



Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees
Miller Classroom, Idea Center at Playhouse Square
Tuesday, February 13, 2018, 4:00 pm

- 1. Call to order, approval of minutes**
- 2. Public Comment on Today's Agenda**
- 3. Executive Director Report**
- 4. Finance Report**
- 5. Connect with Culture**
- 6. Board Action**
 - a. Approve board workplan 2018
 - b. Support for Artists – approve timeline
 - c. Approve Neighborhood Connections contract
 - d. Administrative matters

7. Public Comment

Next Meeting: Annual Meeting
Tuesday, April 10, 2018 at 4 pm
Idea Center at Playhouse Square – Miller Classroom

8. Adjourn



Minutes of the Regular Meeting of the Board of Trustees
Monday, December 11, 2017

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 3:30 pm in Miller Classroom, Idea Center, 1347 Euclid Avenue, Cleveland.

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

Motion by Trustee Gibbons, seconded by Trustee Avsec, to adjourn into executive session to consider the compensation of our public employees. No discussion. Vote: Avsec: aye; Gibbons: aye; Miller: aye; Sherman: aye. The motion carried.

Executive session ensued.

At 4:11 pm a motion was put forward by Trustee Gibbons, seconded by Trustee Avsec, to adjourn executive session and resume the public meeting. No discussion. Vote: all ayes. The motion carried.

Also in attendance were: CAC staff: Karen Gahl-Mills, executive director; Jill Paulsen, deputy director; Roshii Ahmadian; Meg Harris; Dan McLaughlin; India Pierre-Ingram; and Jake Sinatra.

1. APPROVAL OF MINUTES

Motion by Trustee Gibbons, seconded by Trustee Avsec, to approve the minutes from the November 13, 2017 Board meeting as amended. Vote: all ayes. The motion carried.

2. RESOLUTION OF APPRECIATION FOR TOM SCHORGL

Trustee Gibbons thanked Tom Schorgl for his continuous commitment to the Arts & Culture community. You can read the full resolution [here](#).

3. PUBLIC COMMENT ON MEETING AGENDA ITEMS

Geoffrey Peterson (Artist) and Adrienne Zarub (Artist).

4. EXECUTIVE DIRECTOR'S REPORT

Ms. Gahl-Mills thanked everyone for joining her and the Board for the final Board meeting of 2017. Ms. Gahl-Mills' full remarks can be found [here](#).

5. FINANCE REPORT

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

6. CONNECT WITH CULTURE

Mr. McLaughlin stated that CAC has 25 new cultural partners, 17 of which are first-time applicants and eight of which had applied unsuccessfully in the past. Mr. McLaughlin stated that all of the new cultural partners will be promoted through CAC's upcoming social media campaigns.

7. PRESENTATION AND DISCUSSION

Support for Artists Planning Team Recommendations

Mr. Sinatra, Trustee Garth, and planning team members Vince Robinson and Bryan Bowser presented the Support for Artists Planning Team recommendations. Read their recommendations [here](#).

8. BOARD ACTION

Receipt of SfAPT Recommendations

Mr. Sinatra asked the Board to acknowledge receipt of the SFAPT recommendations presented above.

Motion by Trustee Gibbons, seconded by Trustee Miller, to receive the SFAPT recommendations. Discussion: Trustee Sherman requested that a lawyer reviews all recommendations prior to execution. Vote: All ayes. The motion carried.

Approval of 2018 Operating Budget

Ms. Harris asked the Board to approve CAC's 2018 operating budget.

Motion by Trustee Gibbons, seconded by Miller, to approve the CAC's 2018 operating budget. Discussion: None. Vote: All ayes. The motion carried.

Approval of Employee Handbook

Ms. Harris asked the Board to approve CAC's updates to the employee handbook.

Motion by Trustee Garth, seconded by Gibbons, to approve the updates to the employee handbook. Discussion: None. Vote: All ayes. The motion carried.

Trustee Sherman left the meeting at 5:58 pm.

Contracts

Ms. Harris and Ms. Paulsen gave an overview of the following contracts for Board approval:

1. \$20,500 to DataArts for a one-year grant to support CAC's 2018 participation in the Cultural Data Project, the online platform that CAC uses with over 130 of its cultural partners to help them track and assess program participation and financial measures.
2. \$39,000 to Advocacy and Communication Solutions, LLC, a Cleveland-based, minority and woman-owned firm, which will provide CAC with representation before the executive agencies

and legislative branch of the Ohio government, as well as on a local (City and County) level. The one-year contract builds off initial, pilot work we started in Q4 2017 and will take the place of our previous contract with Van Meter Ashbrook.

3. \$45,000 in a twelve-month contract to Compelling Communications, a woman-owned firm, which will provide targeted media relations and communications support to CAC, helping achieve our goal of highlighting the work of our cultural partners and raising awareness about CAC's mission and impact. Specifically, CC will implement a media relations plan (story banking, pitching and sharing cultural partner stories; developing an editorial calendar, etc.); strengthen media relationships; and assist with our annual report. CC will assist with other PR/media projects as they emerge.

Motion by Trustee Gibbons, seconded by Trustee Avsec, to approve the contracts listed above. Vote: All ayes. The motion carried.

9. PUBLIC COMMENT

Aaron Sned (Artist), Dale Goode (Artist), Jan Trapp (Cuyahoga County Resident), and Adrienne Zarub (Artist).

The next meeting will be held at 4:00 pm on Tuesday, February 13, 2018 at the Idea Center at Playhouse Square in the Miller Classroom.

10. ADJOURNMENT

Motion by Trustee Gibbons, seconded by Trustee Miller, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 6:21pm.

Joe Gibbons, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees

Executive Director's Report
Regular Meeting of the Board of Trustees
13 February 2018

Welcome to the first Board meeting of 2018.

Some highlights from the materials that follow, to guide your reading in preparation for our meeting:

- As is our practice, the team has created a [set of objectives](#) to guide our work for 2018. Note that they fall into three areas: grantmaking, raising awareness, and building internal capacity; and note that each goal is connected explicitly to our stated values. We will continue to report out on our progress toward these objectives throughout the year.
- Our **schedule of community forums** is included in the Board work plan on page 19, and I hope you will join us as your schedules allow. Building on what we learned in the January 31st forum, we will continue to invite input and feedback as our program guidelines are crafted for 2019.
- Our **2017 financial results** are on page 12-18. Kudos, as always, to Meg Harris for her continued sharp stewardship of our financial resources. Our 2017 financial audit has begun and should be complete by June 30.
- Our **team** is back to “full strength” with the addition of our two newest team members, Luis Gomez and Heather Johnson-Banks. Their bio information is on page 11 and on our website.
- We spend much of the first quarter of each year working on improvements to our grant programs, and those improvements will be incorporated in the grant program guidelines that we will ask you to approve in April. Please review the memo on page 23, which outlines the modest, process-oriented changes that we are considering, and please share your feedback / input with me at any time.

Today's agenda includes three important action items, in addition to the regular administrative business of our agency.

1. On page 19, you will find a **draft of a board “workplan”** for 2018: a list that includes the key agenda items for each of our 6 board meetings, plus the dates for our community forums and the general dates for the meetings of our Audit & Finance Advisory Committee. Please review and suggest any changes/additions, which we will discuss during the Board Action section of this meeting. Once finalized, we will publish the workplan for the general public, so that interested parties will have ample notice of items that will be discussed at future meetings.
2. On page 20, you will find an **update on implementation of our work to support artists**, which we will discuss in detail. Following the receipt of a set of recommendations from the Support for Artists Planning Team in December, the board charged the staff with getting a legal review of the recommendations and with building a workplan for how we will begin to turn a set of recommendations into a set of programs to which artists can apply for funds in 2018. The legal review began in late December and is ongoing. The memo and timeline details how we intend to move forward, pending legal approval, over the course of the next three years. We look forward to your questions and comments.
3. Our list of contracts is on page 26, and we will ask for your **approval of a two-year contract to continue our successful partnership with Neighborhood Connections**, the grassroots grantmaking program of The Cleveland Foundation. This contract is for \$75,000 each year and will provide grant funds to support projects in Cleveland and East Cleveland in 2018 and 2019. The next deadline to apply is February 9th.

Thank you, as always, for your attention to the important matters before the Board today.

CAC Board Meeting February 13, 2018 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](#). This year our [team objectives](#) remain focused on our two constituencies: 1) the local arts and culture sector and; 2) Cuyahoga County residents, as well as noting our efforts to continuously improve our operations so we can deliver on our mission.

What follows are highlights of the work the team has accomplished since our December 2017 Board meeting, as well as several key notes regarding our important work to come in 2018.

GRANTMAKING / Connecting with artists and organizations

Workshops for New Cultural Partners. Beginning in mid-January, CAC staff held **five informational meetings** for our new Project Support cultural partners. 25 cultural partners receiving CAC funding for the first time were invited to bring their questions, learn more about the grant process and how to successfully manage their Project Support grant. Returning cultural partners that did not receive funding last year and organizations with new staff persons were also invited. 42 people attended, representing 37 cultural partner organizations (with a few individual follow-ups scheduled). The small-group, informal format of the meetings encouraged building connections among our cultural partners.

Meetings were held at:

- May Dugan Center (Cleveland, Ohio City)
- Eliza Bryant Village (Cleveland, Hough)
- Watershed Stewardship Center (Parma)
- Golden Ciphers (Cleveland, Broadway-Slavic Village)
- Praxis Fiber Workshop (Cleveland, North Collinwood)

New team structure. CAC has shifted away from program-specific grant managers to a team of three managers who will work across our two primary grant programs. Grant programs managers will each maintain a portfolio of roughly 85 cultural partners, working across operating and project support (I and II) programs. Together, the team will guide groups through the application process, ensure they remain in good standing with CAC and connect organizations to meaningful resources to help grow their programs and operations. This new structure enables CAC to spend more time building deeper and more productive working relationships with the groups we support. For more details on our new teammates, see page 11 of this packet.

Allocation Forum: Learning from and Sharing with Our Cultural Partners. On Wednesday, January 31st, Cuyahoga Arts & Culture held a **forum for cultural partners** attended by more than 70 representatives of CAC-funded organizations. Representing a cross-section of nonprofit organizations from across Cuyahoga County, attendees were invited to learn about CAC and how it makes its allocation decisions for its primary grant programs: general operating support and project support.

The two-hour event was facilitated by the Community Innovation Network at Case Western Reserve University (Dr. Mark Chupp; Heather Lenz and Jerry Peña, of Neighborhood Connections). The gathering

provided space for discussion with CAC staff, a collaborative “gallery walk” feedback session, and time for attendees to share additional concerns or questions with CAC. As the first of four community meetings slated for 2018, the gathering was a different approach to convening partners, strengthening feedback loops and gathering information that will shape the future of CAC’s grant programs and processes. While not a Board meeting, the session was attended by a number of members of CAC’s Board of Trustees, who had the opportunity to observe and to connect informally with grant recipients.

Continuing to Listen and Share: CAC/Neighborhood Connections Arts and Culture Network Nights. We are pleased to share that we’ve finalized plans to work with Neighborhood Connections to host quarterly network nights. These gatherings will be open to all and are designed to allow anyone to bring their ideas and make connections. This is part of our work to be transparent and open – a chance for artists, organizations, residents and CAC to build trust, make connections and spark action. The first of these community meetings will take place on March 27th. We’ll post on our website and send out announcements on meeting location/details in coming weeks. Additional Network Nights are slated for early June and late September.

Project Support 2019 guidelines development. In line with our values of discovery and continuous improvement, we strive to make our processes smoother and more efficient each cycle. This year, in order to allow more space to build relationships with our cultural partners, we are considering a few different ways of improving systems both for our potential applicants and our team in the 2019 Project Support program. Please see the 2019 PS memo starting on page 23 for additional details.

Racial Equity Institute Learning Opportunity for Cultural Partners. CAC is finalizing the details and intends to offer an opportunity for cultural partners to participate in Cleveland Neighborhood Progress’ Racial Equity Institute workshops throughout 2018. All CAC staff and a majority of our board members have participated in this powerful awareness building program. We look forward to sharing the experience with our grant recipients as we all work together to build a shared fact base and understanding of structural racism.

Mapping Equity Practices of Cultural Partners. CAC supports more than 250 nonprofits each year, which have varying degrees of knowledge and commitment to serving the community in a more equitable manner. Through individual meetings, surveys collected at CAC gatherings, and other modes of research, we have a bank of information at hand about the work that our cultural partners are already doing in this sphere. We will be working with our past Cleveland Foundation summer intern Maritess Escueta to compile and synthesize these data so that we can reach a better understanding of how we can best serve our community’s cultural ecology.

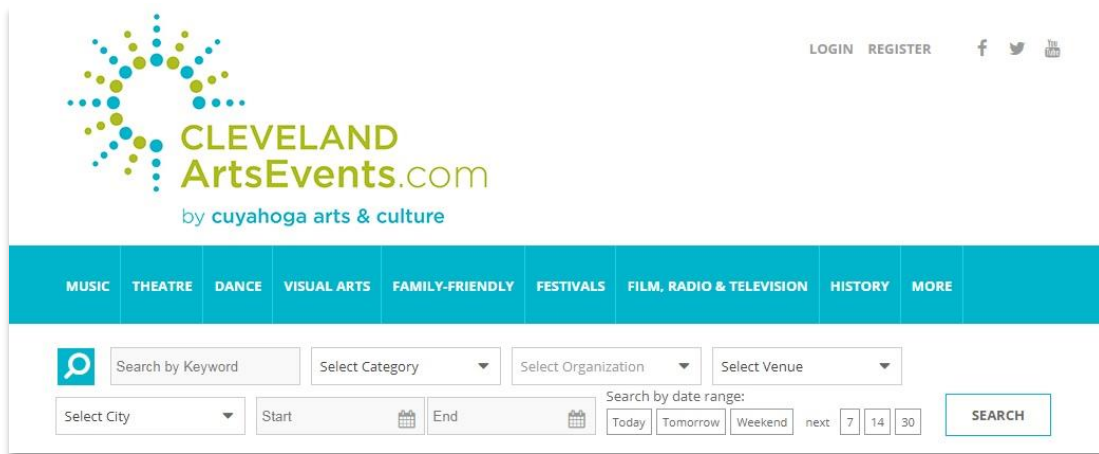
Workplan for Implementing Support for Artists. the [Support for Artists Planning Team](#) (SFAPT), who worked for six months in 2017 to develop recommendations for new ways CAC can support individual artists in Cuyahoga County, convened for a final gathering on February 1. See a detailed memo about this plan on page 20. At the February 13 meeting, staff seeks the Board’s approval of the plan, which is informed by the SFAPT recommendations and will guide CAC’s ongoing development and implementation of programs to support artists.

Continued Grantmaking Partnership with Neighborhood Connections. Following five years of a successful partnership with Neighborhood Connections (a program of The Cleveland Foundation), CAC brings before the board today a contract to continue our work to co-fund arts and culture, resident-led, grassroots projects in 2018-2019 (This work is in addition to the Arts & Culture Network Nights that we will co-host from Neighborhood Connections, noted above).

Since 2013, CAC has invested about \$75,000 each year to co-fund 286 resident-led arts and culture projects in Cleveland and East Cleveland. In 2017, CAC co-funded 38 unique projects, 20 of which were first-time grant recipients. Projects range from drumming circles and collective community art projects to educational activities centered on science, nature and the environment. Taking CAC dollars beyond the traditional nonprofit community and into neighborhoods, groups of residents have the opportunity to apply twice each year for grants up to \$5,000 to bring their ideas to life. CAC has continued to assist in recruiting applicants through our email and social media marketing. See the contracts table on page 26 for additional details.

RAISING AWARENESS / Connecting with residents

The New ClevelandArtsEvents.com. According to a 2017 statistically significant survey conducted by TRIAD Research, 90% of Cuyahoga County residents believe that CAC should help make the community more aware of the programs, events and organizations it supports. In order to put our value of connection into practice, we will be rolling out the new and improved ClevelandArtsEvents.com in late February. We are teaming up with Artsopolis, an organization that specializes in creating community calendars for agencies like CAC (ArtsWave in Cincinnati and ArtsBoston are great examples of this platform).



A screenshot of the new ClevelandArtsEvents.com – under development

The new platform allows for easier usability for organizations and artists to promote their upcoming events, and has a simplified user interface for residents seeking things to do in Cuyahoga County. It is also more cost-effective to maintain than our current events site. We look forward to sharing more about the new ClevelandArtsEvents.com's many improved features after its launch.

Celebrating New CAC Cultural Partners. To celebrate and welcome organizations who are first-time grant recipients in 2018, staff has developed a robust online campaign to “Celebrate our Cultural Partners.” Using photos that represent the vibrant programming of these nonprofits, CAC posted content from mid-December to mid-January highlighting the 2018 projects on Facebook, Twitter and Instagram.

Altogether, this content **reached more than 75,000 people** and resulted in thousands of engagements with both CAC’s online presence and the related pages of our new partners. Many of our partners shared the content or replied to CAC expressing gratitude for 2018 funding or thanking the residents of Cuyahoga County for their support.



Spotlighting CAC Cultural Partners. New for 2018: While CAC has consistently worked to tell the story of its partners, this year brings the opportunity to implement more consistent storytelling efforts through digital and social media platforms. With our continued partnership with Fresh Water Cleveland, CAC continues to shine the light on the unique or inspiring work happening across Cuyahoga County.

For January 2018, that included a [spotlight on nature and science organizations](#). Fresh Water is a weekly e-magazine and website that reaches thousands of engaged readers in Northeast Ohio. CAC-supported content also serves as valuable publicity for smaller or volunteer-led nonprofits that may not have marketing staff or the capacity to share their stories with the broader community. We look forward to continuing to share stories like these online and also through our ongoing outreach to traditional and print media.



Media Placements. Below is a summary of recent media clips (since the last CAC Board meeting) focused on CAC’s work or crediting Cuyahoga Arts & Culture. Note the expanded reporting in 2018, which now includes the potential reach of media publications and the sentiment of the article, as provided by our Meltwater reporting service. The “Potential Reach” feature reports out the number of potential viewers that may be exposed to a coverage about Cuyahoga Arts & Culture. The “Sentiment” feature tracks how coverage is broken down by positive and negative sentiment over time.

Date	Headline	Source	Potential Reach	Sentiment
1/22/2018	Beck Center Presents the Ground-Breaking HAIR	Ohio Patch.com	1,712	Neutral
1/25/2018	Back to nature: Cuyahoga Arts & Culture has diverse programming down to a science	Fresh Water Cleveland	7,919	Neutral
1/15/2018	Auditions for UpStage Players Singin in the Rain, Jr. Scheduled for Early-January 2018	The Collinwood Observer	98	Neutral
1/10/2018	8 Cities that will inspire your staycation	Expedia Viewfinder - Travel Blog	36,383	Positive
1/8/2018	Shore Cultural Centre in Euclid looking to expand programming, attract small businesses in 2018	The News-Herald	86,300	Positive
1/7/2018	Cuyahoga Arts and Culture must be more transparent: editorial	Cleveland.com	2,174,614	Neutral
1/8/2018	GLT Presents Stephen King's Unforgettable Thriller MISERY	BroadwayWorld.com	1,099,961	Positive
1/7/2018	Stephanie Johnson To Keynote International Women's Air & Space Museum Event	Aero-News Network	21,431	Neutral
1/4/2018	Need a baseball fix? Try a Baseball Book Club at Cleveland Indians former home League Park	TribeVibe - MLBlogs	2,582	Neutral
1/3/2018	Chagrin Valley Little Theatre stages classic romantic comedy THE PHILADELPHIA STORY	Cleveland.com	2,174,614	Neutral
12/27/2017	Ensemble Theatre brings 'classic' 'Angels in America' to the stage Jan. 5-28 in Cleveland Heights	Cleveland.com	2,174,614	Neutral
12/22/2017	Top 10 government and economic development stories of 2017 Crain's Cleveland Business	Crain's Cleveland Business	48,246	Neutral
12/19/2017	Cuyahoga Arts and Culture Considers Support For Artists Planning Team Recommendations	Ideastream	32,464	Neutral
12/13/2017	Artists Call on Cuyahoga Arts & Culture to Address Institutional Racism	WKSU	17,544	Neutral
12/14/2017	Karen Gahl-Mills Crain's Cleveland Business	Crain's Cleveland Business	48,246	Neutral
12/12/2017	CAC Funding Recommendations; Opioid Addiction Recovery; A Treasured Volunteer	Ideastream	32,464	Neutral
12/13/2017	Morning Headlines: Nina Simone, Bon Jovi Among 2018 Rock Hall Inductees; Bail Reform Bill Introduced	WKSU	17,544	Neutral
12/12/2017	Local artists calling on Cuyahoga Arts & Culture to award more grants to minorities	News5Cleveland.com	3,017	Neutral

12/12/2017	Proposals for Funding Cuyahoga County Artists Unveiled	Ideastream	32,464	Neutral
12/12/2017	Group tells Cuyahoga Arts & Culture to award more grants to artists of color	Cleveland.com	2,174,614	Neutral

BUILDING INTERNAL CAPACITY

Welcome Luis and Heather!

As program managers, Heather and Luis join Dan in each overseeing a portfolio of organizations that receive funding through CAC’s General Operating Support or Project Support grant programs. They will work to build relationships with and provide technical assistance, guidance and support to grant recipients and applicants.



Luis Gomez

Luis is new to the City of Cleveland and Cuyahoga County. Born in Mexico and raised in South Lake Tahoe, California, he has spent the last eight years in beautiful Santa Barbara, California.

Prior to joining CAC, Luis worked for the City of Santa Barbara Parks and Recreation Department and the Council on Alcoholism and Drug Abuse for Santa Barbara County. He has experience working with young people, seniors, and individuals with cognitive disabilities, as well as overseeing community-based programs such as food distributions and community gardens. Luis is a graduate of the University of California Santa Barbara with a Bachelor’s degree in sociology.

In his free time, Luis is a buddy for the Broadway Buddies program through Stagecrafters Youth Theatre. He also loves to sew, bake, craft, and spend time in nature with his dog Gus.



Heather Johnson-Banks

Prior to joining CAC, Heather was the development manager at the Maltz Museum of Jewish Heritage. There she managed the Museum’s membership, annual fund, grant writing, and exhibition and event sponsorships. She also initiated the Museum’s Survivor Memory Project, expanded programs and supported exhibition development.

Heather currently serves on the board of the Lakewood Arts Festival and is a founding member of the Cleveland Foundation Summer Internship Program Alumni Committee. Heather has also worked to advance fundraising efforts at Beck Center for the Arts, and as a data entry manager for Penton Media.

Heather earned a Master’s degree in Public Administration from Cleveland State University and holds degrees in Anthropology and Art History from Miami University.

Making Racial Equity Real: Creating Team Equity Prompts. In December, CAC staff held a full-day retreat facilitated by the Center for Performance and Civic Practice staff Michael Rohd, Rebecca Martinez and Soneela Nankani to dig into our [definition of equity](#), build shared understanding, and to begin to

develop a set of equity primes or prompts to bring CAC's definition of equity into the daily practice and decision-making of our team's work.

As we continue this work in Q1, these prompts, and the continued discussion they will drive, will help CAC live out its value of equity in all of our work and to make decisions in a way that appropriately stewards the public tax resource which CAC is entrusted.

FINANCIAL UPDATE

2017 Unaudited Results

Revenue. Final, unaudited tax revenue for 2017 was \$14,533,031. Revenue for the year was \$128,519 (.9%) below forecast and 1.6% (\$234,106) lower than 2016 receipts.

Expenditure. Final, unaudited expenditures for FY2017 were \$16,412,134. This figure is \$1,142,866 under budget for the year. This is a result of several factors which include the timing of funding for programs for individual artists and neighborhood-based programming as well as open staff positions. The draw from the reserve in 2017 was \$1,571,389.

Annual Audit. The Local Government Services division of the Ohio Auditor of State began work on CAC's GAAP conversion for 2017 in early January and will finish the conversion in February. We expect the annual audit to begin in March and to conclude by June 30.

2018 YTD

Revenue. Tax revenue through January 31 was \$1,489,491. This figure is \$258,491 (21%) above forecast and 18% above revenue for the same period in 2017. Interest revenue through January was \$17,763. This figure is slightly above forecast by \$17,000 due to improving interest rates for Star Ohio investments.

Expenditure. Cash disbursements through January were \$673,181. We are tracking close to budget, as we recognize the majority of our annual expenses through an accrual of the previously-awarded 2018 GOS and PS grants. The balance due on these grants, as well as any balance due for 2017 commitments, can be seen on the balance sheet. We will draw down the balance sheet account as we remit payments to our cultural partners.

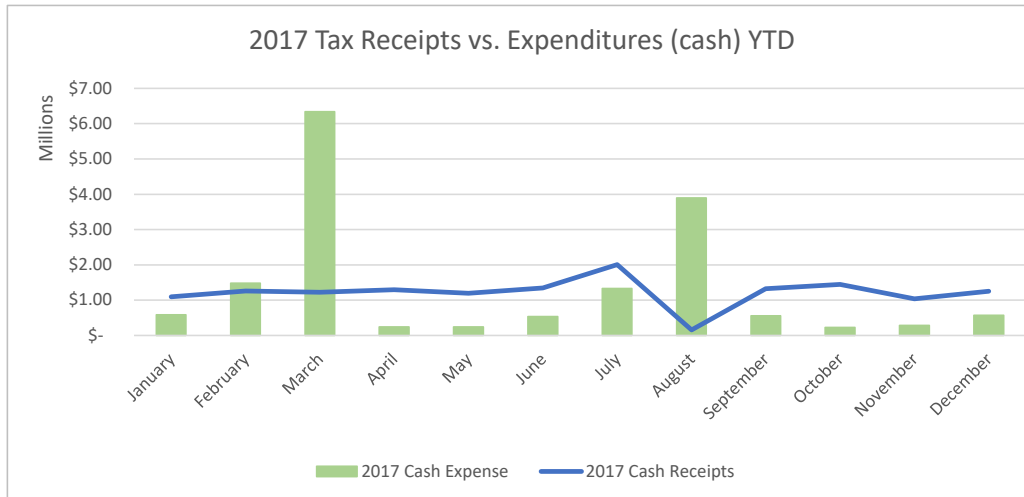
Investments. As of January 31, CAC inactive monies are invested as follows:

- STAR Plus: \$506.07 (yield 1.5%)
- RedTree Investment Group: \$16,267,388 (target yield 1.30%)
- STAR Ohio: \$3,113,049 (yield 1.45%)

Cuyahoga Arts & Culture				
Through 12/31/2017				
	Actual	Budget	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 14,533,031	\$ 14,661,550	\$ (128,519)	99.12%
Interest	\$ 232,813	\$ 205,000	\$ 27,813	113.6%
Other revenue	\$ 74,901	\$ 105,280	\$ (30,379)	71.15%
Total Revenue	\$ 14,840,746	\$ 14,971,830	\$ (131,084)	99.1%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 423,602	\$ 479,209	\$ (55,607)	88.4%
Grant Panel Expenses	\$ 23,338	\$ 36,930	\$ (13,592)	63.2%
Grant Management Expenses	\$ 147,570	\$ 107,500	\$ 40,070	137.3%
Awareness Activities	\$ 78,576	\$ 112,000	\$ (33,424)	70.2%
Grants**	\$ 14,964,827	\$ 16,061,342	\$ (1,096,515)	93.2%
Total A&C Expenditures	\$ 15,637,913	\$ 16,796,981	\$ (1,159,068)	93.1%
General & Administrative				
Salaries, Wages and Benefits	\$ 362,817	\$ 379,694	\$ (16,877)	95.6%
Facilities, Supplies, Equipment	\$ 148,598	\$ 128,715	\$ 19,883	115.4%
Professional Fees	\$ 259,011	\$ 242,710	\$ 16,301	106.7%
Depreciation	\$ 3,795	\$ 6,900	\$ (3,105)	
Total G&A Expenditures	\$ 774,221	\$ 758,019	\$ 16,202	102.1%
Total Expenditures	\$ 16,412,134	\$ 17,555,000	\$ (1,142,866)	93.5%
Net Ordinary Revenue	\$ (1,571,389)	\$ (2,583,170)	\$ 1,011,781	

** Outstanding 2017 grant obligations, which will be paid in 2018, are on the balance sheet.

Cash Disbursement YE 2017	\$ 16,301,220	(This figure includes final payments for 2016 grants as well as 2017 grant payments remitted in 2017.)
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This chart reflects CAC's monthly cash flow. In months where expenses exceed revenue, CAC uses its cash reserve to fulfill its grant obligations.

Cuyahoga Arts & Culture
Balance Sheet as of

Dec 31, 17

ASSETS

Current Assets

Checking/Savings

KeyBank	286,409.35
RedTree (U.S.Bank)	16,254,062.88
Star Ohio	3,338,380.13
STAR Plus	505.44

Total Checking/Savings 19,879,357.80

Accounts Receivable

11000 · Accounts Receivable 1,045,231.02

Total Accounts Receivable 1,045,231.02

Other Current Assets

12100 · Prepaid Expenses 5,535.00

Total Other Current Assets 5,535.00

Total Current Assets 20,930,123.82

Fixed Assets

15000 · Furniture and Equipment 75,222.56

15001 · Software and Webdesign 10,000.00

17000 · Accumulated Depreciation -78,966.13

Total Fixed Assets 6,256.43

TOTAL ASSETS 20,936,380.25

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 · Accounts Payable 32,352.84

Total Accounts Payable 32,352.84

Other Current Liabilities

24000 · Payroll Liabilities 31,900.10

24200 · GOS Grants 1,182,035.00

24300 · Project Support Grants 578,889.00

24400 · Other Grants/Program Contracts 17,500.00

Total Other Current Liabilities 1,810,324.10

Total Current Liabilities 1,842,676.94

Total Liabilities 1,842,676.94

Equity

32000 · Retained Earnings 20,665,091.83

Net Income -1,571,388.52

Total Equity 19,093,703.31

TOTAL LIABILITIES & EQUITY 20,936,380.25

CIGARETTE TAX RECEIPTS FY 16 VS FY 17

Month	2016		2017	
	2016	2017	\$VAR	16-17% VAR
JANUARY	\$ 979,521.54	\$ 1,257,349.49	\$ 277,827.95	28.36%
FEBRUARY	\$ 1,060,158.47	\$ 1,222,139.47	\$ 161,981.00	15.28%
MARCH	\$ 1,246,640.07	\$ 1,294,282.38	\$ 47,642.31	3.82%
APRIL	\$ 1,143,716.06	\$ 1,194,757.98	\$ 51,041.92	4.46%
MAY	\$ 1,302,807.27	\$ 1,347,820.51	\$ 45,013.24	3.46%
JUNE	\$ 2,435,737.96	\$ 2,007,016.71	\$ (428,721.25)	-17.60%
JULY	\$ 391,358.36	\$ 156,576.58	\$ (234,781.78)	-59.99%
AUGUST	\$ 1,405,296.53	\$ 1,321,542.39	\$ (83,754.14)	-5.96%
SEPTEMBER	\$ 1,177,403.31	\$ 1,448,391.10	\$ 270,987.79	23.02%
OCTOBER	\$ 1,266,539.62	\$ 1,036,974.45	\$ (229,565.17)	-18.13%
NOVEMBER	\$ 1,265,199.34	\$ 1,250,948.89	\$ (14,250.45)	-1.13%
DECEMBER	\$ 1,092,758.15	\$ 995,231.02	\$ (97,527.13)	-8.92%
TOTALS	\$ 14,767,136.68	\$ 14,533,030.97	\$ (234,105.71)	-1.6%

Cuyahoga Arts & Culture				
Through 1/31/2018				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 1,489,491	\$ 1,231,000	\$ 258,491	21.00%
Interest	\$ 17,763	\$ 17,000	\$ 763	104.5%
Other revenue	\$ -	\$ -	\$ -	
Total Revenue	\$ 1,507,254	\$ 1,248,000	\$ 259,254	120.8%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 16,709	\$ 30,750	\$ (14,041)	54.3%
Grant Panel Expenses	\$ -	\$ -	\$ -	0.0%
Grant Management Expenses	\$ 4,793	\$ 4,500	\$ 293	106.5%
Awareness Activities	\$ 75	\$ 4,250	\$ (4,175)	1.8%
Grants**	\$ 11,957,410	\$ 11,957,910	\$ (500)	100.0%
Total A&C Expenditures	\$ 11,978,986	\$ 11,997,410	\$ (18,424)	99.8%
General & Administrative				
Salaries, Wages and Benefits	\$ 19,975	\$ 33,117	\$ (13,142)	60.3%
Facilities, Supplies, Equipment	\$ 11,749	\$ 10,625	\$ 1,124	110.6%
Professional Fees	\$ 7,647	\$ 16,705	\$ (9,058)	45.8%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 39,371	\$ 60,447	\$ (21,076)	65.1%
Total Expenditures	\$ 12,018,357	\$ 12,057,857	\$ (39,500)	99.7%
Net Ordinary Revenue	\$ (10,511,103)	\$ (10,809,857)	\$ 298,754	

** Outstanding 2017 and 2018 grant obligations are on the balance sheet.

Cash Disbursements YTD	\$ 673,181
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(This figure includes final payments for 2017 grants as well as 2018 grant payments remitted in 2018.)

Cuyahoga Arts & Culture
Balance Sheet as of

	<u>Jan 31, 18</u>
ASSETS	
Current Assets	
Checking/Savings	
KeyBank	894,839.44
RedTree (U.S.Bank)	16,267,387.62
Star Ohio	3,113,049.21
STAR Plus	506.07
Total Checking/Savings	<u>20,275,782.34</u>
Accounts Receivable	
11000 · Accounts Receivable	1,224,537.00
Total Accounts Receivable	<u>1,224,537.00</u>
Total Current Assets	<u>21,500,319.34</u>
Fixed Assets	
15000 · Furniture and Equipment	75,222.56
15001 · Software and Webdesign	10,000.00
17000 · Accumulated Depreciation	-78,966.13
Total Fixed Assets	<u>6,256.43</u>
TOTAL ASSETS	<u><u>21,506,575.77</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	78,097.84
Total Accounts Payable	<u>78,097.84</u>
Other Current Liabilities	
24000 · Payroll Liabilities	1,711.30
24200 · GOS Grants	10,995,439.00
24300 · Project Support Grants	2,092,681.00
24400 · Other Grants/Program Contracts	17,500.00
Total Other Current Liabilities	<u>13,107,331.30</u>
Total Current Liabilities	<u>13,185,429.14</u>
Total Liabilities	<u>13,185,429.14</u>
Equity	
32000 · Retained Earnings	19,093,703.31
Net Income	-10,772,556.68
Total Equity	<u>8,321,146.63</u>
TOTAL LIABILITIES & EQUITY	<u><u>21,506,575.77</u></u>

CIGARETTE TAX RECEIPTS FY 17 VS FY 18 YTD

Month	<u>2017</u>	<u>2018</u>		
	2017	2018	\$VAR	17-18% VAR
JANUARY	\$ 1,257,349.49	\$ 1,489,490.74	\$ 232,141.25	18%
FEBRUARY	\$ 1,222,139.47			
MARCH	\$ 1,294,282.38			
APRIL	\$ 1,194,757.98			
MAY	\$ 1,347,820.51			
JUNE	\$ 2,007,016.71			
JULY	\$ 156,576.58			
AUGUST	\$ 1,321,542.39			
SEPTEMBER	\$ 1,448,391.10			
OCTOBER	\$ 1,036,974.45			
NOVEMBER	\$ 1,250,948.89			
DECEMBER	\$ 995,231.02			
TOTALS	\$ 14,533,030.97	\$ 1,489,490.74	\$ 232,141.25	18.5%

**CAC Board Workplan for 2018
Draft 1/31/2018**

January	community meeting 1/31
February	regular board meeting 2/13 <ul style="list-style-type: none">○ Approve workplan○ Approve Support for Artists timeline with milestones
March	community meeting 3/27 Audit & Finance Committee: internal controls
April	annual board meeting 4/10 <ul style="list-style-type: none">○ Approve Project Support guidelines framework○ Elect officers○ Affirm policies
May	Audit & Finance Committee: review audit with Auditor of State
June	community meeting 6/6 regular board meeting 6/12 <ul style="list-style-type: none">○ Approve contracts○ Do we have a board retreat?
July/August	no meetings
September	regular board meeting 9/12 <ul style="list-style-type: none">○ Approve early stage General Operating Support guidelines framework community meeting 9/20
October	grant panel review Audit & Finance Committee: review investment policy
November	regular board meeting 11/13 <ul style="list-style-type: none">○ Approve program allocations & grant awards
December	regular board meeting 12/11 <ul style="list-style-type: none">○ Approve 2019 operating budget○ Approve annual contracts○ Executive Session: staff compensation

*** tentative, subject to change as circumstances warrant ***



MEMORANDUM

Date: February 13, 2018
To: CAC Board of Trustees
From: Jake Sinatra, Manager – Special Projects & Communications
Re: Support for Artists Workplan: Timeline and Key Milestones

Board Action Requested: At the February 13 meeting, staff seeks the Board’s approval of a workplan to develop and deliver support for individual artists in Cuyahoga County. The plan is based on recommended new approaches developed over six months in 2017 by a group of volunteers, the Support for Artists Planning Team.

Background: The [Support for Artists Planning Team](#) (SfAPT) is a team of volunteers that was formed by Cuyahoga Arts & Culture in June 2017. Its authority was to recommend approaches and ideas for the board’s consideration—namely what types of support CAC should provide to meet the need of Cuyahoga County artists, and the appropriate rationale. At its December 11, 2017 meeting, the Board to approved a motion to acknowledge [receipt of the recommendations](#) from the Support for Artists Planning Team, and authorized the CEO/Executive Director and CAC staff to prepare an evaluation of those recommendations, including their relative priority and a proposed time line for implementation.

The Board-approved 2018 budget includes \$400,0000 CAC for artist support work.

Workplan: Outlining Funding Opportunities and Key Actions from 2018 - 2020

On the pages that follow, staff has developed a prioritized plan for 2018-2020. Taking a three-year view, staff proposes deliverables for each of the recommended approaches. We have heard that each of the recommendations is important to Cuyahoga County artists, and have identified a clear role for CAC in response. Most importantly, the proposed workplan ensures that CAC will take actions to provide financial support to individual artists in 2018. As proposed, **opportunities for artists in 2018 include:**

- Project-based monetary support that enables artists to create, connect or share their work;
- The opportunity to apply for unrestricted monetary support in a fellowship-type program;
- Access to the enhanced ClevelandArtsEvents.com, an online calendar resource for artists, organizations and residents to connect with each other and county residents;
- Regular communications from CAC about opportunities for artists, including professional development, and access to physical space; and,
- Quarterly convenings for conversation, networking, and input from artists (which also serves as an accountability mechanism).

Because the recommended approaches include both monetary and non-monetary for support for artists, CAC staff will need to build capacities (continue learning, identify and evaluate potential partners, research national models and best practice) in 2018 to take action towards the stated deliverables.

Cuyahoga Arts & Culture - Support for Artists Workplan

Programmatic Recommendations from Support for Artists Planning Team	unrestricted monetary support	specific project support	physical spaces	institutional connections	professional development
	<p>SfAPT recommends that CAC provide non-specific/unrestricted monetary support through the awarding of Individual Artist Fellowships, meant to reward artists for their work and their connection to the community. Fellowship artists will have the opportunity to contribute to a cohort model of building unity in the local arts community.</p>	<p>SfAPT recommends that CAC provide monetary support for specific projects or ideas and enable artists to create, connect, and share their work. This support is designed to provide artists the monetary support, tools, training, travel or other resources necessary to bring a project or idea to life in the community.</p>	<p>SfAPT recommends that CAC should support and offer brick and mortar artists spaces throughout the County, with a focus on historically excluded areas of the City. The need is two-fold: to create new spaces and activate and expand access to existing spaces.</p>	<p>SfAPT recommends that CAC provides opportunities and resources for artists who receive support so that they can connect to and access CAC supported institutions in ways that complement their existing infrastructure and/or challenge them to develop new practices.</p>	<p>SfAPT recommends that CAC provides professional development support for artists to empower them, help them grow, and connect them to other artists, residents, and opportunities in Cuyahoga County.</p>
Role for Cuyahoga Arts & Culture	<p>LEAD & PARTNER: re-imagine individual artist fellowship support, in partnership with an intermediary nonprofit, to provide meaningful unrestricted dollars to Cuyahoga County artists.</p>	<p>LEAD: staff-led, project-specific contract for Cuyahoga County artists to carry out their work and bring ideas to life. Short, concise applications accepted on a rolling basis.</p>	<p>PARTNER: activate and create physical spaces for artists to connect, collaborate and create. This includes partnerships to activate under/non-utilized spaces, and programs to connect artists to spaces they may not know of or have access to.</p>	<p>PARTNER: foster connections between CAC-funded nonprofits and individual artists in Cuyahoga County. Creating space for collaboration, partnership and access. Reducing perceived barriers, building shared language.</p>	<p>PARTNER & BUY: identify partners who offer existing programs or resources, evaluate national models, invest in opportunities or develop communications programs to share resources with artists.</p>
Actions in 2018	<ul style="list-style-type: none"> • Q1: identify partners and collaboration models • program development • national model input • legal guidance • Q2: aim to launch RFP or identify partner(s) 	<ul style="list-style-type: none"> • Q1: program development • national model input • legal guidance • Q2: launch funding opportunity 	<ul style="list-style-type: none"> • Q1-2: conversation with potential partners/experts • legal guidance on CAC's authority • Q3: research, assessment of partners/venues • Q4: activate short-term space projects and/or partnerships 	<ul style="list-style-type: none"> • Q1-2: gather input about what artists and orgs want/need in this space • launch Artsopolis artist database platform • Q3-4: provide space for convening and conversation through quarterly 	<ul style="list-style-type: none"> • Q1-2: identify partners who offer existing programs • evaluate national models • Q3-4: aim to invest in opportunities • develop / pilot communications

Cuyahoga Arts & Culture - Support for Artists Workplan

	<ul style="list-style-type: none"> Q3-4: launch program/opportunity to apply for funding 		<ul style="list-style-type: none"> ongoing: discussion/feedback with CAC board of trustees 	Arts & Culture Network Nights <ul style="list-style-type: none"> ongoing: discussion/feedback with CAC board of trustees 	programs to share resources with artists
Actions in 2019-2020	<p>2019: select fellowship recipients, use feedback to improve application process in 2019, monitor implementation.</p> <p>2020: assess program impacts, gather community and stakeholder feedback.</p>	<p>2019: assess impacts/utilization of program, iterate and continue efforts to increase awareness, impact, share results with the community.</p> <p>2020: consider opportunities to grow and expand offerings, build connections between nonprofits and artists, increase public benefit.</p>	<p>2019: assessment of potential partners, activation of existing spaces, community/stakeholder input feedback.</p> <p>2020: evaluation of initial projects/activations, assess impact, determine need for additional spaces, etc.</p>	<p>2019: offer a series of events / opportunities for institutional connections, or an ongoing cohort-based program.</p> <p>2020: evaluate impact of initial programs and offerings, expand or adjust offerings accordingly.</p>	<p>2019: identify a long-term partner, if feasible, or offer a recurring series of events/program to support artists in professional development, mentorship, etc.</p> <p>2020: assess impact of full year of support, identify gaps, opportunities.</p>

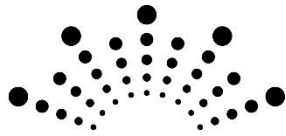
Commitment to Building Relationships with Artists

In addition to the monetary and non-monetary support recommendations listed above, SfAPT recommended that CAC strive for **accountability** and put into place a diverse team of artists to **consult on the implementation** of new approaches to support artists in Cuyahoga County. To address these recommendations in 2018, CAC will explore launching an ongoing sounding board or committee and will hold public convenings to grow and maintain a strong dialogue between artists and CAC, including former SfAPT members.

Commitment to Equity

Lastly, the Support for Artists Planning Team recommended that CAC prioritize **equitable funding** throughout all support for artists. In line with the recommendation of the SFAPT, Cuyahoga Arts & Culture seeks to uphold its value of equity, particularly racial equity, as an overarching value in its support for individual artists. To the extent permitted by law, CAC will design programs and support approaches in ways that promote inclusion and ensure that future CAC support for artists is accessible and attainable to all Cuyahoga County artists.

For additional information on the process and detailed recommendations developed by the Support for Artists Planning Team, visit cacgrants.org/artists. Cuyahoga Arts & Culture will continue to share information and progress updates about work on its website.



cuyahoga
arts & culture
strengthening community

MEMORANDUM

Date: February 13, 2018
To: CAC Board of Trustees
From: Roshi Ahmadian, Luis Gomez, Heather Johnson-Banks, Dan McLaughlin, Jill Paulsen
Re: Planning for 2019 Project Support

Executive Summary: This memo serves as an update on initial planning for 2019 Project Support. The program's goals, funding criteria and eligibility requirements will remain unchanged. The team is exploring several procedural changes that would continue to streamline and simplify the program.

There will be no formal discussion or action taken at the February meeting; as always, we welcome Board and cultural partner feedback in the coming weeks/months to inform staff work, leading to the presentation and potential approval of the 2019 Project Support guidelines at the April meeting.

Background: Preparing for the Next Project Support Program

While 2018 has just begun, we're already busy planning for the next cycle of one of our primary grant programs: 2019 Project Support. The upcoming cycle will mark the eleventh time that CAC offers its annual Project Support grant program.

While we anticipate that the number of Project Support grants will continue to grow (up from the 195 organizations receiving funding in 2018), it is important to remember that we are operating under a financial forecasting model (discussed with the Board in 2017) that caps Project Support grant amounts at \$1.9 million per cycle. Any guideline recommendations we make to the Board in April will take this financial reality into account.

We look forward to bringing guidelines for both Project Support I and Project Support II (small grants program) to our April Board meeting, as we do every year. In preparation for an April vote on the policies within the guidelines, program managers will survey cultural partners, benchmark our work against peer institutions nationwide, and use CAC's organizational roadmap as our foundation to ensure future guidelines are aligned with CAC's mission, vision & values. We are exploring several procedural changes to Project Support, detailed below.

Overview of Project Support Grant Program Goals

CAC's commitment to offering this program remains unchanged, as have the goals, funding criteria, and eligibility requirements for the program (see below for further detail on what will stay the same in 2019). The Project Support program will continue to expand the reach of CAC's funding by providing annual grants to a range of organizations producing, creating or presenting arts and cultural projects that benefit residents throughout Cuyahoga County.

What May Change: Issues Under Consideration

We are exploring several topics for the next set of Project Support guidelines:

Simplify Project Support I grant request amounts: The maximum request amount for an applicant to Project Support I is based on a percentage of the applicant's eligible arts & cultural expenses. The process of determining what expenses are eligible is a frequent administrative burden for both the applicant and CAC staff. We are exploring whether a different process (using "funding brackets", for example) might result in a simpler process.

Further streamline Project Support II panel process: In 2016 and 2017, the smaller Project Support II grant program used an all-online panel. Panelists reviewed all applications online and left detailed written comments for each applicant. Since using this approach, we have heard concerns from applicants about inconsistent panelist feedback. We also aim to right-size the significant amount of work that CAC staff has invested in monitoring and managing 600+ comments from 15+ panelists. We are exploring ways to simplify this process while maintaining transparency and providing application feedback at an appropriate level. For example, requiring panelists to provide written feedback only in cases where a project doesn't fully meet the funding criteria.

Offer sponsorship option for festivals or other types of projects: Project Support grants support a number of fairs, festivals and other community gatherings that include arts & cultural programming – but where it may not be the primary purpose of the event. While all of these projects include arts & cultural programming, many of them include the arts as only one component of the project (e.g. the difference between an *arts festival* and a *street festival that includes musical performances*). We are exploring how a sponsorship model with smaller awards might be a better fit for these types of events than PS I or PS II, and could potentially: 1) benefit applicants with a simpler application process; 2) better support CAC's communications goals; and 3) maximize the number of arts & cultural activities supported by the PS program while staying within the \$1.9 budget.

Using Cultural Partner Feedback to Shape our Work

At our recent January 31 forum, we had the opportunity to test new ways of gathering input and feedback from our cultural partners. We will use this feedback, along with the information we gather at our next Arts & Culture Network Night in March, to further refine our final recommendations. This new approach is in addition to the one-on-one conversations we always have with many of our cultural partners ahead of presenting guidelines for the Board to vote on in April.

What Will Remain the Same in 2019?

Based in the understanding that the program goals will remain unchanged in 2019, here is a list of additional core program elements that will remain unchanged in for the 2019 cycle:

- Funding Criteria: Public Benefit remains the most heavily weighted of the funding criteria for both grant programs. Project Support applicants must continue to demonstrate that they are connecting with their community, using public funds to provide public benefit.
- Eligibility Requirements: CAC will keep its eligibility criteria consistent with the most recent cycle of each program: [PS I](#) and [II](#). Notably, first-time applicants to the Project Support program are eligible for Project Support II program only, which includes a smaller request amount and simpler application process. The larger Project Support I grant program would exist for returning cultural partners that have familiarity with our process.

- Program Duration: Staff recommends no changes to program duration. PS will operate in a one-year grant cycle (2019).
- Use of Cultural Data Profile: Project Support I applicants will continue to complete DataArts' Cultural Data Profile as part of their application. The smaller Project Support II program will not require the Cultural Data Profile as part of the application.
- Minimum Score to Receive Funding: All applications that go before panel will continue to require a minimum score to receive funding.
- Panelist Recruitment: We will continue to seek out expert panelists from outside of our region who bring diverse perspectives to the evaluation - considering race, ethnicity, gender, discipline and geography among other identifiers.
- Panel Structure: Our Project Support panel structure will remain the same as it has for the past two cycles: PS I will conduct a live, in-person panel while PS II will be conducted completely online.
- Personalized and Ongoing Technical Assistance for All Applicants: Recognizing that some eligible and interested organizations have felt left out or overwhelmed by the application process, CAC's staff will continue to commit time and resources to technical assistance during the last application cycle. A fully-staffed grants team makes this work achievable. We view these opportunities as a step toward achieving more equitable grantmaking. Examples include:
 - Continue to offer one-on-one, in-person office hours with a program manager, which were piloted and well-attended and well-received last cycle.
 - Provide individualized, hands-on assistance with our online system and eligibility check; recognizing that our online system has been a barrier for some applicants and potential applicants; and
 - Continue to offer application workshops at times, locations and formats, based on the needs and feedback of our diverse applicant pool. Last cycle we held an evening and a weekend session and piloted an online session.
 - With racial equity as a focus, continue to be intentional about outreach and additional technical assistance to organizations run by and serving people of color.

Next Steps & Board Feedback Welcome

Staff will continue to test the ideas above with our cultural partners and further refine our recommendations in preparation for April when we bring forward fully developed guidelines for the Board's review and potential approval. In the interim, our program managers Heather Johnson-Banks, Luis Gomez, and Dan McLaughlin welcome any questions or comments you may have that help us to shape the policies for our 2019 Project Support programs.

Contracts & Grants for Board Approval at February 13, 2018 Meeting				
Contractor	Amount	Purpose	Term	Board Approval
Suite 1300, Neighborhood Connections	\$ 150,000	A grant to continue, for an additional two years, the five year partnership with Neighborhood Connections to support grassroots grantmaking in Cleveland and East Cleveland at a level of \$75k per year: \$60k for grants and \$15k for program management/networking building.	1/1/2018-12/31/2019	

Contracts Approved by Executive Director 1/1/18-2/7/2018				
Suite 1300, Neighborhood Connections	up to \$11,050	A contract to design, host and conduct outreach and follow-up for three Arts & Culture Network Nights throughout Cuyahoga County in 2018, as well as NC staff time associated with co-facilitating the Jan 31st Cultural Partner Forum on CAC's Allocation.	1/1/2018 - 12/31/2018	N