



**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
Miller Classroom, Idea Center at Playhouse Square  
Monday, December 12, 2016, 3:30 pm

- 1. Call to order, approval of minutes**
- 2. Public Comment on Meeting Agenda**
- 3. Executive Director's report**
- 4. Finance Report**
- 5. Board Action**
  - a. Approval of CAC planning roadmap
  - b. Approval of 2017 operating budget
  - c. Administrative matters
    - i. Appoint trustee Mark Avsec to Audit & Finance Advisory Committee
    - ii. Update to Paid Family Leave Policy
    - iii. Contracts
- 6. Board Discussion:** new direction for individual artist funding. Note: no action will be taken at this meeting.
- 7. Motion to enter into executive session to consider the compensation of our public employees**

**\*\*\* Executive Session \*\*\***

- 8. Motion to conclude executive session**
- 9. Public Comment**

Next Meeting:  
February 13, 2017, 3:30 pm  
Idea Center at Playhouse Square, Miller Classroom

- 10. Adjourn**

CAC's annual records retention meeting will follow immediately after the Board meeting.



## **About Cuyahoga Arts & Culture**

### **Our Mission**

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC was approved by Cuyahoga County voters in 2006, and since 2007, CAC has invested more than \$140 million dollars in more than 300 arts and cultural organizations in Cuyahoga County.

### **Our Grantmaking**

Cuyahoga Arts & Culture funds arts and cultural organizations in Cuyahoga County through its two primary grant programs: General Operating Support and Project Support. To ensure an impartial and transparent application review process, CAC convenes a panel of arts and cultural professionals from outside the region who discuss, evaluate and score all eligible applications in a public setting.

### **Our Values**

We ground our work in our values and guiding principles:

- Accountability
- Impartiality
- Transparency
- Partnership

### **Our Board of Trustees**

Cuyahoga Arts & Culture is governed by a board of five trustees with broad knowledge and experience in the arts or cultural heritage. The board is appointed by the Cuyahoga County Executive and confirmed by Cuyahoga County Council. All Board of Trustees meetings are open to the public.

Current Trustees:

[Mark Avsec](#), Musician and Attorney, Benesch, Friedlander, Coplan & Aronoff, LLP

[Gwendolyn Garth](#), Artist and Activist, Kings & Queens of Art

[Joseph Gibbons](#), Attorney, Schneider Smeltz Spieth Bell LLP

[Steven Minter](#), Executive-In-Residence, Cleveland State University

[Charna Sherman](#), Attorney, Charna E. Sherman Law Offices Co., LPA

For more information, visit [www.cacgrants.org](http://www.cacgrants.org).

**Executive Director's Report  
Regular Meeting of the Board of Trustees  
12 December 2016**

Welcome to our final Board meeting of 2016. We have many important items on today's agenda.

First and foremost, we present a **Planning Roadmap for your approval**, the culmination of the organizational planning work that we began in mid-2015. We intended the process to help our public agency chart its course for the next ten years, and we are pleased to bring you a summary roadmap + action plan that will guide our work as we move forward. The document includes an affirmation of CAC's mission statement as well as revised statements of our vision and our values. It outlines two primary areas of focus for the next ten years: 1) continued support for a wide variety of cultural organizations, artists and creative people and 2) explorations of ways to recognize and equitably support our community's varied cultural ecology.

Thank you to all who have been involved in this work: CAC's entire board and staff, our Street Team of 18 volunteers, the many facilitators and consultants who helped shape the work, particularly Nick Rabkin and Holly Sidford, the members of our [Community Sounding Board](#), and the thousands of area residents who provided input to the process. After today's meeting, a comprehensive wrap-up of the work, and continued area for receiving feedback, will be available on our website. Special thanks to staff members Jake Sinatra (project manager), Jill Paulsen & Meg Harris (fellow thought partners), and Roshi Ahmadian (guru of the website) for their efforts. We look forward to the discussion – and to the work ahead.

At today's meeting, we will also ask you to **approve our operating budget for 2017**. Our budget is the place where our plans come to life, where we connect our planning work with our mission, vision and values in a concrete way. Please take note of the budget memo on pages 28-32 which explains the rationale behind the numbers.

We will also ask you to **approve various administrative matters**, including:

- The appointment of trustee Mark Avsec to the Audit & Finance Advisory Committee. Thank you, Mark, for your willingness to serve.
- A renewal of a \$75,000 1-year technical existence grant to Karamu House, detailed on pages 35-36.
- A contract for the Center for Performance and Civic Practice (CPCP), as an outgrowth of CAC's planning work and intention to pilot experimental programs to provide CAC and its partners with professional development and capacity-building resources in 2017.
- Grants to CPAC, DataArts, and the Morgan Conservatory, as detailed on page 37.
- An update to CAC's Paid Family Leave Policy.

Today's meeting will also include a **discussion about the essential elements that will comprise CAC's new direction for funding artists**. (Please see the memo on pages 33-34 for details.) Staff remains committed to finding the right way to support Cuyahoga County artists working to use their extraordinary talents in service of their community. Though we do not have a proposal for you to vote on at this meeting, we look forward to getting your input and incorporating your ideas into our work as we move forward.

This meeting also includes our annual executive session to discuss the compensation of our public employees. The staff reports that begin on page 14 provide a terrific recap of the progress that our team has made throughout the year. I am proud of the contributions that each team member has made, and I know you join me in thanking them for their service.

Finally, please note that our meeting today includes our annual Records Retention Committee meeting, which will begin when the regular meeting is concluded. All Board members are welcome, but not required, to attend.

Thank you, as always, for your active engagement with the important matters before the Board today. Special thanks to Board president Joe Gibbons, who has provided important counsel to all of us as we prepared for today's meeting.

Best wishes to you and yours for a happy and healthy 2017.

## CAC Board Meeting December 12, 2016 Updates from Staff: 2016 Highlights

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](#). Once again, our team objectives fall into three areas: 1) grantmaking and knowledge-building; 2) raising awareness; and 3) building internal capacity. **What follows is a summary of the work the team accomplished in 2016.**

### 1. GRANTMAKING & KNOWLEDGE-BUILDING

Our 2016 objectives were to 1) complete our comprehensive organizational planning process, with a strong emphasis on finding ways for the public to shape our work; 2) begin a comprehensive review of all grant programs; 3) offer robust, nimble and reimagined learning opportunities for our cultural partners; and 4) continue to build strong relationships with, and offer expanded technical assistance to, our cultural partners, as well as work to connect them to important civic events.

**Completed a Comprehensive Organizational Planning and Community Listening Process.** Building on initial work in 2015, following the successful passage of Issue 8 to renew CAC's funding through 2027, Cuyahoga Arts & Culture staff planned and implemented a robust organizational planning process in 2016. The work was carried out in two phases:

- **Phase I:** Looking to the past, The Osgood Group and Cypress Research conducted a qualitative and quantitative assessment to understand the landscape in which CAC and our cultural partners operate. These data reinforced our significant grantmaking impact, alignment with public funders nationally, and affirmed our two core stakeholders: the nonprofits we support, and the residents of Cuyahoga County. The work also confirmed that CAC is one of the largest arts funding agencies in the country and the largest institutional funder of arts and culture in Cuyahoga County, providing more than two times the amount of annual funding to local arts organizations than the next largest foundation.
- **Phase II:** Looking to the future, CAC staff asked "How can CAC best support the cultural life of Cuyahoga County residents today, and in the future?" To that end, we carried out a community-wide listening project that included these key elements:



Dontè Gibbs, a CAC veteran street team member, conducts a survey with a resident at the Parma-Snow Library.

- Held a planning kickoff event attended by **more than 150 of our cultural partners** on May 19 at the Ariel International Center in Cleveland. The convening included a presentation by Michael Rohd and Mark Valdez of the [Center for Performance and Civic Practice](#) that encouraged organizations to consider how their work connects with community and how arts can connect to civic issues.

- Distributed an online survey **completed by 800 residents** that asked about their creative life: what activities they do that are meaningful, where they do them and what else they would like to see in our community.
- Collected an **additional 1,200 in-person surveys collected** by a “street team” of 18 trained volunteers who spent **more than 250 hours in the community**, holding conversations in diverse locations with a broad range of residents.
- Held **deep-dive conversations in eight communities** across Cuyahoga County, using local facilitators and in partnership with community-based organizations, we gathered with **more than 175 residents**, collecting additional data and forming new relationships, while raising awareness about Cuyahoga Arts & Culture. [Learn more about the process](#) of our community listening project.

Our initial research and community listening project allowed CAC to build a foundation for strong and effective resident engagement by cultivating relationships with residents and local organizations. This is vital as we look ahead to rolling out our organizational planning roadmap and to set the stage for our resident engagement strategy for 2017.

To share the process, stories, and findings of this process, we’ve created an **engaging online microsite**, available soon. This resource will be a central hub of information for our stakeholders as we continue to share the findings of our process, connect with residents, and test potential strategies to continue to align our programs with our mission, vision, and values in the coming months.



Please see the “summary for board approval” and action plan for 2017-18 as part of the board packet.

A snapshot of the microsite for CAC’s planning work.

**Managed the Portfolio and Built Stronger Relationships.** To better understand our cultural partners’ work and steward public funds, CAC:

- Managed a portfolio of **210 grant recipients** in its two primary grant programs, offering personalized customer service.
- Conducted meetings with **over 65 cultural partners**, including technical assistance and report feedback meetings and site visits. Attended over **100 cultural events** – with the assistance of our volunteer corps – a vital step in understanding our cultural partners and informing our work.
- Educated and trained **135 people** at in-person workshops for our 2017 Project Support program to allow for success at all levels of our process.
- New this year, CAC staff offered **12 in-person “office hour” sessions** to provide personalized support and feedback to Project Support applicants.
- Conducted strong outreach and consistent technical assistance to existing cultural partners and new applicants, resulting in a 2017 portfolio of **242 cultural partners**, the largest number of grant recipients in CAC’s history.
- Developed new working relationships with **38 first-time grant recipients**, a 90% increase from last cycle, sharing their stories on our digital platforms, introducing thousands of residents to new organizations.
- Held **monthly meetings** with Community Partnership for Arts and Culture to monitor CAC’s investment in artists, through the Creative Workforce Fellowship. CAC extended the due-date of

the final grant report for the fellowship from January 31, 2017 until February 15<sup>th</sup> to enable CPAC to conclude the program and share complete fellow activities. At the December meeting our Board will have the opportunity to provide an additional, \$60,000 final grant to CPAC—equivalent to one year of administrative support for the fellowship as it concludes the grant program.

- Renewed our investment as presenting sponsor of The Cleveland Orchestra's Star-Spangled Spectacular for the 10<sup>th</sup> consecutive year.

Thousands gathered on the **newly redesigned Public Square on July 29<sup>th</sup>**, CAC's 10<sup>th</sup> year of underwriting the event.

*(Photo by: Cleveland Public Square)*



**Continued our Commitment to Operating Support.** Last year, the Board approved a one-year extension of the General Operating Support program to ensure level funding for all 58 organizations in the cohort through 2017. This decision provided additional time for cultural partners to focus on their missions, postponed the GOS application process until 2017, and offered CAC an opportunity to use what we learn in our organizational planning process to inform future iterations of the operating support program. The extension was met with strong support from GOS cultural partners, with reports that organizations could more accurately budget for 2017 and spend less time preparing applications and awaiting review.

**Revised our Panel Process to Fit the Growing Applicant Pool.** For the first time, this year's Project Support II panel (grants up to \$5,000) was conducted completely online instead of being held in-person. 16 panelists reviewed approximately 40 applications each, with each panelist leaving a detailed comment for applicants. Returning panelists appreciated the reduced workload, extra time to reflect on each application and the streamlined process. A survey for applicants is currently in the field, with early indications that applicants appreciate the detailed feedback from each panelist. Most importantly, this panel process successfully allowed us to impartially and transparently adjudicate a total of 116 applications.

**Continued our Investment in Resident-Led Projects.** Since forging a partnership with Neighborhood Connections in 2013, the grassroots grantmaking program affiliated with the Cleveland Foundation, **CAC has funded more than 245 resident-led arts and culture projects** in Cleveland and East Cleveland. In 2016, **our \$75,000 investment helped co-support 70 neighborhood projects**. Through our investment in Neighborhood Connections, CAC co-funds resident groups who organize projects to improve the quality of life in their neighborhoods. These groups are inspired to propose creative solutions that will have a direct impact by addressing challenges right in their community.

**Expanded our Technical Assistance Offerings.** In response to cultural partner requests, and in an effort to move our key agenda items, CAC:

- Provided expanded technical assistance and support outside our primary grant programs, in the form of: **grants** (Karamu House); **free trainings** (in partnership with Cultural Data Project and



the Foundation Center); and received **NEA funds** (with LAND studio) to underwrite our cultural partners' ability to program the newly opened Public Square next year.

- Continued to offer “Cultural Partner Connection,” a newsletter for our cultural partners (**11 issues** sent in 2016 to **625 individuals each month**), that responds to the interest of the groups we fund, connecting them to resources, additional funding opportunities, trainings and trends in the field.

## 2. RAISING AWARENESS

Our 2016 objectives were to: 1) finalize and implement a robust communications strategy/messaging framework - that helps CAC communicate effectively with both CAC-funded organizations and the broader community; and 2) connect directly with residents through our expanded communications tools, including more robust website features (calendar/events/jobs) and expanded volunteer street teams.

**Enhanced Communications Strategy with Focus on Key Stakeholders.** In 2016, staff carried out activities that increased both awareness of and engagement with CAC. Following the Board's approval in April for staff to continue its work with Compelling Communications, we revisited our communications framework to craft consistent key messages for CAC's key audiences: the nonprofit organizations we support as part of the broader arts and cultural community, and the residents of Cuyahoga County. Specifically:

- CAC's **annual report** took a new approach this year, highlighting stories of inspiring individuals – who benefit from the organizations we fund – to tell stories of how residents have been impacted by the arts in Cuyahoga County. We worked with designer Philip McFee of [Flying Hand Studio](#) to demonstrate the power that arts and culture has on people's lives, from a young boy visiting the Western Reserve Historical Society for the first time to a Cleveland Heights business owner who finds success connecting to the arts.



Also new this year: [our new microsite](#) — a vibrant, one-stop shop to see the annual report come to life at [report.cacgrants.org](http://report.cacgrants.org), which has been viewed over 3,000 times since the launch of the report in August. We mailed over 750 hard copies to local leaders, members of our planning process, elected officials and other key stakeholders. We emailed the report to over 10,000 people, including the leaders and board members for all our cultural partners, as well as public officials and our funding peers nationwide.

CAC's annual report went live in August. Visit <http://report.cacgrants.org/>. (Photo by: Janet Century)

- In addition, CAC launched a new **targeted media e-blast** to connect the media to the robust arts and cultural programs and events offered by our partners each month. By providing this resource to local media contacts, CAC is serving as a hub of information, drawing attention to vibrant events that smaller organizations may not have the capacity to publicize (or where relationships with media may not exist), and residents can continue to connect to the robust offering of arts and cultural activities available on our website. [See a recent media e-blast.](#)



**Connecting Residents with Arts & Culture.** Throughout 2016, our digital, media and ongoing communications efforts centered on creating and facilitating connections. For residents to connect to meaningful arts and culture in our community, CAC led the following efforts:

- In January, CAC celebrated **MLK Day** and connected residents with free programming many cultural partners offered. CAC issued an MLK-specific events newsletter (sent to 9,200 people) and distributed 7,000 events cards featuring free CAC-funded events to visitors at Music Settlement, Cleveland Museum of Natural History, the Rock Hall, Great Lakes Science Center, Maltz Museum, Cleveland Orchestra, Cleveland Botanical Garden, Cleveland Institute of Music and MOCA. This campaign led to a notable uptick in visitors to our website.
- In our ongoing effort to connect residents to arts and cultural activities in Cuyahoga County, we redesigned our **online calendar of events** and made improvements to the user-experience. In 2016, 190 organizations posted 1,500 events – most funded in part by CAC, on this site – quickly making it an important go-to place for residents to find fun opportunities in their own backyards. Please visit [ClevelandArtsEvents.com](http://ClevelandArtsEvents.com) to experience the new website.

We also used this site for our **Celebrate Summer campaign**, which encouraged residents to get out and attend the hundreds of events CAC funds throughout the summer. In addition to increased web-traffic, CAC designed and placed 12,000 events rack cards, which were distributed to hundreds of locations throughout Cuyahoga County over the course of the summer.

- During the summer, the communications team put our new key messages into practice in designing new marketing materials — which were used in the airport during the **RNC arts interventions** to credit CAC’s involvement.



Inlet Dance Theater and ROAM perform a CAC-supported Arts Invention downtown during the RNC. (Photo credit: Grant Segall/The Plain Dealer)

- CAC continued its efforts to maintain a **bold and engaging digital presence**, and in addition to CAC’s improved website. Again in 2016, we grew participation across all our social platforms, positioning CAC as an important hub for local arts and culture information in our region. See below some key statistics:

	December 1, 2014	December 1, 2015	December 1, 2016	% Change
<b>Facebook Likes</b>	3,492	8,974	12,198	36%
<b>Twitter Followers</b>	3,474	56,326	145,958	159%
<b>Website Visitors</b>	19,624	47,031	72,731	73%

Additionally, our **13** events and **11** cultural partner newsletter emails sent in 2016 saw engagement on par with or above industry averages:

	Industry Averages		CAC Emails	
	Art/Culture	Government	Cultural Partner News	Events Emails
<b>Average Open Rate</b>	18%	23%	44%	21%
<b>Average Click Rate</b>	8%	9%	19%	9%

**Shared the CAC Story.** In 2016, CAC staff presented at more than 30 programs and events, ranging from convening and technical assistance workshops related to CAC’s grantmaking, to large-scale local events such as Philanthropy Ohio panels, to presenting on a national stage at the Grantmakers in the Arts conference.

- Programs related to CAC’s grantmaking **reached more than 600 people**—in person and online.
- Plus, **more than 1,600 others** heard the story of CAC through educational speaking engagements and events, both locally and nationally.
- CAC continued to build relationships with **elected officials** through one-on-one meetings, including County Executive Armond Budish, Mayor Jackson, various suburban mayors, County Council, and Northeast Ohio City Council Association.



Karen Gahl-Mills raises awareness of CAC at the ArtsSpeak@RNC event at the Rock Hall during the Republican National Convention. (Photo by: Jamie Sabau – Getty Images)

**Media Placements.** Cuyahoga Arts & Culture continues to see steady and broad-reaching traditional media coverage in print, radio, and on broadcast media. In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below are a sampling of the **more than 55 media placements focused on CAC’s work** that contributed to continued awareness of CAC:

- [Cuyahoga Arts and Culture wins \\$50,000 federal grant for free programs in Public Square – Cleveland.com](#) “The [National Endowment for the Arts](#) has awarded [Cuyahoga Arts and Culture](#) a \$50,000 [Art Works](#) matching grant to support three to five free cultural events in the newly renovated Public Square.” (May 2016)
- [CAC accepting applications for cultural project grants up to \\$35,000 – Freshwater Cleveland](#) “Cuyahoga Arts & Culture (CAC) encourages 501c3 nonprofit organizations offering arts and cultural programs in Cuyahoga County to apply for funding in 2017 through its [Project Support](#) grant program for efforts both large and small.” (May 2016)
- [Kenny tunes up with The Cleveland Orchestra for Star Spangled Spectacular – Fox 8 Cleveland](#) “The Cleveland Orchestra is giving the community a huge 'Thank You' gift in the form of a FREE concert on Public Square. It's the 27th Annual Star Spangled Spectacular and as Fox 8's Kenny Crumpton learned ...” (July 2016)
- [Cuyahoga Arts & Culture to invest \\$14.5 million in grants for 2017 – Crain’s Cleveland Business](#) “Cuyahoga Arts & Culture announced \$14,573,833 in grants to support arts and cultural organizations and projects of all sizes throughout Cuyahoga County next year.” (November 2016)

### 3. BUILDING INTERNAL CAPACITY

Our 2016 objectives were to: 1) expand staff capacity through the strategic use of interns and volunteer resources, as well as develop a new expanded resident outreach role; 2) hold team sessions to increase staff understanding of diversity/equity/inclusion issues and begin to incorporate learnings into our daily practice (operations, grantmaking and communications); and 3) conduct team retreat to reexamine our organizational values and ensure that our team remains high functioning, practices our agreed upon team norms and works in service of CAC's mission.

- **Reaffirmed CAC's Organizational Values.** In 2016, with the assistance of Dr. Marcy Levy-Shankman (now of the Cleveland Metropolitan School District) CAC continued to work through definitions of, and explore ways we will live, our newly crystalized **organizational values**. These values, which emerged from our planning work, are: equity; discovery; trust; stewardship; service; and connection. This work, further outlined in the Organizational Planning memo/documents in the Board packet, will be foundational to CAC's next ten years of work.
- **Welcomed New Team Members.** We brought on **two new staff members**: Dan McLaughlin (manager – project support) and Jessica Kayse (manager – resident engagement), a new role to which was designed to help CAC better connect with residents. Additionally, CAC increased its capacity through **three student interns** Reem Haddad and Mariam Ghanem (communications), and Rachael Shook (research and grantmaking).
- **Set and Measured Goals.** All CAC staff members tracked progress against their personal professional development plans each quarter, concentrating on ways to work smarter, not just harder, resulting in a team that stayed focused on key objectives.
- **Maintained a Commitment to Learning, with a Focus on Equity.** Many staff members attended national conferences, bringing back new knowledge and sharing it with teammates. Topics included: best practices in grantmaking and collaborative partnerships, racial equity in arts grantmaking; marketing; design; and public investment management. The team also held numerous staff learning session focused on issues of equity, including sharing expertise on unconscious bias and issues of intersectionality, and serving on the Philanthropy Ohio DEI taskforce. Staff reviewed reports of how other public agencies are integrating racial equity into their work (Nashville, New York City). This initial team learning has reinforced the need for CAC to grow this work in 2017, with the assistance of outside experts, to ensure that the work continues to gain momentum, has shared understanding at every level of the organization and is integrated into our daily work.
- **Received the Auditor of State Award.** Once again, CAC received the highest opinion that the Auditor of State gives: no findings and no material weaknesses for our 2015 financial audit, which led to CAC once again receiving the Auditor of State Award.

## FINANCIAL UPDATE 2016 YTD

**Revenue.** Tax revenue through November 30 was \$13,674,379. This figure is \$104,379 (.77%) better than forecast year-to-date and but 5.45% below revenue for the same period in 2015. Interest revenue through November was \$189,238 This figure exceeds forecast by \$79,238 through November.

As of November 30, CAC inactive monies were currently invested in the following:

- STAR Plus: \$501.48 (yield 0.4%)
- RedTree Investment Group: \$16,350,076 (target yield 1.20%)
- STAR Ohio: \$3,811,037 (yield 0.73%)

**Expenditure.** Cash expenditures through November were \$14,111,350 This figure is \$379,662 below budget through November due to the timing of grant payments, the deferment of expenses associated with the NEA grant to 2017 as well as lower than expected expenses related to our organizational planning. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2016 in January. We will draw down grants from the balance sheet as we remit payments to our cultural partners.

### 2016 Year End Outlook

Revenue to date in 2016 is approximately 5.5% below revenue for 2015. This decline in tax receipts is slightly above the amount budgeted for 2016 however we anticipate tax receipts at year end will be \$870,000 less than the previous year. Annual expenses are tracking below budget by approximately \$345,000 due to a variety of factors summarized above.

### Audit and Finance Advisory Committee

The Audit and Finance Advisory Committee met on November 21, 2016 to review and discuss CAC's Investment Policy and to hear a report on our investment of inactive monies with Red Tree Investment Group. The committee had no recommended changes to the current Investment Policy.

### Administrative Matters

Today the Board will review and vote on an update to CAC's paid family leave policy. The current policy, approved on December 10, 2012, provides for paid family leave of one full week and six half weeks in addition to six weeks without pay. The proposed change will allow CAC provide eight weeks of fully paid family leave. The remaining four weeks could be paid through an employee's Paid Time Off bank. A copy of the proposed revision is below:

#### **Family Leave and Benefit Amount** *(updates bold and underlined)*

Employees who qualify for Adoption/Childbirth leave may take up to 12 weeks of continuous leave as follows: (1) the first **eight** weeks paid at 100% of the employee's regular salary/wage; (2) the next **4 weeks unpaid**. For the duration of Adoption/Childbirth leave, employees are eligible to receive all Employer-paid benefits and accrue all forms of leave at their regular accrual rates as if they were in active pay status.

<b>Cuyahoga Arts &amp; Culture</b>				
<b>Through 11/30/2016</b>				
<b>Accrual Basis</b>			<b>\$ Over/Under Budget</b>	<b>% of Budget</b>
	<b>Actual</b>	<b>Budget (cash)</b>		
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 13,674,379	\$ 13,570,000	\$ 104,379	100.77%
Interest	\$ 189,238	\$ 110,000	\$ 79,238	172.0%
Other revenue	\$ -	\$ 100,000	\$ (100,000)	
<b>Total Revenue</b>	<b>\$ 13,863,617</b>	<b>\$ 13,780,000</b>	<b>\$ 83,617</b>	<b>100.6%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 296,660	\$ 372,035	\$ (75,375)	79.7%
Grant Panel Expenses	\$ 16,935	\$ 36,670	\$ (19,735)	
Grant Management Expenses	\$ 42,345	\$ 108,000	\$ (65,655)	39.2%
Awareness Activities	\$ 32,369	\$ 153,150	\$ (120,782)	21.1%
Grants**	\$ 14,970,925	\$ 13,142,124	\$ 1,828,801	113.9%
<b>Total A&amp;C Exenditures</b>	<b>\$ 15,359,234</b>	<b>\$ 13,811,979</b>	<b>\$ 1,547,255</b>	<b>111.2%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 313,898	\$ 322,207	\$ (8,309)	97.4%
Facilities, Supplies, Equipment	\$ 92,591	\$ 114,877	\$ (22,285)	80.6%
Professional Fees	\$ 204,133	\$ 244,949	\$ (40,816)	83.3%
<b>Total G&amp;A Expenditures</b>	<b>\$ 610,622</b>	<b>\$ 682,033</b>	<b>\$ (71,410)</b>	<b>89.5%</b>
<b>Total Expenditures</b>	<b>\$ 15,969,856</b>	<b>\$ 14,494,012</b>	<b>\$ 1,475,844</b>	<b>110.2%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (2,106,240)</b>	<b>\$ (714,012)</b>	<b>\$ (1,392,228)</b>	

\*\* Actual grants figure represents accrual for approved grants for 2016. Outstanding 2016 obligations are on the balance sheet.

	<u>Actual - Accrual</u>	<u>Budget - Cash</u>	<u>Actual - Cash</u>
<b>Cash Expenditures</b>	\$ 15,969,856	\$ 14,494,012	\$ 14,114,350

Cuyahoga Arts & Culture  
Balance Sheet as of

**Nov 30, 16**

**ASSETS**

**Current Assets**

**Checking/Savings**

KeyBank	277,847.26
RedTree (U.S.Bank)	16,350,076.11
Star Ohio	3,811,036.80
STAR Plus	501.48

**Total Checking/Savings** 20,439,461.65

**Accounts Receivable**

11000 · Accounts Receivable 1,265,199.34

**Total Accounts Receivable** 1,265,199.34

**Total Current Assets** 21,704,660.99

**Fixed Assets**

15000 · Furniture and Equipment 72,702.67

15001 · Software and Webdesign 10,000.00

17000 · Accumulated Depreciation -70,825.02

**Total Fixed Assets** 11,877.65

**TOTAL ASSETS** 21,716,538.64

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

20000 · Accounts Payable 11,765.95

**Total Accounts Payable** 11,765.95

**Other Current Liabilities**

24000 · Payroll Liabilities 6,423.60

24200 · GOS Grants 1,283,508.00

24300 · Project Support Grants 595,787.00

**Total Other Current Liabilities** 1,885,718.60

**Total Current Liabilities** 1,897,484.55

**Total Liabilities** 1,897,484.55

**Equity**

32000 · Operating Reserve 21,925,756.78

**Net Income** -2,106,702.69

**Total Equity** 19,819,054.09

**TOTAL LIABILITIES & EQUITY** 21,716,538.64



**CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2016 ACTUAL REVENUE**

Month	2015		2016	
	Monthly Tax	Monthly Tax	Monthly Tax	15-16% Change
JANUARY	\$ 1,289,666.03	\$ 979,521.54		-24.05%
FEBRUARY	\$ 1,086,964.52	\$ 1,060,158.47		-2.47%
MARCH	\$ 1,150,077.84	\$ 1,246,640.07		8.40%
APRIL	\$ 1,276,369.38	\$ 1,143,716.06		-10.39%
MAY	\$ 2,434,691.04	\$ 1,302,807.27		-46.49%
JUNE	\$ 1,268,582.63	\$ 2,435,737.96		92.00%
JULY	\$ 721,951.07	\$ 391,358.36		-45.79%
AUGUST	\$ 1,025,712.65	\$ 1,405,296.53		37.01%
SEPTEMBER	\$ 1,450,989.43	\$ 1,177,403.31		-18.86%
OCTOBER	\$ 1,389,226.45	\$ 1,266,539.62		-8.83%
NOVEMBER	\$ 1,368,395.91	\$ 1,265,199.34		-7.54%
DECEMBER	\$ 1,524,020.14			
<b>TOTALS</b>	<b>\$ 15,986,647.08</b>	<b>\$ 13,674,378.53</b>		<b>-5.45%</b>



**Board of Trustees  
2017 Meeting Schedule**

All regular meetings will held from 4:00 to 6:00 pm unless otherwise noted

<b>Date</b>	<b>Location</b>
<b>Monday, February 13 (3:30 pm)</b>	<b>Idea Center, Miller Classroom</b> 1375 Euclid Avenue Cleveland 44115
<b>Monday, April 10 (<i>Annual Meeting</i>)</b>	<b>TBA</b>
<b>Monday, June 12 (4:00-8:30 pm, includes retreat)</b>	<b>TBA</b>
<b>Monday, September 11</b>	<b>TBA</b>
<b>Monday, November 13</b>	<b>TBA</b>
<b>Monday, December 11 (3:00-5:30 pm)</b> (executive session to discuss annual performance review of staff)	<b>Idea Center, Miller Classroom</b> 1375 Euclid Avenue Cleveland 44115