fest 2019 \(Countywide\)](#)

The Cuyahoga Arts & Culture Match Fund was a first-time initiative between CAC and *ioby* that we hope to continue next year based on the success of the pilot match fund partnership. The *ioby* team will prepare a final report detailing all campaigns that launched, fundraised or received match dollars. All of those campaigns and more details about the match fund can be found online at www.ioby.org/cac.

Neighborhood Connections. CAC is in the second year of a two-year, \$150,000 grant to Neighborhood Connections (a program of the Cleveland Foundation) to co-fund grassroots arts and culture projects in the

cities of Cleveland and East Cleveland. In June, Neighborhood Connections and CAC announced 16 projects were co-funded during the last cycle of Neighborhood Connections grants. CAC and Neighborhood Connections expect to announce the next round of co-funded arts and cultural projects in early November. Neighborhood Connections received 104 applications for this grant cycle.

Since 2013, CAC’s annual investment of \$75,000 in Neighborhood Connections’ grantmaking has co-funded the work of over 330 grassroots arts & culture organizations. This work is separate from our work with Neighborhood Connections to co-host Arts & Culture Network Night.

Race Forward. The Grants Programs staff have invited CEOs/Executive Directors from organizations receiving General Operating Support (GOS) funding to a 1.5 day [Building Racial Equity](#) training on October 17-18 by [Race Forward](#), a national organization leading innovative approaches to help people take effective action toward racial equity. The interactive training will connect senior arts leaders to racial equity concepts *especially as they pertain to the arts*. In addition to exploring core concepts about race and racism, the training will provide space to explore how implicit bias affects institutional practices, provide tips for cultural leaders as they plan or create an organizational equity commitment, and share tools for advancing racial equity in day-to-day activities. Please let us know if you would like to learn more about this initiative – our team would be glad to have the opportunity to share additional details.

2. COMMUNICATIONS / Connecting with residents

ClevelandArtsEvents.com Summer Awareness Campaign. From June through August, staff implemented a summer campaign to drive awareness of and engagement with our online events calendar and brand: www.ClevelandArtsEvents.com. The campaign included paid and earned media, a robust social media plan, and online ads. The campaign resulted in:

- More than 35,000 website visitors (an average 3,000 active visitors per week),
- nearly 100,000 pages viewed on the website,
- visitors stayed for an average of 90 seconds, on par with industry average.

This is an 114% increase over the previous year (2018), which reflects the concerted efforts of our team to amplify the awareness of the site. Notably, the site also saw an increase in new visitors to the website over the summer period – bringing new residents and visitors to connect with local arts and culture events. In addition, the most visited pages during the campaign was the “jobs” section listing job postings, calls for artists, and other opportunities for artists and creatives. This page alone saw more than 7,300 views.

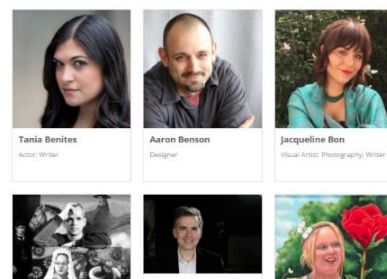
In addition to the website, engagement was bolstered by our new Cleveland Arts Events pages on Facebook, Twitter and Instagram. These pages were created in 2018, and since have seen meaningful growth through regular posting and through modest paid social campaigns. These are separate and distinct from our Cuyahoga Arts & Culture social media pages, which are more established (have larger audiences) and share info about CAC business and our impact. Key results from June-August include:

Cleveland Arts Events – Growth in Social Media Presence 2018-2019				
	Fans / Followers		Engagement (Likes/Shares/Comments)	
	2019	2018	2019	2018
Facebook	872	567	692	112
Twitter	123	21	111	109
Instagram	1,172	997	811	922

We will use these data and the results of this campaign to inform our event / website promotions going forward. We encourage you to visit www.ClevelandArtsEvents.com and share it with your networks.

Connecting with Local Artists. ClevelandArtsEvents.com’s artist listing continues to grow and receive additional signups each week. This platform is providing visibility to a diverse range of regional artists who can share their events with residents through the platform. With over 150 artists featured, we continue to share the directory with our grantees as a resource for them and the community.

If you know an artist who is interested in getting connected, encourage them to visit www.ClevelandArtsEvents.com/artists.



Meet new artists. View more than 150 local artists and their work and information on our ClevelandArtsEvents.com website.

In the News. In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below is a sampling of recent media clips focused on CAC’s work:

- [Cuyahoga Arts & Culture spent \\$13.5 million in 2018](#) “Nearly 7 million people attended or participated in arts and cultural experiences last year that were supported by Cuyahoga Arts & Culture, according to the public agency’s 2018 annual report.” (April 30, 2019) – *Crain’s Cleveland Business*
- [Racial equity trainings aim to build awareness about structural racism](#) “...Cuyahoga Arts and Culture challenges [implicit] bias by paying for its grantees to attend the REI workshops. Since the scholarships began in 2018, 282 people have participated, Paulsen says...” (July 25, 2019) – *Fresh Water Cleveland*
- [Arts and Culture Night Offers NE Ohio’s Creative Community the Chance to Meet and Mingle](#) “...The event is an informal networking evening for artists and creatives, people involved with arts organizations and those just interested in furthering the arts in northeast Ohio...” (August 20, 2019) – *CoolCleveland*
- [CAC, ioby collaboration raises money for grassroots artistic endeavors](#) “When Cuyahoga Arts & Culture and ioby Cleveland put their heads together, they support some great individuals doing some inspiring projects in Cleveland.” (August 29, 2019) – *Fresh Water Cleveland*

See a [full list of media placements](#) since CAC’s last Board meeting.

3. BUILDING INTERNAL CAPACITY / Effective Teamwork and Operations

- **Team Updates.** In August staff engaged an outside facilitator to begin planning for 2021 grant programs. The purpose of this initial discussion was to outline what the outcomes staff would like to see through 2021 project support and the information needed to determine what changes need to be made. The team is paying specific attention to how we can make our work and grant programs more racially equitable. With this framework laid out, staff will continue to work and discussions and bring recommendations to the Board in February.
- **Summer Intern.** Allison Lunka, a recent graduate from The Ohio State Univeristy, served as the communications intern from late May until the end of August, supporting a variety of efforts to drive awareness and engagement with the Cleveland Arts Events brand and website. CAC has asked her to continue to be engaged with this work on a part-time, temporary basis in September-

November to support social media content creation and to manage the ClevelandArtsEvents.com website. We appreciate her good work in helping us to spotlight the work of the groups we fund.

- **Professional Development.**

- **Heather** participated in Lean Six Sigma Yellow Belt training to gain skills and tools to help streamline grant operations and processes.
- **India** attended the 2019 Americans for the Arts Annual Convention in Twin Cities, MN as an AFTA Arts and Culture Leader of Color Fellow. India had the opportunity to engage with arts administrators and artists from around the country.
- **Jake** served as a panelist for the St. Johns County, Florida, “Arts, Culture, Heritage Funding Panel.” The second year of a two-year service term, Jake joined local panelists as well as other experts from across the country to review and score 40 applications for funding from area nonprofits.

FINANCIAL UPDATE

2019 YTD

Revenue. Tax revenue through August 31 was \$8,316,748. This is \$401,004 (4.6%) below forecast and \$892,840 less than the same period in 2018. YTD. Interest revenue through August was \$212,970.

Expenditure. The majority of CAC’s budget is comprised of grants which were approved in 2018. These grants are accrued at the beginning of the year and recognized on the balance sheet. Non-grant expenditures through August were \$654,599 and are tracking \$167,653 below budget due to timing of payments and open staff positions.

Investments. As of August 31, CAC inactive monies are invested as follows:

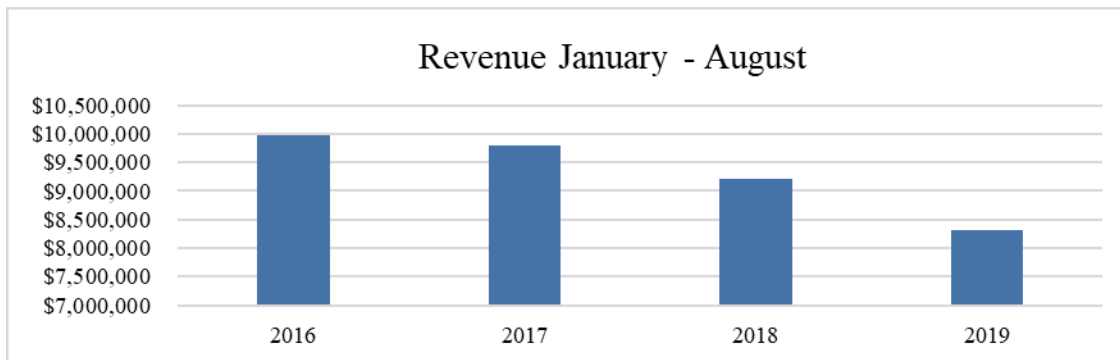
- STAR Ohio: \$720,207 (yield 2.25%)
- RedTree Investment Group: \$15,637,785 (yield 2.12%)

2018 Audit

CAC’s 2018 annual audit was released by the Ohio Auditor of State on August 6, 2019. CAC received the Auditor of State Award and marked its 12th clean audit. A copy of the annual audit can be accessed on the [Ohio Auditor of State’s website](#).

Budget Projections at Year End

Tax receipts year-to-date are significantly under budget, running 9.7% lower than the same period in 2018. Due to the continued steep decline of the cigarette tax, it is projected that 2019 tax receipts will be \$350k-450k below budget. As past revenue trends demonstrate, year-over-year revenue decrease rates for a eight-month period tend to hold steady. Therefore, it is unlikely that we will see this trend reverse by year’s end. Additionally, as we prepare to award grants for 2020 later this year, it will be important to take into consideration the significant drop in tax receipts over the past two years and its implications for future funding as multi-year commitments are discussed.



Year	2016	2017	2018	2019
Revenue Jan - August	\$ 9,965,236	\$ 9,801,486	\$ 9,209,588	\$ 8,316,748
Change year-over-year YTD	-2.8%	-1.6%	-6.0%	-9.7%
Change year-over-year @ YE	-7.6%	-1.6%	-5.0%	

Cuyahoga Arts & Culture				
Through 8/31/19				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 8,316,748	\$ 8,717,752	\$ (401,004)	95.40%
Interest	\$ 212,970	\$ 204,420	\$ 8,550	104.18%
Other revenue	\$ -	\$ -	\$ -	
Total Revenue	\$ 8,529,718	\$ 8,922,172	\$ (392,454)	95.6%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 263,992	\$ 277,338	\$ (13,346)	95.2%
Grant Panel Expenses	\$ 2,792	\$ 3,500	\$ (708)	
Grant Management Expenses	\$ 38,733	\$ 71,400	\$ (32,667)	54.2%
Awareness Activities	\$ 36,094	\$ 48,000	\$ (11,906)	75.2%
Grants**	\$ 12,594,604	\$ 12,638,044	\$ (43,440)	99.7%
Total A&C Exenditures	\$ 12,936,215	\$ 13,038,282	\$ (102,067)	99.2%
General & Administrative				
Salaries, Wages and Benefits	\$ 164,919	\$ 232,748	\$ (67,829)	70.9%
Facilities, Supplies, Equipment	\$ 46,600	\$ 59,774	\$ (13,174)	78.0%
Professional Fees	\$ 101,470	\$ 143,200	\$ (41,730)	70.9%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 312,988	\$ 435,722	\$ (122,734)	71.8%
Total Expenditures	\$ 13,249,203	\$ 13,474,004	\$ (224,801)	98.3%
Net Ordinary Revenue	\$ (4,719,485)	\$ (4,551,832)	\$ (167,653)	

** Outstanding 2018 and 2019 grant obligations are on the balance sheet.

Cuyahoga Arts & Culture
Balance Sheet as of

Aug 31, 19

ASSETS

Current Assets

Checking/Savings

KeyBank \$ 53,385

RedTree (U.S.Bank) \$ 15,637,785

Star Ohio \$ 720,207

Total Checking/Savings \$ 16,411,377

Accounts Receivable

11000 · Accounts Receivable \$ 1,112,511

Total Accounts Receivable \$ 1,112,511

Total Current Assets \$ 17,523,888

Fixed Assets

15000 · Furniture and Equipment \$ 75,223

15001 · Software and Webdesign \$ 10,000

17000 · Accumulated Depreciation \$ (80,849)

Total Fixed Assets \$ 4,373

TOTAL ASSETS \$ 17,528,262

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

24000 · Payroll Liabilities \$ 19,099

24200 · GOS Grants \$ 1,327,255

24300 · Project Support Grants \$ 1,164,283

Total Other Current Liabilities \$ 2,510,637

Total Current Liabilities \$ 2,510,637

Total Liabilities \$ 2,510,637

Equity

32000 · Retained Earnings \$ 19,737,109

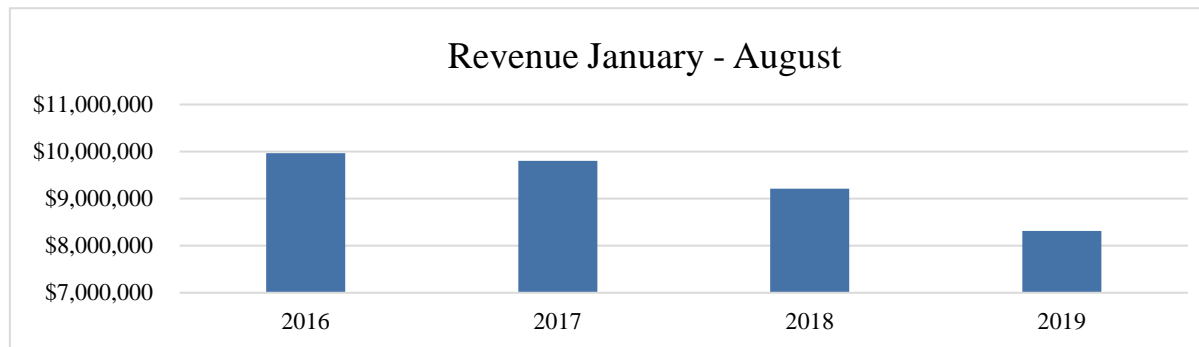
Net Income \$ (4,719,485)

Total Equity \$ 15,017,625

TOTAL LIABILITIES & EQUITY \$ 17,528,262

CIGARETTE TAX RECEIPTS FY 18 VS FY 19 YTD				
	<u>2018</u>	<u>2019</u>		
Month	2018	2019	\$VAR	18-19% VAR
JANUARY	\$ 1,489,490.74	\$ 937,849.45	\$ (551,641.29)	-37%
FEBRUARY	\$ 675,154.53	\$ 911,499.85	\$ 236,345.32	35%
MARCH	\$ 1,122,153.58	\$ 998,471.61	\$ (123,681.97)	-11%
APRIL	\$ 1,094,271.01	\$ 1,091,847.74	\$ (2,423.27)	0%
MAY	\$ 975,737.92	\$ 1,178,936.37	\$ 203,198.45	21%
JUNE	\$ 2,399,933.00	\$ 1,896,350.82	\$ (503,582.18)	-21%
JULY	\$ 227,176.60	\$ 189,281.05	\$ (37,895.55)	-17%
AUGUST	\$ 1,225,670.88	\$ 1,112,511.45	\$ (113,159.43)	-9%
SEPTEMBER	\$ 1,121,033.98			
OCTOBER	\$ 1,211,208.69			
NOVEMBER	\$ 1,221,272.88			
DECEMBER	\$ 1,036,824.70			
TOTALS	\$ 13,799,928.51	\$ 8,316,748.34	\$ (892,839.92)	-9.7%

Year	2016	2017	2018	2019
Revenue Jan - August	\$ 9,965,236	\$ 9,801,486	\$ 9,209,588	\$ 8,316,748
Change year-over-year YTD	-2.8%	-1.6%	-6.0%	-9.7%
Change year-over-year @ YE	-7.6%	-1.6%	-5.0%	



Contracts & Grants Update for Board

Contractor	Amount	Purpose	Term	Require Board Approval
Meltwater, Inc.	\$6,300	Meltwater is an online tool that helps our team to make informed decisions and develop content that is valuable to our online community and audience. It is used to track media mentions and to raise awareness of our Cleveland Arts Events website, in line with our 2019 organizational objectives.	12/1/2019 - 11/30/2020	N