



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Miller Classroom, Idea Center at Playhouse Square
Monday, December 11, 2017, 3:30 pm

- 1. Call to order, approval of minutes**
- 2. Motion to enter into executive session to consider the compensation of our public employees**

***** Executive Session *****

- 3. Motion to conclude executive session**
- 4. Resolution of Appreciation for Tom Schorgl**
- 5. Public Comment on Meeting Agenda**
- 6. Executive Director's report**
- 7. Finance Report**
- 8. Connect with Culture**
- 9. Presentation and Discussion – SfAPT recommendations**
- 10. Board Action**
 - Receipt of SfAPT recommendations
 - Approval of 2018 operating budget
 - Administrative matters

- 11. Public Comment**

Next Meeting:
Tuesday, February 13, 4:00 pm
Idea Center at Playhouse Square, Miller Classroom

- 12. Adjourn**

**Executive Director's Report
Regular Meeting of the Board of Trustees
11 December 2017**

Welcome to our final Board meeting of 2017.

We have many important items on today's agenda, chiefly a **presentation from our Support for Artists Planning Team as they bring their final recommendations to the Board**. The team, facilitated by the Community Innovation Network at CWRU, has spent more than 75 hours building trust between the wide variety of perspectives and experiences among the team's members, listening to artists from all disciplines, learning from what other communities do to support artists, and sharing their ideas and innovations. The final recommendations are the product of a truly community-led approach that is responsive to the needs of local artists. The recommendations are extensive, and I know that you join me in expressing our gratitude to every member of the team and its facilitators for creating such a thorough report.

At today's meeting, we will also ask you to **approve our operating budget for 2018**. Our budget is the place where our plans come to life, where we connect our day-to-day work with our mission, vision and values in a concrete way. In a reduced revenue environment, we have created a budget that includes appropriate reductions in overhead expenses while still providing the funds needed to support our important grantmaking work. Please take note of the budget memo on page 47 which explains the rationale behind the numbers.

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

- A comprehensive update to our employee manual (page 52), for which Elaine Brown at Squire Patton Boggs provided invaluable advice;
- A renewal of our grant to DataArts for participation in the Cultural Data Project;
- A new contract with local firm Advocacy and Communication Solutions, to help represent CAC's interests with state and local elected officials;
- A renewal of our contract with Compelling Communications for targeted media relations and communications support.

This meeting also includes our annual executive session to discuss the compensation of our public employees. The staff reports that begin on page 18 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 annual Records Retention Committee meeting will not take place in this meeting but rather on Dec. 21 at 8:00 am at CAC. 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. Best wishes to you and yours for a happy and healthy 2018.

CAC Board Meeting December 11, 2017 Updates from Staff: 2017 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 fell 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 2017.**

1. GRANTMAKING & KNOWLEDGE-BUILDING: Connecting with cultural partners, applicants, artists and the cultural sector

Our 2017 objectives were to 1) complete a comprehensive review of CAC's two primary grant programs (2018 Project Support & 2018-19 General Operating Support); 2) continue to build strong working relationships and connections with the 242 groups we fund; 3) ensure more equitable grantmaking by identifying and working to reduce barriers to entry, streamlining our PS program; offering increased/new technical assistance; 4) offer learning/discussion opportunities for cultural partners and artists that reflect CAC's goals and emphasize our commitment to equity; 5) propose approaches to supporting artists that are grounded in our agreed key elements and informed by broad public input, inclusive of artists' voices; and with support of the National Endowment for the Arts, provide paid opportunities for artists/organizations to present programs on Public Square.

Comprehensive Organizational Planning and Community Listening Process Complete. In January, the results of CAC's 18-month organizational planning process were shared widely with the public. Titled **Cuyahoga Voices & Vision**, the plan included [recommendations](#) for Cuyahoga Arts & Culture to consider over the next decade (as outlined by CAC's listening project collaborators and experts: Nick Rabkin and Holly Sidford) and opportunities for the public to continue to [provide feedback](#), and engage with CAC, as part of CAC's intentional approach to making direct connections with Cuyahoga County residents.

Key Findings

To best support the cultural life of Cuyahoga County residents today and in the future, CAC must:

1. Continue to support a wide variety of Cuyahoga County's cultural institutions, artists and creative people, to develop and present arts and cultural programs to the public; and
2. Acknowledge that there are significant differences in the way arts and culture are experienced among different segments of our community, and find ways to recognize and equitably support our community's varied cultural ecology.

To read more about the key findings, visit: future.cacgrants.org.

Since January, steps have been taken to begin to address the outlined action plan, including:

- **Convening: Cuyahoga Voices & Vision Briefing and Conversation.** On March 22, 2017, nearly 100 residents and members of the arts and cultural community gathered to hear about the findings of CAC's 18-month community listening project, and how it will shape our next decade.

The gathering also served as an opportunity to gather input from attendees, start conversations, and provide space for networking. Based on a post-event survey, 88% of attendees left the event with a better or somewhat better understanding of CAC's planning process, outcomes, and vision for the future. Also, 85% felt that the event answered or somewhat answered any questions they had about the Cuyahoga Voices & Vision project.



Attendees at CAC's Cuyahoga Voices & Vision Briefing and Conversation on March 22.

- **Assessment: Statistically Significant Phone Survey Complete.** Following the Board's April approval, staff contracted with TRIAD Research Group to complete a statistically significant telephone survey of Cuyahoga County residents. Some of the key findings include:
 - *Three-fourths (78%) of residents said arts and culture are extremely or very important to the community.* 69% think it is extremely or very important to provide some public funding to arts and culture organizations in Cuyahoga County. This is the same as in 2014 (68%).
 - *About half of all Cuyahoga County residents regularly attend arts and cultural activities and events* (they go at least once a month), and a fifth identify as artists. Lack of information and cost are the biggest barriers to attending arts events and activities.
 - While there is no dominant source of information about arts and culture activities, *90% of residents think CAC should provide information to residents* to make them more aware of the programs, events and organizations it supports.
- **Community Briefings:** CAC staff, accompanied by board members when appropriate, held dozens of one-on-one briefings with elected officials, community and business leaders, and leaders of CAC-funded organizations. In the briefings with arts organizations, we aimed to learn more about what kinds of equity and inclusion work is already underway in our community, so that we can craft strategies and approaches for supporting that work in the future.

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

- Managed a portfolio of **241 grant recipients** in its two primary grant programs (PS17 and GOS17), offering personalized customer service.
- Held **five workshops** for new Project Support cultural partners in early 2017. In a departure from previous years, the 2017 meetings were held at some of our new cultural partners' locations. This allowed our new cultural partners to highlight their work, their communities and their neighborhoods. **60 people** from **45 cultural partner organizations** attended.
- Conducted meetings with **over 100 cultural partners**, including technical assistance and report feedback meetings and site visits. Attended **hundreds of cultural events** – a vital step in understanding our cultural partners and informing our work.
- Educated and trained **123 people** at in-person workshops for our 2018 Project Support program to allow for success at all levels of our process, including offering assistance with **CAC's new online application and reporting system**, which the team successfully launch this spring.
- CAC staff offered over **60 in-person "office hour" sessions** to provide personalized support and feedback to Project and Operating Support applicants.
- Conducted strong outreach and consistent technical assistance to existing cultural partners and new applicants, resulting in a 2018 portfolio of **257 cultural partners**, the largest number of grant recipients in CAC's history.
- Developed new working relationships with **25 first-time grant recipients**. We look forward to sharing their stories on our digital platforms and introducing thousands of residents to new organizations.
- Renewed our investment as presenting sponsor of The Cleveland Orchestra's Star-Spangled Spectacular for the 11th and 12th consecutive years (2018-19).

Conducted Public Panels. In order to review and recommend grants in a transparent and impartial manner, CAC staff recruited **28 panelists** from around the country. Panelists read, reviewed and scored over 200 applications across three grant programs. Staff worked to prioritize panelist diversity across age, race, gender and discipline. What follows is a self-identified breakdown by race/ethnicity/gender and age of our 2018 panelists:

Race/Ethnicity	
Black/African American	43%
Caucasian	36%
Hispanic/Latino	4%
Other/Two or more	18%

Gender	
Female	68%
Male	29%
Nonconforming	4%

Age	
20-29	14%
30-39	39%
40-49	25%
50-59	18%
60+	4%

- The **Project Support I panel** was held October 9-10 at Idea Center.
 - 8 panelists reviewed 75 applications, recommending 68 for funding.

- 25 people attended the in-person review, while the livestreamed audio of panel had 337 unique visitors.
- Panel was a full-team effort, with Dan and Roshi chairing the panel proceedings and India and Jake managing day-of logistics and communications.
- For a second year, the smaller **Project Support II** panel was conducted completely online.
 - 15 panelists reviewed 133 applications between late September and the week of October 9, recommending 128 for funding.
 - Panelists wrote detailed comments, along with their scores, which have been shared with applicants as feedback and as an educational tool for future applications.
 - Though this panel was mostly conducted online, it still represented a team effort. India managed technical assistance to panelists using the FluidReview online system, while Dan monitored and managed panelist feedback and Roshi finalized the creation of the comments/scoring documents.
- For the first time since 2014, CAC held a **General Operating Support** grant panel (October 11) at Idea Center.
 - 5 panelists reviewed 7 applications, recommending 6 for funding.
 - **New this Year:** We tested out an interactive panel – which enabled applicants to respond to panelist feedback and participate in a Q&A. The pilot was in response to many years of feedback from cultural partners asking for opportunity to participate in panel.
 - **NOTE:** Following Board approval in April, a majority of current (2015-17) General Operating Support grant recipients were exempted from having to submit an application or participate in panel in order to be eligible for a 2018-19 grant. In place of this process, they continued to submit mid and final reports, as well as a new 2018 goals setting form. See [FAQs about this change](#).

Highlighting 25 New Cultural Partners. 25 Project Support II cultural partners will be receiving CAC funding for the first time in 2018. CAC will work to promote their work through a social media campaign in December. India and Dan will lead new cultural partner meetings early in 2018 to help ensure that they are successful during the grant period.

These new organizations and their projects cover a range of programming that reflects the arts & cultural ecosystem of Cuyahoga County. Of note, **five of these organizations’ projects focus on art therapy, healing arts or arts for wellness** (Cleveland Clinic, Connecting for Kids, FrontLine Services, NAMI Greater Cleveland, P.A.L.S. for Healing). These organizations join a number of other cultural partners carrying out this type of work.

AfricaHouse International	From Me 2 U Inc.
Blazing River Arts Group	Underground Classical
Burning River Baroque	FrontLine Services
Cleveland Clinic	NAMI Greater Cleveland
Cleveland Eid Unity Festival	Open Tone Music
Connecting for Kids	P.A.L.S. for Healing
Deutscher Musik Verein Inc.	Praxis: Integrated Fiber Workshop
Dyngus Day Cleveland	Slovenian Museum and Archives
Environmental Health Watch	SOS: Strengthening Our Students
Errin Ministries	The Movement Project Inc
Focus on Education	West Creek Conservancy
Folknet	YMCA of Greater Cleveland
Friends of Euclid Creek	



New 2018 Cultural Partners: First-Time CAC Grant Recipients Cleveland Eid Unity Festival (L) and Praxis: Integrated Fiber Workshop (R).

Continued our Investment in Resident-Led Projects. In 2013, CAC formed a partnership with Neighborhood Connections, a grassroots grantmaking program affiliated with the Cleveland Foundation. Since then, **CAC has funded 286 resident-led arts and culture projects** in Cleveland and East Cleveland. In 2017, **our \$75,000 investment helped co-support 41 neighborhood projects.** Through our investment in Neighborhood Connections, CAC co-funds grants of up to \$5,000 twice a year in May and November to groups of residents in Cleveland and East Cleveland who organize projects to improve the quality of life in their neighborhoods. Groups are encouraged to work with partners and to propose creative solutions to challenges 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 managed **NEA funds** to underwrite our cultural partners' ability to program Public Square in the summer of 2017 (see below for more details).
- Continued to offer "Cultural Partner Connection," a newsletter for our cultural partners (**12 issues** sent in 2017 to more than **700 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.

Brought new, creative arts ideas to life in Public Square. Early in March, Roshi and Meg worked with our partners at Group Plan Commission (GPC) and LAND studio to roll out the opportunity for small to mid-sized cultural partner organizations and all individual artists in Cuyahoga County to receive support for projects in Public Square.

The call for participation for Arts & Culture in the Square closed in March, and we received **29** submissions from cultural partners and **25** submissions from artists.

A review committee of local community leaders met in April to discuss and review the submissions, including Kamla Lewis, Director of Neighborhood



County residents enjoy outdoor activities in Public Square.

Revitalization for the City of Shaker Heights and arts advocate; Jason Estremera, Director of Business Services with the Hispanic Business Center, an entrepreneur and an actor in Cleveland Public Theater's Teatro Publico de Cleveland; James Jones, Community Ambassador, East End Neighborhood House and former production manager for national touring Broadway productions; Garry Regan, Committee Chair of The Grove in Mayfield Village, an outdoor performance space that offers a wide variety of arts and culture programming throughout the summer; Cavana Faithwalker, poet and community activist; Sanaa Julien of Group Plan Commission; and Nora Romanoff of LAND studio.

This simple approach to a panel process was different than that of our typical panels for Project Support and General Operating Support funding, where we convene a large panel of experts from outside the region. For a program like this, we found that having a panel of local leaders and residents was more appropriate, since a prior knowledge of Public Square and its historical context was key in selecting “fresh” programming according to our funding criteria. This provided us an interesting model to consider for future panels.

The team worked closely with GPC to determine the appropriate contract amounts for each selected project and notified the artists and organizations. GPC, which provided the \$50,000 match to CAC's grant from the National Endowment for the Arts, worked with organizations and artists to execute the projects over the summer. GPC staff brought their expertise in planning for these small-, medium- and large-scale events.



A&C in the Square: An instrument making event by Roots of American Music in August

In early June, the nine artists and organizations selected for the summer Arts & Culture in the Square series announced 26 events slated to take place in Public Square between June 20 and August 26. To promote the events, a partnership [article in Fresh Water Cleveland](#) featured the work prominently.

Events ranged from live opera to a mock poetry slam to a day-long festival celebrating Latino cultural heritage. Arts & Culture in the Square was made possible with the following project partners: Daniel Gray-Kontar (Twelve Literary Arts), Pandora Robertson (Ohio City Theatre Project), Lake Erie Ink, Literary Cleveland, Julia de Burgos, Roots of American Music, Karamu House, and Cleveland Opera. The final schedule of events can be viewed [here](#).

Developed Inclusive, Resident-Led Approaches to Support Cuyahoga County Artists. Charged by the Board in December 2016 with identifying new approaches to provide support and funding to individual artists in Cuyahoga County, staff developed the Support for Artists Planning Team (SFAPT). This volunteer group launched its work in summer 2017, to develop new ways to provide artist support. Jake served as the staff representative of the SFAPT, along with nine other county residents/artists, who volunteered to collaboratively develop new potential approaches and gather community input.

To develop the recommendations, the volunteer support for artists planning team kicked off its work with a full day racial equity workshop, followed by bi-weekly working meetings. Frequent e-mail communication, small group meetings and work sessions were held to build working relationships, gather broad stakeholder input, and develop approaches that were responsive to the needs of the community. In all, the team **met 20 times totaling more than 75 hours between June 28 and**



More than 50 local artists attended a World Café event in September to inform the Support for Artists Planning Team

November 30 to carry out its work. Each meeting was coordinated and facilitated by the Community Innovation Network at Case Western Reserve University, who provided tools, frameworks and moderation when needed to facilitate the process.

Some of the highlights of the work include:

- A one-day racial equity workshop facilitated by Erica Merritt to ground the team's work.
- A comprehensive stakeholder engagement plan, including focus groups, surveys and broad public engagement throughout the process, reaching hundreds of people.
- Two public community meetings/events, including a World Café on September 20 and a public forum on November 14, attended by more than 150 artists and Cuyahoga County residents.
- Transparent communication, including frequent public e-mail updates, blog posts and meeting summaries posted online at www.cacgrants.org/artists.

The final recommendations are the product of a community-led approach, which fostered important discussions around race and perception, built new relationships and connections between CAC and artists, and resulted in a comprehensive approach that is responsive to the needs of the local community. We look forward to being in dialogue with area residents and artists as CAC works to develop programs and build partnerships in response to the team's recommendations in 2018.

2. RAISING AWARENESS: Connecting with residents

Our 2016 objectives were to: 1) raise awareness of the Cleveland Arts Events website by testing new strategies and implementing targeting marketing; 2) conduct assessments (including a community survey (see TRIAD results listed above), ongoing community listening and mapping) to continue to discover how and where residents are – and are not – connecting with arts and culture; and 3) develop a resident engagement strategy that builds trust and ensures residents' voices inform our work.



Showcasing our Cultural Partners and Connecting with Residents. In 2017, staff carried out activities that increased awareness of and engagement with CAC. In partnership with Compelling Communications, staff continued to connect with CAC's two audiences: the nonprofit organizations we support as part of the broader arts and cultural community, and the residents of Cuyahoga County. Key projects in 2017 to support this objective included:

A Sample of CAC's Ads -which reach thousands of residents through our digital marketing partnership with Fresh Water.

Media Partnerships to Connect More Residents to CAC. As part of our media partnership with Fresh Water Cleveland, **six features and a special report about CAC were published and distributed widely** to raise awareness of CAC's grant recipients and other initiatives. Each piece provided a glimpse into the work of CAC and invited the public to connect with CAC to learn more. In addition, CAC ads are continuing to be featured prominently on their website, connecting additional residents with our events calendar. Staff is in regular contact with Fresh

Water staff to develop story ideas and to consider the best ways to highlight the work of our cultural partners.

In addition, CAC tested a new digital marketing strategy in partnership with Raycom Media, managed by CBS/Channel 19 Cleveland. With a modest investment, staff developed ads that were delivered to mobile and desktop web users who fit a marketing profile and expressed an interest in arts and entertainment. **CAC ads were shown more than 411,000 times between June and September.** With a click-through rate of 1% (in line with the industry average), this new experiment was a cost-effective measure to send new visitors to CAC's events website to connect with CAC-funded events in their community.

Annual Report Showcases Partners, Recaps CAC's First Decade of Impact. In recognition of its tenth year of operation, Cuyahoga Arts & Culture's 2017 annual report offered an expanded look at its first decade and its vision for the next ten years. The report was double in length compared to previous annual reports, and included various profiles of CAC grant recipients, expanded data points highlighting CAC's ten-year impact, in addition to the annual reporting financials and data. The report and its accompanying microsite can be viewed at report.cacgrants.org.

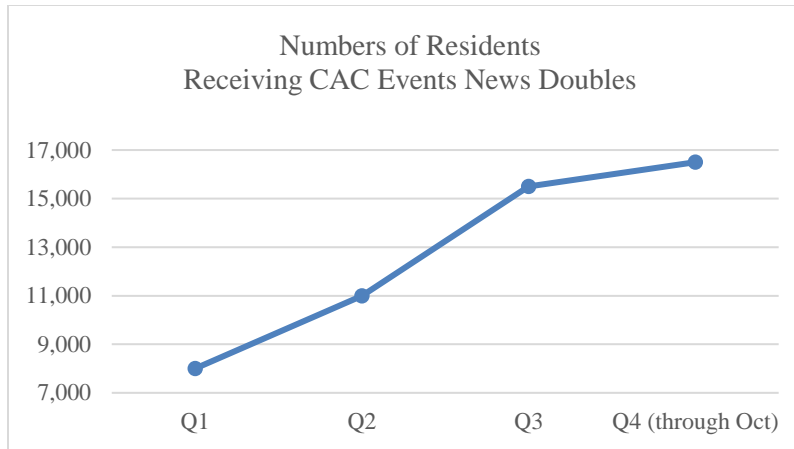


Our 2007-2017 Report celebrates the impact of 10 years of public funding and look ahead to our next decade. The cover, featured above, is a graphic image (Flying Hand Studio) made of our cultural partners' names and photos.

Highlighting the Work of Our Cultural Partners. Through our community listening project, we heard that while many residents enjoy the arts, they do not always have access to them or know about the events happening around them. With this issue in mind and usability updates to ClevelandArtsEvents.com complete at the end of 2016, we **implemented a digital marketing plan to widely promote our website** to County residents in early 2017. We set meaningful goals around engagement in order to better promote the work of the artists and organizations in our community, as well as ensure that more residents can connect with arts and culture.

Starting in February, working with our website developer (Aztek), we began increasing the traffic and the quality of engagement on our events calendar. For example, we identified that the majority of people who visit our events calendar find us through Facebook, which resulted in the decision to make a modest increase to our social media budget, (still well-within CAC's overall communications budget for 2017). Aztek also helped us align with best practices to exponentially increase our ranking in online searches for keywords such as "events in Cleveland" to continue to raise visibility of CAC-funded events and to promote the work of our partners.

As a result of Roshi and Jake's collaboration with Aztek, **the number of county residents receiving our email communications has almost doubled since Q1**, creating more opportunities to connect and increase awareness of and interest in our cultural partners' activities.



Subscribers to ClevelandArtsEvents.com Newsletter Nearly Doubled in 2017. (January through October, 2017). More than 16,500 residents receive twice-a-month e-blasts about upcoming events from CAC partners. Nearly 21,000 people now receive email updates from CAC.

Through targeted social media advertising and search engine optimization, we’ve seen substantial growth in the number of recipients of CAC’s twice monthly e-blasts, going from around 8,000 in early 2017 to over 16,000 in November; **around 100% more residents receiving our communications**. We further learned in our recent community survey that residents value this information—with 90% of respondents asserting that CAC should provide information to residents to help make the community more aware of the programs, events and organizations it supports. Additionally, our **12** events and **12** cultural partner newsletter emails sent in 2017 saw engagement on par or above industry averages:

	Industry Averages		CAC Emails	
	Art/Culture	Government	Cultural Partner News	Events Emails
Average Open Rate	16%	21%	41%	25%
Average Click Rate	7%	9%	16%	8%

We look forward to continuing to build on these successes; delivering on our mission to inspire our community and directly shining a light on the great work of the organizations we support. We invite you to join our email list, or share with a friend at cacgrants.org.

Digital Presence Continues to Build Connections. CAC continued its efforts to maintain a bold and engaging digital presence in 2017, despite a smaller staff capacity to carry out social media and digital marketing efforts. Again in 2017, we grew or maintained participation across all our social platforms, growing **our online audience by 5% year-over-year**, and positioning CAC as an important hub for local arts and culture information in our region. Some key statistics:

	Dec 2015	Dec 2016	Dec 2017
Facebook Likes	8,974	12,198	13,749
Twitter Followers	56,326	145,958	143,977
Instagram Followers	-	141	565
Website Visitors	47,031	72,731	85,436

New in 2017: Video continues to be one of the strongest content drivers for social media engagement. To this end, CAC **piloted its first “CAC in the Community” video in November**,

with India Pierre-Ingram representing CAC and conducting short, engaging interviews with our cultural partners (America Scores Cleveland). Through this new video content, CAC can both promote the work of its partners and connect more residents to CAC-funded activities they might not already know about. You can view CAC's videos on our [YouTube channel](#). Staff plans to expand this content in 2018.

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 62 media placements focused on CAC's work in 2017**, that contributed to continued awareness of CAC:

- [Cuyahoga Arts and Culture weighing changes on how shrinking pool of tax money will go to local organizations](#) – *Cleveland Plain Dealer* “Over the next decade, there will be fewer dollars in the pot to publicly fund the arts in Cuyahoga County.” (February 14, 2017)
- [Cuyahoga Arts and Culture approves new guidelines to streamline grant application process](#) – *Cleveland Plain Dealer* “Requesting and obtaining grants from Cuyahoga County is about to get easier for many Cleveland-area cultural organizations.” (April 18, 2017)
- [Financial Management Award Given To Cuyahoga Arts & Culture](#) – *Patch* “The award is the Auditor's highest rating and this year, CAC celebrates 10 consecutive years of clean audits...” (August 22, 2017)
- [All-access: Cuyahoga Arts & Culture-funded programs ensure arts are for everyone](#) – *Fresh Water Cleveland* “When the community talks, Cuyahoga Arts & Culture (CAC) listens. As CAC enters its second decade of funding ...” (November 2, 2017)
- [Planning Group Proposes Changes in Public Funding of Artists](#) – *ideastream* “About 60 members of the local arts and cultural community attended the planning meeting on public funding for individual artists ...” (November 16, 2017)

Shared the CAC Story. In 2017, CAC's team **presented at dozens of programs and events**, ranging from local convenings and technical assistance workshops to national conferences and other gatherings of grantmakers. Some of the more notable events:

- “The Arts are a Public Good” with an emphasis on CAC's grantmaking perspective, for the Boston Foundation and 200+ Boston-area arts leaders
- “The Future of Arts & Culture Funding” a gathering of major US and European arts funders, convened by The Foundation Center, New York City
- “Advocacy 101: Perspectives of a Public Funder”, a presentation to students and community residents hosted by the University of Chicago
- “Arts-Based Ballot Initiatives” at the Americans for the Arts national conference, San Francisco
- “The Arts in Cleveland” at ENGAGE! Cleveland's day-long summit
- “Building Sustainable Arts”, a 2-part podcast with Ted Bilich: <https://risk-alternatives.com/building-sustainable-arts-an-interview-with-karen-gahl-mills-of-cuyahoga-arts-and-culture/>
- “Arts Innovation Summit,” 3rd Annual Fall Partnership Event with Baldwin Wallace University

- “Equity in Grantmaking: A Story from Cleveland” at the Indiana University Arts Administration Symposium
- “Evidence at the Core of the 21st Century Local Arts Agency”, an [NEA webinar](#).
- “CAC’s First 10 years” a presentation to the University Heights Seniors
- “Exploring Creative Economies” for the Nashville Arts Coalition

3. BUILDING INTERNAL CAPACITY

Our 2017 objectives were to: 1) expand staff capacity with the addition of a new communications and grantmaking associate, which will allow CAC to better serve cultural partners and residents; 2) expand capacity by offering internship and volunteer opportunities, in part through participation in the Cleveland Foundation internship program; 3) with outside experts, conduct year-long racial equity learning, as well as participate in the Racial Equity Institute, to inform CAC’s politics and strategies for grantmaking, resident engagements, communications, and operations; 4) continue to build and strengthen CAC’s team through time dedicated to a retreat; and 5) continue to steward public funds in a responsible and transparent manner, ensuring that CAC achieves its 10th consecutive clean audit.

- **Welcomed New Team Members.** We brought on **one new staff member**: India Pierre-Ingram, associate – grant programs & communications. Additionally, CAC increased its capacity through **3 interns and short-term contractors** Mariam Ghanem (communications/grantmaking), and Maritess Escueta, our Cleveland Foundation intern (NEA Public Square project and communications) and Rachel Oscar (support for artist planning team). We also said goodbye to two team members: Nicole Thomas and Jessica Kayse. We thank them both for their contributions to our work.
- **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.** All of CAC’s staff has completed Racial Equity Institute program, offered through Cleveland Neighborhood Progress. We also thank our Board members who have already participated or signed up to attend REI’s half-day Groundwater training. We look forward to exploring ways that we can encourage our cultural partners to participate in this important learning in 2018.

In addition to REI, we worked with Nicole Chin, as external DEI consultant, to explore more about equity in our work, a process we will continue in December with Center for Performance and Civic Practice. Throughout the year staff participated in working groups (Philanthropy Ohio) and attended various conferences and webinars on equity in arts (Grantmakers in the Arts; Artists Thrive; etc.) and began planning for joint learning with the George Gund and Cleveland foundations around racial equity in arts grantmaking.

- **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 2016 financial audit, which led to CAC once again receiving the Auditor of State Award, an award received by fewer than 5% of public agencies in Ohio.

FINANCIAL UPDATE 2017 YTD

Revenue. Tax revenue through November 30 was \$13,537,800. This figure is \$38,805 (.29%) below budget year-to-date and but 1% below revenue for the same period in 2016. Interest revenue, inclusive of fees, through November was \$217,324 This figure exceeds forecast by \$29,424 through November.

As of November 30, CAC investment of inactive monies were as follows:

- STAR Plus: \$505.03 (yield 0.9%)
- RedTree Investment Group: \$16,243,577 (target yield 1.35%)
- STAR Ohio: \$2,608,772 (yield 1.26%)

Expenditure. Cash expenditures through November were \$15,731,457. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2017 in January. Additionally, in early 2017 we made final payments for 2016 grants.

2017 Year End Outlook

Revenue to date in 2017 is approximately 1.0% below revenue for 2017. This decline in tax receipts is slightly below budget for 2017, however we anticipate tax receipts at year end will be an estimated \$150,000 less than the previous year. We will finish the year with expenses approximately \$1,140,000 below budget due to careful and efficient spending by staff, as well as funds that were budgeted but not spent in the current year.

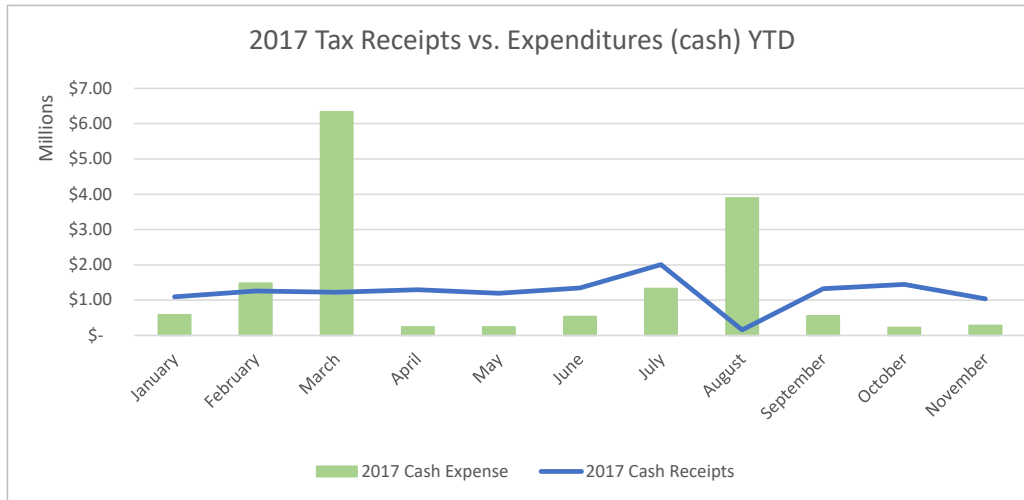
Administrative Matters

Today the Board will review and vote on updates to CAC's Employee Manual that are a result of a comprehensive review of the manual by attorney Elaine Brown. Please refer to the memo on page 52 for a summary of the updates that are detailed in the Employee Manual that follows the memo.

Cuyahoga Arts & Culture				
Through 11/30/17				
	Actual	Budget	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 13,537,800	\$ 13,576,605	\$ (38,805)	99.71%
Interest	\$ 217,324	\$ 187,900	\$ 29,424	115.7%
Other revenue	\$ 24,901	\$ 55,280	\$ (30,379)	45.05%
Total Revenue	\$ 13,780,025	\$ 13,819,785	\$ (39,760)	99.7%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 374,741	\$ 438,375	\$ (63,634)	85.5%
Grant Panel Expenses	\$ 22,938	\$ 36,930	\$ (13,992)	62.1%
Grant Management Expenses	\$ 97,695	\$ 101,550	\$ (3,855)	96.2%
Awareness Activities	\$ 71,946	\$ 103,800	\$ (31,854)	69.3%
Grants**	\$ 14,984,241	\$ 15,596,342	\$ (612,101)	96.1%
Total A&C Expenditures	\$ 15,551,561	\$ 16,276,997	\$ (725,436)	95.5%
General & Administrative				
Salaries, Wages and Benefits	\$ 319,819	\$ 347,153	\$ (27,334)	92.1%
Facilities, Supplies, Equipment	\$ 143,000	\$ 120,299	\$ 22,701	118.9%
Professional Fees	\$ 234,397	\$ 224,810	\$ 9,587	104.3%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 697,216	\$ 692,262	\$ 4,954	100.7%
Total Expenditures	\$ 16,248,777	\$ 16,969,259	\$ (720,482)	95.8%
Net Ordinary Revenue	\$ (2,468,752)	\$ (3,149,474)	\$ 680,722	

** Actual grants figure represents accrual for approved grants for 2017. Outstanding 2017 obligations are on the balance sheet.

Cash Expenditures YTD	\$ 15,731,457	(This figure includes final payments for 2016 grants as well as 2017 payments YTD.)
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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

Nov 30, 17

ASSETS

Current Assets

Checking/Savings

KeyBank	\$ 148,215
RedTree (U.S.Bank)	\$ 16,243,577
Star Ohio	\$ 2,608,772
STAR Plus	\$ 505
Total Checking/Savings	<u>\$ 19,001,069</u>

Accounts Receivable

11000 · Accounts Receivable	\$ 1,250,949
Total Accounts Receivable	<u>\$ 1,250,949</u>

Total Current Assets	<u>\$ 20,252,018</u>
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Fixed Assets

15000 · Furniture and Equipment	\$ 75,223
15001 · Software and Webdesign	\$ 10,000
17000 · Accumulated Depreciation	\$ (75,171)

Total Fixed Assets	<u>\$ 10,051</u>
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TOTAL ASSETS	<u><u>\$ 20,262,069</u></u>
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LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 · Accounts Payable	\$ (54,649)
Total Accounts Payable	<u>\$ (54,649)</u>

Other Current Liabilities

24000 · Payroll Liabilities	\$ 17,582
24200 · GOS Grants	\$ 1,282,359
24300 · Project Support Grants	\$ 810,437
24400 · Other Grants/Program Contracts	\$ 10,000

Total Other Current Liabilities	<u>\$ 2,120,378</u>
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Total Current Liabilities	<u>\$ 2,065,729</u>
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Total Liabilities	\$ 2,065,729
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Equity

32000 · Retained Earnings	\$ 20,665,092
Net Income	\$ (2,468,752)

Total Equity	<u>\$ 18,196,340</u>
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TOTAL LIABILITIES & EQUITY	<u><u>\$ 20,262,069</u></u>
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CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2017 ACTUAL REVENUE

Month	2016		2017	
	2016	15-16% Change	2017	16-17% Change
JANUARY	\$ 979,521.54	-24.05%	\$ 1,257,349.49	28.36%
FEBRUARY	\$ 1,060,158.47	-2.47%	\$ 1,222,139.47	15.28%
MARCH	\$ 1,246,640.07	8.40%	\$ 1,294,282.38	3.82%
APRIL	\$ 1,143,716.06	-10.39%	\$ 1,194,757.98	4.46%
MAY	\$ 1,302,807.27	-46.49%	\$ 1,347,820.51	3.46%
JUNE	\$ 2,435,737.96	92.00%	\$ 2,007,016.71	-17.60%
JULY	\$ 391,358.36	-45.79%	\$ 156,576.58	-59.99%
AUGUST	\$ 1,405,296.53	37.01%	\$ 1,321,542.39	-5.96%
SEPTEMBER	\$ 1,177,403.31	-18.86%	\$ 1,448,391.10	23.02%
OCTOBER	\$ 1,266,539.62	-8.83%	\$ 1,036,974.45	-18.13%
NOVEMBER	\$ 1,265,199.34	-7.54%	\$ 1,250,948.89	-1.13%
DECEMBER	\$ 1,092,758.15	-28.30%		
TOTALS	\$ 14,767,136.68	-7.63%	\$ 13,537,799.95	-1.0%



MEMORANDUM

Date: December 11, 2017
To: CAC Board of Trustees
From: Karen Gahl-Mills, Executive Director, Jill Paulsen, Deputy Director and Meg Harris, Director of Administration
Re: 2018 Budget Appropriation

Summary

At the December 11 board meeting, Trustees will be asked to allocate the 2018 operating budget for CAC in the amount of \$14,475,000.

Objectives

Our objectives in creating the operating budget for 2018 are:

1. Continue to invest in arts & cultural programming as guided by our [allocation policy](#).
2. Invest in individual artists in alignment with the recommendations of the Support for Artists Planning Team.
3. Ensure that 2018 team objectives are supported by the operating budget while reducing expenses wherever possible.
4. Invest appropriately in staff, to encourage employee retention.

Rationale

At our November 13 Board meeting, the Board received a [memo](#) that detailed a set of budget priorities for 2018.

Revenue

Excise tax revenue projections for 2018 are \$14,200,000. This figure represents a projected 2.9% decline from anticipated revenue for 2017. This projection is based on a three-year rolling average of the decrease in tax receipts seen over the last three years (2015/2014, 2016/2015 and 2017/2016). Interest revenue is forecast to be \$200,000, net of investment fees, based on projections provided by our investment advisor.

Expenses

We anticipate that our expenses, detailed below, will be approximately \$14,475,000: a breakdown of \$13,781,558 for arts & cultural programming expenses and \$693,441 for general and administrative expenses.

The 2018 overall budget is \$3,080,000 (17.5%) lower than the 2017 budget. This decrease in appropriation is primarily related to the decrease in grant awards for 2018 but also includes an overall decrease of nearly 7% of non-grant budget items. In accordance with CAC's [Cash Reserve Policy](#), we will plan to utilize approximately \$75,000 from the cash reserve to balance the 2018 budget.

Appropriation Detail

1. Arts & Cultural Programs (95.2%)

a. Salaries, Wages and Benefits

This category includes salaries for the deputy director, four managers, one associate, interns, and 25% of the salary for the director of administration. Benefits include health, dental and vision insurance, and contributions, as required by law, to Medicare, Bureau of Workers Compensation and the Ohio Public Employee Retirement System.

b. Program Management

The expenditures in this area are included in three broad categories: panel review, grant program management, and resident engagement and awareness. Panel expenses will decrease in 2018 because we will only hold panel reviews for the Project Support programs. We will continue to utilize online grant panels where appropriate. Grant program management expenses will decrease as we trim costs associated with workshops and trainings for cultural partners. Expenditures associated with connecting residents to arts and culture in Cuyahoga County will decrease as we increase our efficiency in this area, chiefly by moving to a new event calendar system that will not require the ongoing maintenance of our custom events management website.

c. Grants

This category represents grants to support General Operating Support, Project Support and other initiatives as approved by the Board. Overall, grant expenses will decrease by \$2,977,932 from 2017. This decrease is comprised of several items including decreases in allocation to the General Operating and Project Support programs. Within the allocation for grants, we have again designated funds to be utilized to test new grant programs developed in response to CAC's organizational planning work (\$480k). It also includes funds to support the needs of individual artists in our community (\$400k) as prioritized by the Support for Artists Planning Team, the concert in downtown Cleveland by The Cleveland Orchestra (\$150K), Suite 1300 (Neighborhood Connections) (\$75k) and DataArts for the Cultural Data Project (\$20.5k).

2. General and Administrative (4.79%)

a. Salaries, Wages and Benefits

G&A staff salaries include the executive director, manager – communications and special projects and 75% of the salary for the director of administration. Benefits include health, dental and vision insurance, and contributions, as required by law, to Medicare, Bureau of Workers Compensation and the Ohio Public Employee Retirement System.

b. Facilities, Supplies, Equipment

This category also includes expenses for rent, utilities, office supplies, printing, postage computers and computer software and other business machines. We have reduced expenses in this category by 13.4% from the 2017 operating budget.

c. Professional Fees

This category includes fees for banking, legal, communications; marketing, design, accounting and financial services. Note: investment income is now shown net of investment fees, these fees have been removed from professional services. We have reduced expenses in this category by 21.9% from the 2017 operating budget.

Action Requested

We ask that Trustees approve the 2018 operating budget in the amount of \$14,475,000. We look forward to answering your questions at the December 11 Board meeting.

2018 Budget Appropriation Summary

Revenue	2017	2018	Change	
	Projected Actual	Budget		
Excise Tax	\$ 14,625,000	\$ 14,200,000	\$ (425,000)	-2.91%
Interest Income	\$ 225,000	\$ 200,000	\$ (25,000)	-11.11%
Other Income	\$ 74,904	\$ -		
	<u>\$ 14,850,000</u>	<u>\$ 14,400,000</u>	<u>\$ (450,000)</u>	
Expenditures				
Arts & Cultural Programs	2017	2018	Change	
	Budget	Budget		
Salaries, Wages and Benefits	\$ 486,679	\$ 500,923	\$ 14,244	2.93%
Program Management	\$ 256,430	\$ 197,225	\$ (59,205)	-23.09%
Grants	\$ 16,061,342	\$ 13,083,410	\$ (2,977,932)	-18.54%
Total A&C Expenditures	<u>\$ 16,804,451</u>	<u>\$ 13,781,558</u>	<u>\$ (3,022,893)</u>	<u>-17.99%</u>
General & Administrative				
Salaries, Wages and Benefits	\$ 372,224	\$ 388,358	\$ 16,134	4.33%
Facilities, Supplies, Equipment	\$ 128,715	\$ 111,529	\$ (17,186)	-13.35%
Professional Fees	\$ 242,710	\$ 189,554	\$ (53,156)	-21.90%
Depreciation	\$ 6,900	\$ 4,000	\$ (2,900)	-42.03%
Total G&A Expenditures	<u>\$ 750,549</u>	<u>\$ 693,441</u>	<u>\$ (57,108)</u>	<u>-7.61%</u>
Total Annual Expenditures	<u>\$ 17,555,000</u>	<u>\$ 14,475,000</u>	<u>\$ (3,080,000)</u>	<u>-17.54%</u>

2018 Budget Appropriation Detail				
	2017 (est) revenue	2018 Budget	Variance (\$) FY18 over FY17	Variance (%)
Revenue				
Excise Tax	\$ 14,625,000	\$ 14,200,000	\$ (425,000)	-2.91%
Interest Income	\$ 225,000	\$ 200,000	\$ (25,000)	-11.11%
Other Revenue	\$ 74,904	\$ -	\$ (74,904)	-100.00%
Total Revenue	\$ 14,924,904	\$ 14,400,000	\$ (524,904)	-3.52%
Expense				
Salaries and Benefits				
G&A Payroll	\$ 277,350	\$ 290,772	\$ 13,423	4.84%
A&C Payroll	\$ 376,865	\$ 383,721	\$ 6,857	1.82%
Benefits	\$ 204,688	\$ 214,788	\$ 10,099	4.93%
Total Salaries, Wages and Benefits	\$ 858,903	\$ 889,282	\$ 30,379	3.54%
Facilities, Supplies, Equipment				
Office Supplies and Equipment	\$ 17,700	\$ 13,700	\$ (4,000)	-22.60%
Meals & Catering	\$ 700	\$ 200	\$ (500)	-71.43%
Professional Development	\$ 33,995	\$ 25,825	\$ (8,170)	-24.03%
Postage and Mailings	\$ 1,300	\$ 1,000	\$ (300)	-23.08%
Space Rental	\$ 64,000	\$ 60,000	\$ (4,000)	-6.25%
Travel	\$ 6,400	\$ 6,364	\$ (36)	-0.56%
Utilities (telecom)	\$ 4,620	\$ 4,440	\$ (180)	-3.90%
Total Facilities, Supplies, Equipment	\$ 128,715	\$ 111,529	\$ (17,186)	-13.35%
Professional Fees				
Web Site hosting and mgmt	\$ 2,000	\$ 2,000	\$ -	0.00%
Visual Identity	\$ 25,000	\$ 16,554	\$ (8,446)	-33.78%
Accounting Fees	\$ 10,500	\$ 10,500	\$ -	0.00%
Bank Service Fees	\$ 2,700	\$ 3,000	\$ 300	11.11%
Legal Fees	\$ 15,000	\$ 25,000	\$ 10,000	66.67%
Communications & Design Fees	\$ 76,000	\$ 60,000	\$ (16,000)	-21.05%
Other Professional/Contract Svc	\$ 94,500	\$ 72,500	\$ (22,000)	-23.28%
Investment Fees	\$ 17,010	\$ -	\$ (17,010)	-100.00%
Total Professional Fees	\$ 242,710	\$ 189,554	\$ (53,156)	-21.90%
Arts and Cultural Investments				
Panel Expenses	\$ 36,930	\$ 23,015	\$ (13,915)	-37.68%
Grants Management Expenses	\$ 107,500	\$ 101,210	\$ (6,290)	-5.85%
Awareness/Outreach Activities	\$ 112,000	\$ 73,000	\$ (39,000)	-34.82%
GOS Grants	\$ 12,700,000	\$ 10,200,000	\$ (2,500,000)	-19.69%
Project Grants	\$ 1,905,842	\$ 1,757,910	\$ (147,932)	-7.76%
Support for Artists	\$ 400,000	\$ 400,000	\$ -	0.00%
Concert on Public Square	\$ 175,000	\$ 150,000	\$ (25,000)	-14.29%
Neighborhood Connections	\$ 75,000	\$ 75,000	\$ -	0.00%
DataArts	\$ 20,500	\$ 20,500	\$ -	0.00%
Other Grant Initiatives	\$ 785,000	\$ 480,000	\$ (305,000)	-38.85%
Total Arts and Cultural Investments	\$ 16,317,772	\$ 13,280,635	\$ (3,037,137)	-18.61%
Depreciation Expense	\$ 6,900	\$ 4,000	\$ (2,900)	-42.03%
Total Expense	\$ 17,555,000	\$ 14,475,000	\$ (3,080,000)	-17.54%
Draw on Cash Reserve	\$ (2,630,096)	\$ (75,000)	\$ 2,555,096	



MEMORANDUM

Date: December 11, 2017
 To: CAC Board of Trustees
 From: Meg Harris, director of administration
 Re: Updates and Additions to CAC Employee Manual

In order to ensure compliance with employment law, and to ensure that our policies conform to our practices, we propose the following changes to our employee manual. We worked with our employment attorney, Elaine Brown of Squire Patton Boggs, to craft the changes, detailed below, which fall into two categories: revisions to existing policies and addition of new policies. Pending Board approval, the updated employee manual will be effective January 1, 2018.

Policy Name	Page #	Updated/New	Policy or Notes
Internal Complaint Procedure	7-8	Revised	This policy has been revised to provide clarifying language in relation to CAC's Internal Complaint Procedures.
Cellular Telephone and Device Use	11	New	Provides guidance that CAC at no times expects its employees to use their cellular phone while driving for CAC business and further expects its employees to comply with all state and local laws regarding use of cellular phones while driving. Provides guidance on use of cellular phones during the work day.
Drug and Alcohol Abuse	13	New	Addition of a basic policy regarding drug and alcohol abuse. This is a common employee handbook provision that CAC did not previously have.

Solicitation and Distribution of Literature	13-14	New	<p>Addition of a basic policy regarding solicitation and distribution of literature by CAC employees in the workplace.</p> <p>This is a common employee handbook provision that CAC did not previously have.</p>
Employee Classifications	14	Revised	<p>Modifying work week to be “at least 37.5 hours” vs. current 40 hours. This will apply only to non-exempt employees. Exempt employees are still expected to work a minimum of 40 hours. The hourly pay rate for non-exempt employees will be adjusted accordingly.</p>
Work Schedule and Hours	15	Revised	<p>Update paid half hour lunch period to be an unpaid half hour lunch period for non-exempt employees. As noted above, we will adjust the rate of pay which will maintain the annualized rate of pay for non-exempt employees.</p>
Lactation Accommodation	15	New	<p>Consistent with federal law.</p>
Overtime – Non-Exempt Full-Time Employees	16	Revised	<p>Details rate for overtime pay – hours worked between 37.5 and 40 hours will be paid at straight hourly rates, hours worked beyond 40 hours will be paid at time and a half. All overtime must be preapproved. Note: it is not common practice for CAC to incur overtime pay expenses.</p>
Payroll Procedures	17	New	<p>Consistent with CAC’s past and current practice.</p>
Paid Time Off	19	Revised	<p>To provide clarification related to the smallest increment of PTO requests. Current policy does not define this, the revised policy defines it as 2 hours.</p>
Jury Duty	25	Revised	<p>Caps the amount of pay for an employee serving on jury duty at 4 weeks per year. Currently there is no cap.</p>

Bereavement Leave	25	Revised	Updated to include one day of paid bereavement leave for aunts and uncles. This is consistent with standard bereavement leave policies.
Oho Military Family Leave	25-26	New	Consistent with Ohio law.
Disciplinary Process	26-27	Revised	Revised for clarity and to conform with best practice.
Employee References	27	New	Consistent with CAC's past and current practice.
Open-Door Policy	28	New	Consistent with CAC's past and current practice.

Contracts & Grants for Board Approval at December 11, 2017 Meeting				
Contractor	Amount	Purpose	Term	Board Approval
DataArts	\$ 20,500	A one-year grant of \$20,500 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.	1/1/2018-12/31/2018	
Advocacy and Communication Solutions, LLC	\$ 39,000	Advocacy and Communication Solutions, LLC, a Cleveland-based, minority + woman-owned firm, 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.	1/1/2018-12/31/2018	
Compelling Communications	\$ 45,000	Through a twelve-month contract, Compelling Communications, a woman-owned firm, 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 strategy 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.	1/1/2018-12/31/2018	

Contracts Approved by Executive Director 9/11/17-12/11/2017				
Artsopolis LLC	\$ 16,150	Artsopolis is a web-based cultural engagement platform designed to help communities promote their events, activities, opportunities, and other cultural assets. Artsopolis was developed "by the arts, for the arts" and has since evolved into one of the nation's leading online calendaring and cultural engagement systems. This platform, used by 50+ communities across the United States, was created to help communities expand awareness and participation in all aspects of the arts, embracing all forms of artistic expression. Annual renewal fees are \$2,400.	1/1/2018-12/31/2018	N
Meltwater	\$ 6,000	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 2018 organizational objectives.	12/1/2017-11/30/2018	N
Ohio Auditor of State	\$ 12,000	For annual accounting conversion services provided Local Government Services for the years ended 12/31/17, 12/31/18 and 12/31/19 in an amount up to \$4,000 per year.	1/1/2018-3/15/2020	N
Advocacy and Communication Solutions, LLC	\$ 6,000	Advocacy and Communication Solutions, LLC, a Cleveland-based, minority + woman-owned firm, will conduct initial research and develop a strategy/plan (to be executed in 2018) to assist CAC with local and statewide stakeholder-building efforts.	12/1-12/31/2017	N