



Team Objectives for 2015

Mindful of the agreements that we have made with one another, and grounded by CAC's Mission, Vision & Values, we state the following objectives for 2015:

Grantmaking & Knowledge-Building

1. Starting in Q1 2015, conduct a formal and inclusive organizational planning process, in partnership with outside experts, that builds on the public value research that we completed in 2014. We will bring the end result – a plan for our work for the next ten years – to the Board for adoption in early 2016.
2. In Q1, develop an intentional menu of technical assistance, networking and learning opportunities (Learning Agenda) for the arts and culture organizations that we fund to be held throughout 2015-16. This Learning Agenda will be responsive to our cultural partners' needs and reinforce key CAC priorities (public benefit, raising awareness, etc.). This programming is in addition to the full-service grants management support we offer to each of our 196 grant recipients.
3. With leadership from and through the daily actions of CAC's managers, build strong working relationships with organizations receiving support from CAC. This will be done through our regular daily practice, and through a series of meetings and site visits (including one with each GOS org during the 2015-16 cycle and with a minimum of 20 PS groups in 2015) to better understand the work of and serve our grant recipients.

Raising Awareness

1. Leveraging the results of a community survey conducted in 2014, develop and measure progress quarterly against a strategic communications framework. As a result, our target audiences will have an increased awareness about CAC and support the idea of public funding for arts and culture in our community. Develop framework by April 2015 and implement and evaluate April-December 2015.
2. To reach and engage residents online, boost CAC's digital presence with high-quality content that creates dialogue and raises awareness of CAC. Carried out throughout 2015 and evaluated quarterly against CAC's communications metrics dashboard.

3. Throughout 2015, mobilize our cultural partners to effectively raise awareness about CAC and its impact among its constituents (audience, participants, staff, board, volunteers, etc.) so that by 2016, 10% more Cuyahoga County residents know about CAC and have a positive perception of public funding for arts and culture.

Building Internal Capacity

1. By April 1, 2015, successfully hire and onboard an Associate – Communications & Grant Programs, utilizing Acuity and our networks to attract a diverse pool of qualified candidates. With this position filled, we will be able to provide more technical and communications support to our cultural partners while freeing up our managers' time to concentrate on building relationships, planning, and crafting policy.
2. Ensure that every team member participates in at least one professional development activity specifically related to his/her 2015 goals, so that each team member feels confident in his/her accomplishments and grows in his/her job.
3. Utilizing the exploration of issues of diversity, equity and inclusion as the primary content, increase our focus on internal culture and teamwork through 1 facilitated staff retreat and 1 follow up lunch & learn session in 2015, such that we all build a shared understanding of what diversity, equity and inclusion mean to us and that we feel stronger connections to the work of the team and of individual team members as we begin to incorporate these principles into our future grantmaking and operational work.