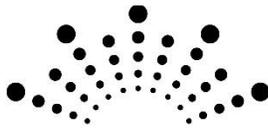




**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
Eliza Bryant Village, 7201 Wade Park Ave., Cleveland, Ohio 44103  
Monday, September 12, 2016, 4:00 pm

- 1. Call to order, approval of minutes**
- 2. Public Comment on Today's Agenda**
- 3. Executive Director's Report**
- 4. Finance Report**
- 5. Connect with Culture**
- 6. Discussion: Revisions to CAC values statements**
- 7. Board Action**
  - a. Administrative matters
    - i. Contract – Compelling Communications
    - ii. Contract – Helicon Collaborative and ReMaking Culture
    - iii. Approval – CAC to enter into grant agreement with NEA
- 8. Public Comment**

Next Meeting: November 14, 2016 at 4:00 pm  
Mandel JCC  
26001 South Woodland Road  
Beachwood, Ohio 44122
- 9. Work Session: Organizational Planning**
- 10. Adjourn**



cuyahoga  
**arts & culture**  
strengthening community

## **About Cuyahoga Arts & Culture**

### **Our Mission**

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

### **Our Grantmaking**

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

### **Our Values**

We ground our work in our values and guiding principles:

- Accountability
- Impartiality
- Transparency
- Partnership

### **Our Board of Trustees**

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

Current Trustees:

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

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

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

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

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

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

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

Welcome to our September meeting. It has been a busy summer, particularly as we layer in the important work of listening to our community as we plan for our future. I know you join me in thanking CAC's staff and volunteers for their efforts on our behalf.

In the enclosed reports from the team, you'll read about the important progress we are making with our organizational planning work. We have transitioned to a data-gathering stage, and we look forward to discussing some preliminary themes and findings with you during the work session at the end of today's agenda. Remember that we have scheduled an additional Board meeting to take a deep dive into what all of our listening and planning means for our future: November 3, 5 pm – 7 pm, at LAND Studio in Ohio City.

We have re-examined our mission, vision, and values as part of our planning work, as those elements provide an important foundation to all that we do. We have concluded that, while our existing values statements are relevant to how we operate, they don't necessarily represent what we believe or how we will operate in the future. The team has done some work to refine and expand our values, and we look forward to discussing a revised set of statements with you later in today's meeting.

**Other items of note:**

- On pages 18-25, you'll note the roster of panelists that we will engage for evaluating Project Support 2017 grants. While we ask you to keep the panelists' names confidential until the panels begin, I know you join me in thanking this tremendous group of arts and culture professionals for their service to CAC and the County.
- Our in-person Project Support grant panels take place on September 26 and 27 in the Smith Studio at ideastream, and they will also be audio-streamed online via our website. I hope you will join us, either virtually or in person, to see CAC's grantmaking work in action.
- On page 26, you'll note the reminder about the NEA grant that CAC will receive to support arts and cultural programming in Public Square in 2017. We will ask the Board to provide approval for CAC to enter into the forthcoming grant agreement at today's meeting; though this is money coming in rather than money going out, we feel that Board approval is required.

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

## CAC Board Meeting September 12, 2016 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](#). Once again, our team objectives fall into three areas: 1) grantmaking and knowledge-building; 2) raising awareness; and 3) building internal capacity.

To frame our work for the rest of 2016, **what follows is the list of our team objectives (in blue)**, including specific actions we're already taking or will take in Q2 to reach our goals.

### GRANTMAKING & KNOWLEDGE-BUILDING

**1. Complete our comprehensive organizational planning process, with a strong emphasis on finding ways for the public to shape our work. We aim to have a plan in place and approved by CAC's Board by the September 2016 Board meeting.**

- After much deliberate and diligent work, led by the team and by our consultants, our **listening work is underway**. You'll recall that we are using three primary data collection strategies: an online survey, a set of "street team" intercepts, which will bring the questions of the online survey to life in a canvassing format, and a set of focus groups that we're calling Listening Sessions, facilitated by Indigo Bishop, Lee Kay, Erica Merritt and Adele DeMarco Kious. Overall expenses **continue to track under budget**, keeping within our board-approved allocation for the process.
- The **online survey** launched on July 5<sup>th</sup>, and, to date, we've had over 750 responses, which is well on our way to our goal of 1,000. **Please share the survey** with your networks: <http://bit.ly/CAC-survey>
- Our **street team** of 18 volunteers continues to hit the streets, visiting various places such as the Latino Festival, Wade Oval Wednesday, 2100 Lakeside Men's Shelter and Night Market in Asia Town. To date they have collected more than 900 surveys, volunteering over 180 hours.
- The **first Community Listening Session** launched on August 16<sup>th</sup> at Detroit Shoreway Community Development Organization. We have also hosted sessions in collaboration with Westlake Porter Library, Kamm's Corners Development Corporation, Care Alliance Community Health Center in Central, Future Heights in Cleveland/University Heights and Golden Ciphers youth development organization in Slavic Village.
- Our next planning milestone is the meeting of our consultants with our **Community Sounding Board, scheduled for the morning of September 14** at the Cleveland Metroparks. At that



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

meeting, our aim is to share what we're learning with our volunteer committee and then begin making the data meaningful and discuss how what we are hearing may impact our grantmaking going forward. Trustees Charna Sherman and Gwendolyn Garth both serve on this committee as representatives of the board.

2. With the completion of our organizational plan, begin a **comprehensive review of all grant programs**, ensuring alignment with the goals and objectives outlined in the plan and identifying opportunities for the evolution of our programs. We aim to have ideas ready for Board discussion in Q1 2017.

- **Summer on the Cuyahoga** intern Rachael Shook completed her 9-week research and grantmaking internship on August 4. Her work to benchmark CAC against other public funders resulted in outreach to 15 agencies across the country. Nicole and Dan will use Rachael's research to better understand how CAC's grant programs compare nationally and determine how we can improve them for future grant cycles.

3. Offer a robust, nimble and reimagined **Learning Agenda**, including a mix of at least quarterly convening opportunities (listening sessions, forums, webinars, workshops, etc.) for our cultural partners that is responsive to their needs/interests and reinforces CAC's priorities.

- Each year CAC offers a **Learning Agenda** for our cultural partners. It balances training opportunities requested by our cultural partners with new opportunities – tied to our organizational planning process – that help CAC reinforce its mission and ensure groups succeed in our grant process. View an [overview of the Learning Agenda](#). Our recent work in this area is tied to our organizational planning and Project Support application process.
  - The grantmaking team (Dan, Roshi and Nicole) led **four workshops** this summer to offer technical assistance and support to potential 2017 Project Support applicants (June 8 - Trinity Cathedral, Cleveland; July 26 - Cuyahoga County Public Library (CCPL), South Euclid-Lyndhurst; July 28 - CCPL, Brooklyn; and August 2 - Trinity Cathedral, Cleveland)

Nearly 60 potential first-time applicants attended the first workshop, and a total of 75 new and returning cultural partners attended the remaining three workshops. Additionally, Dan held **12 “office hour” sessions** with applicants to provide personalized support. This was the first time our team tried this approach; it was very well-received by applicants.

- On October 13, CAC will partner with Baldwin Wallace University to offer a second [Arts Innovation Summit](#). With a focus on turning passion into purpose, the event will feature five of CAC's cultural partners, moderated by Karen Gahl-Mills, and help connect both students and the local community to Cuyahoga County's vibrant cultural community. The event is open to the public, and all are invited to attend.
- In addition, we continued to issue a [Cultural Partner Connections newsletter](#), a monthly resource for our grant recipients that links them to training opportunities, articles and more.

4. Building on the strong working relationships that we maintain with our cultural partners, serve as a connector and respond to emerging community needs through the provision of **expanded technical assistance and new grant/investment opportunities**; and through **connecting our cultural partners** to important civic events, such as the reopening of Public Square and the RNC in the summer of 2016.

- Congratulations and thanks to our region’s arts community for stepping up to participate in non-partisan hosting events for the **Republican National Convention**. Our **Arts Interventions**, pop-up performances throughout downtown and at the airport, garnered great local and national (NBC’s The Today Show) media attention and offered a wonderful way to showcase many of our cultural partners. Thanks to: Boys & Girls Clubs of Cleveland, Berea Arts Fest, Brite Winter, Cleveland Contemporary Chinese Culture Association, Cleveland Museum of Art, Cleveland Opera Theater, Dancing Wheels, Inlet Dance Theater, Kamms Corners Community Development, Local 4 Music, Music Settlement, ROAM, Singing Angels, and Theater Ninjas for participating.



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

In addition, CAC played a helpful role at the **Americans for the Arts non-partisan ARTS SPEAK event** at the Rock and Roll Hall of Fame and Museum. Governor Mike Huckabee moderated this national, nonpartisan forum “to discuss the transformative power of the arts to impact 21st century learning, the economy, and healing, especially for wounded military veterans and their families.” [Learn more](#). Karen served as a last minute replacement on the panel for artist Ben Vereen. (Photo credit: Jamie Sabau/Getty Images)



- Earlier this year, CAC received a \$50,000 grant from the **National Endowment for the Arts** to support our Center Stages project, an opportunity that will provide funds for 3-5 cultural partners

to perform/present programming on the newly designed Public Square in spring/summer of 2017. At this meeting we'll ask the Board for its approval for CAC to enter into a grant agreement with the NEA. And later this fall, we anticipate releasing a simple application to our cultural partners for them to present programming on the Square. We are partnering with LAND studio and the Group Plan Commission on this project.

### Other Items of Note

- **Our 2017 Project Support** deadline was August 18<sup>th</sup>. We are pleased to report that we received 193 applications (77 for Project Support I, 116 for Project Support II – our small grants program). All 193 will be going to panel, which makes our 2017 Project Support cycle the largest in CAC's history. We invite all Board members to attend our in-person panel for Project Support I on **Monday, September 26 and Tuesday, September 27**. As you recall, the Project Support II panel will take place online this year for the first time. We're excited to try out this new approach!
- Mid-year reports were due July 31<sup>st</sup> from organizations receiving **General Operating Support**, and Nicole Thomas continues to conduct due diligence on all materials. Early findings from reports indicate an increase in the use of CAC's event calendar by cultural partners.
- **Neighborhood Connections**, the resident-led, grassroots grantmaking initiative of the Cleveland Foundation, received over 100 applications totaling nearly \$490,000 at its mid-August deadline. New this year: NC moved to an optional online application; over half of groups chose to apply online. With an annual investment of \$75,000, CAC co-funds dozens of community-led arts and culture projects with NC each year in Cleveland and East Cleveland. We look forward to sharing a list of co-founded projects with you later this fall.
- Several CAC-supported events, led by the 2016 **Creative Workforce Fellows**, are slated to take place in September. Fellows are required to hold at least one public event in 2016 to build connections between residents and artists. View the full list of upcoming events, including:
  - **September 14: Creative Writing Workshop**: This class will provide creative inspiration. With support and guidance from Creative Workforce Fellow and poet Darlene Montonaro, we'll help you on the writing path.
  - **September 15: The Last Day**: Theatre artist and Creative Workforce Fellow, Jeremy Paul will premiere Theatre Ninja's latest interactive story, *The Last Day*, a three-dimensional, interactive experience.
  - **September 23-25: Unsuccessful Wrestling Exhibit**: Movement artist and Creative Workforce Fellow, Megan Young will present interactive media and movement installation, *Unsuccessful Wrestling* at this year's Ingenuity Fest.
  - **September 26-27: Bus Stop Moves Launch Events**: Architect and artist Allison Lukacsy created *Bus Stop Moves*: visual health tips and exercises along the Greater Cleveland RTA lines. Launch events feature free, fresh food and fitness activities led by local instructors in Detroit Shoreway, Central-Kinsman, and Slavic Village.

## RAISING AWARENESS

1. Working with outside experts, and aligned with the outcomes of our organizational planning, finalize, in Q1, a robust **communications strategy** – complete with consistent messaging framework - that helps CAC communicate effectively with both CAC-funded organizations and the broader community. Involve all CAC team members in implementation of the strategy throughout 2016.

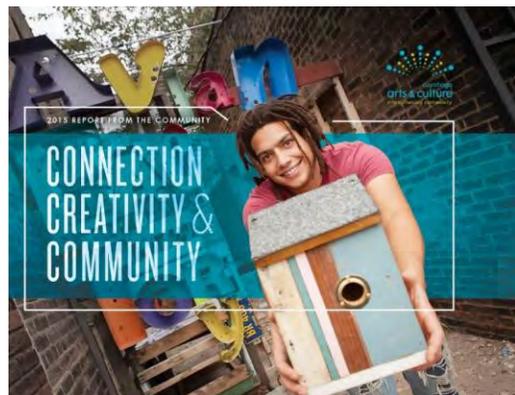
- The communications team put these new key messages into practice in designing our large pop-up banner—which was used in the airport during the RNC arts interventions to credit CAC’s involvement—as well as the different versions of the events rack cards, which were distributed to hundreds of locations over the course of the summer. See number 2 below for more specific numbers around rack card distributions.

2. Connect directly with residents through our **expanded communications tools**, including more robust website features (calendar/events/jobs) (for Q2) and expanded volunteer street teams (for Q3), as well as **targeted outreach** to specific communities where we currently lack connections (ongoing), to ensure that more residents see CAC has the hub for local arts information.

- Earlier in August we launched a new, easy-to-remember URL for the events portion of our website: [ClevelandArtsEvents.com](http://ClevelandArtsEvents.com) is live. Roshi and Jake are leading our **Celebrate Summer campaign** that encourages residents to get out and attend the hundreds of events CAC funds throughout the summer. In addition to a robust social media campaign, we will distribute over 12,000 events cards to more than 300 coffee shops, libraries, community centers and at events we fund – all driving people to our improved events site. **Please share** this great community resource with your friends and family.

## Other Items of Note

- Last month we rolled out our **new Annual Report**. *New this year:* the project features stories of individuals whose lives have been impacted by CAC. Our *Report from the Community* offers a chance for us to demonstrate the power that arts and culture has on people’s lives, from a young boy visiting the Western Reserve Historical Society for the first time to a Cleveland Heights business owner who finds success connecting to the arts. *Also new this year:* Make sure to **visit our new microsite** — a vibrant, one-stop shop to see the annual report come to life. **Visit:** [report.cacgrants.org](http://report.cacgrants.org), which has been viewed over 3,000 times since the launch of the report.



CAC’s annual report went live August 1<sup>st</sup>. Look for a copy in the mail or visit <http://report.cacgrants.org/> (Photo by: Janet Century)

We mailed over 750 hard copies to local leaders, members of our planning process, elected officials and other key stakeholders earlier this month. We emailed the report to over 10,000 people, including the leaders and board members for all our cultural partners, as well as public officials and our funding peers nationwide. 2,500 of the email recipients opened the email and clicked through to our microsite 300 times.

**We thank you in advance for sharing the electronic report and link to our microsite with your networks.** And we invite you to join us on site visits to cultural partners and elected officials as we share the story of CAC and the impact our cultural partners are having in the community. If you would like more hard copies to distribute, please let us know.

- This year marked the 10<sup>th</sup> year CAC served as the lead sponsor (\$175,000 for 2016) of the **Star-Spangled Spectacular concert and fireworks**. The Cleveland Orchestra concert attracted thousands of residents and was positioned as the first large-scale event on the newly redesigned Public Square, post-RNC. CAC videos played on the jumbotron, including a greeting from Karen. We launched our street team effort, gathering over 180 surveys for our organizational planning from residents.



*Media Placements.* Below is a list of articles referencing Cuyahoga Arts & Culture published since the last Board meeting:

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

**Media Coverage, since our last Board meeting**

Date	Title	Media Outlet
5/29/2016	<a href="#">Crain's editorial: All square</a>	Crain's Cleveland Business
5/26/2016	<a href="#">Diebold Foundation donates \$100,000 to Cleveland's Public Square</a>	Cleveland.com
5/31/2016	<a href="#">City officials announce 'beautification' projects for RNC</a>	WKYC-TV
7/1/2016	<a href="#">Karamu House regains its nonprofit status, announces slate of shows for 2016-17</a>	Cleveland.com
7/5/16	Cuyahoga Arts & Culture to Hold “Arts Interventions” During RNC	90.3 WCPN
7/7/2016	<a href="#">Cleveland Orchestra to perform free Star-Spangled concert in Public Square</a>	Stow Sentry
7/15/16	<a href="#">Arts &amp; Culture Plays a Leading Role When Welcoming the World into a Community</a>	Americans for the Arts ArtsBlog
7/15/2016	<a href="#">THE RNC IS COMING TO CLEVELAND -- HERE'S WHAT YOU NEED TO KNOW</a>	Thrillist
7/19/16	Cuyahoga Arts & Culture’s “Arts Interventions” featured on New Day	Fox 8 Cleveland
7/21/2016	<a href="#">Arts Interventions showcase Cleveland culture during the RNC (photos)</a>	Cleveland.com
7/28/2016	<a href="#">Public Square announces upcoming programs and events through Christmas tree lighting</a>	Cleveland.com
7/29/2016	<a href="#">Kenny tunes up with The Cleveland Orchestra for Star Spangled Spectacular</a>	Fox 8 Cleveland

7/29/2016	<a href="#">Cleveland Orchestra shines at 'Star-Spangled Spectacular' on Public Square (photos)</a>	Cleveland.com
8/10/2016	<a href="#">CAC report tells story of how county residents connect to arts and culture</a> Freshwater Cleveland	Freshwater Cleveland
8/22/2016	<a href="#">Bridging the racial divide through art</a>	Freshwater Cleveland
8/30/2016	<a href="#">From the CAN DESK...</a>	CAN Journal

## BUILDING INTERNAL CAPACITY

1. Expand staff capacity through the strategic use of interns and volunteer resources, and in Q2, replace a current vacancy with a FTE for an expanded outreach role, enabling CAC to better connect with residents and reach previously untapped constituents.

- **Our team is now at full-strength.** Dan McLaughlin, our Project Support manager, joined in early June – jumping right into a busy 2017 program launch and ensuring over 200 organizations feel prepared to apply for CAC funding this month. Jessica Kayse, our resident engagement manager, started in late June. As noted, in the organizational planning section above, she’s already having an important impact, launching a reenergized CAC volunteer street team and ensuring our community listening sessions are a success.
- Want to learn more about our team? Visit our website and [read each team member’s bio](#). And to our new Board members, we look forward to meeting with you for informal lunch and learns in coming weeks.

2. Informed by organizational planning and with the assistance of outside experts, hold quarterly team sessions to increase staff understanding of **diversity/equity/inclusion** issues and begin to incorporate learnings into our daily practice (operations, grantmaking and communications).

- The grantmaking team (Dan, Nicole, Roshi and Jill) participated in a series of four **Grantmakers in the Arts** webinars on racial equity which are already helping shape how we do our work. Topics included using a racial equity lens when offering technical assistance and support to grant applicants, as well as when recruiting panelists and conducting grant panels.
- On August 17<sup>th</sup>, Jessica attended **Greater Cleveland Partnerships’ Inclusion Conference**. The conference focus focused on implicit bias and how well-intentioned practices can often unconsciously contradict our intentions. Participants were taught to challenge themselves to recognize implicit bias and how this could compromise their decision- making, practices and impact of their work.
- On September 8, Karen and Nicole will participate in a roundtable discussion on the role of arts in LGBTQ spaces. Karen will facilitate the discussion on growing funder support for the innovative ways that arts and culture align with social justice and civic engagement. Nicole will participate as a panelist and speak to the intersections between her former work in LGBTQ legislative advocacy and her current role at CAC. This event is sponsored by **Funders for LGBTQ Issues** as a part of their Out in Ohio Cleveland Funder Immersion Tour.
- Jill continues to participate in a Burton D. Morgan-Foundation-led conversation on how our community can come together to maximize the impact of the **Racial Equity Institute**

training that over 100 local funders and nonprofit practitioners have attended in recent months (Nicole and Jill attended in May; Jessica will attend in November).

**3. Conduct team retreat in Q2, building off past work with Marcy Levy-Shankman and in coordination with our organizational planning, to reexamine our organizational values and ensure that our team remains high functioning, practices our agreed upon team norms and works in service of CAC's mission.**

- Speaking of strong teams, staff participated in a half-day retreat in late June, facilitated by Marcy Levy Shankman (formerly of Cleveland Leadership Center, now at CMSD) to do early-stage work around **CAC's organizational values**. The team will bring our initial recommendations to this Board meeting; this work is aligned with and will be an important part of our organizational planning. Initial themes that emerged are: equity; discovery; trust; stewardship; service; and connection.

#### **Other Items of Note**

- Jake attended the **American Marketing Association's Nonprofit Marketing Conference** in Washington, D.C., from July 10-13. With heavy emphasis on digital marketing strategies and effective storytelling, the conference was a great way to learn best practices in the nonprofit community and hear from leading experts in communications/marketing from all sectors.
- On July 13<sup>th</sup>, Jessica attended a training facilitated by **Philanthropy Ohio**, in partnership with Saint Luke's Foundation, titled "Using Stories, Numbers and Relationships to Evaluate Impact" on July 13<sup>th</sup>. The training demonstrated specific tactics through relationships and community narratives to help discover the impact funders and their grant recipients are having.
- On August 31, Nicole attended **CLE Exchange**, hosted by Digital C. At this convening, leaders in arts and technology will share ideas on data, tech inclusion, and arts-based place-making in the greater Cleveland area.
- Earlier this summer, Nicole joined the **Grantmakers for Effective Organizations (GEO)** Capacity Building Champions working group. She and her fellow champions are tasked with elevating awareness of capacity building opportunities. Champions will connect with others in the philanthropic community to share and adopt smarter grantmaking practices. Nicole's first cohort call is in early September and will include grantmakers from the Deaconess Foundation (MO), Arcus Foundation, The Forbes Funds, and First 5 LA.
- Jill was selected as a member of the **Leadership Cleveland** Class of 2017. The program officially starts in early September. She looks forward to serving as an ambassador for CAC and our agency's work.

## **FINANCIAL UPDATE**

### **2016 YTD**

**Revenue.** Tax revenue through July 31 was \$8,559,940. This figure is \$105,060 (1.2%) below forecast for the first seven months of the fiscal year and 7.24% below revenue for the same period in 2015. Interest revenue through July was \$90,148. This figure is above forecast by \$20,148 due to improved investment returns.

**Expenditure.** Cash expenditures through July were \$9,156,375. This figure is below the budgeted amount of \$10,208,532 primarily due to the timing of the grant payments. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2016 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

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

- STAR Plus: \$4,049,599 (yield .55%)
- RedTree Investment Group: \$16,263,000 (target yield 1.20%)
- STAR Ohio: \$500 (yield .4%)

<b>Cuyahoga Arts &amp; Culture</b>				
<b>Through 7/31/16</b>				
<b>Accrual Basis</b>			<b>\$ Over/Under Budget</b>	<b>% of Budget</b>
	<b>Actual</b>	<b>Budget (cash)</b>		
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 8,559,940	\$ 8,665,000	\$ (105,060)	98.79%
Interest	\$ 90,148	\$ 70,000	\$ 20,148	128.8%
Other revenue	\$ -	\$ 100,000	\$ (100,000)	
<b>Total Revenue</b>	<b>\$ 8,650,088</b>	<b>\$ 8,835,000</b>	<b>\$ (184,912)</b>	<b>97.9%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 172,883	\$ 236,412	\$ (63,529)	73.1%
Grant Panel Expenses	\$ 305	\$ 1,750	\$ (1,445)	
Grant Management Expenses	\$ 16,495	\$ 96,000	\$ (79,505)	17.2%
Awareness Activities	\$ 10,607	\$ 106,650	\$ (96,043)	9.9%
Grants**	\$ 14,754,263	\$ 9,332,124	\$ 5,422,139	158.1%
<b>Total A&amp;C Exenditures</b>	<b>\$ 14,954,552</b>	<b>\$ 9,772,936</b>	<b>\$ 5,181,617</b>	<b>153.0%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 198,096	\$ 204,628	\$ (6,531)	96.8%
Facilities, Supplies, Equipment	\$ 57,939	\$ 72,119	\$ (14,179)	80.3%
Professional Fees	\$ 151,262	\$ 158,850	\$ (7,588)	95.2%
<b>Total G&amp;A Expenditures</b>	<b>\$ 407,297</b>	<b>\$ 435,596</b>	<b>\$ (28,299)</b>	<b>93.5%</b>
<b>Total Expenditures</b>	<b>\$ 15,361,850</b>	<b>\$ 10,208,532</b>	<b>\$ 5,153,318</b>	<b>150.5%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (6,711,761)</b>	<b>\$ (1,373,532)</b>	<b>\$ (5,338,230)</b>	

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

	<u>Actual - Accrual</u>	<u>Budget - Cash</u>	<u>Actual - Cash</u>
<b>Cash Expenditures</b>	\$ 15,361,850	\$ 10,208,532	\$ 9,156,375

Cuyahoga Arts & Culture  
Balance Sheet as of

**Jul 31, 16**

**ASSETS**

**Current Assets**

**Checking/Savings**

KeyBank	725,042.90
RedTree (U.S.Bank)	16,263,000.18
Star Ohio	4,049,599.12
STAR Plus	500.65

**Total Checking/Savings** 21,038,142.85

**Accounts Receivable**

**11000 · Accounts Receivable** 391,358.36

**Total Accounts Receivable** 391,358.36

**Total Current Assets** 21,429,501.21

**Fixed Assets**

**15000 · Furniture and Equipment** 72,702.67

**15001 · Software and Webdesign** 10,000.00

**17000 · Accumulated Depreciation** -70,825.02

**Total Fixed Assets** 11,877.65

**TOTAL ASSETS** 21,441,378.86

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

**20000 · Accounts Payable** 3,250.80

**Total Accounts Payable** 3,250.80

**Other Current Liabilities**

**24000 · Payroll Liabilities** 11,692.83

**24200 · GOS Grants** 5,109,366.00

**24300 · Project Support Grants** 1,102,360.00

**Total Other Current Liabilities** 6,223,418.83

**Total Current Liabilities** 6,226,669.63

**Total Liabilities** 6,226,669.63

**Equity**

**32000 · Operating Reserve** 21,925,756.78

**Net Income** -6,711,047.55

**Total Equity** 15,214,709.23

**TOTAL LIABILITIES & EQUITY** 21,441,378.86

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

<b>Month</b>	<b>2015</b>	<b>2016</b>	
	<b>Monthly Tax</b>	<b>Monthly Tax</b>	<b>15-16% Change</b>
<b>JANUARY</b>	\$ 1,289,666.03	\$ 979,521.54	-24.05%
<b>FEBRUARY</b>	\$ 1,086,964.52	\$ 1,060,158.47	-2.47%
<b>MARCH</b>	\$ 1,150,077.84	\$ 1,246,640.07	8.40%
<b>APRIL</b>	\$ 1,276,369.38	\$ 1,143,716.06	-10.39%
<b>MAY</b>	\$ 2,434,691.04	\$ 1,302,807.27	-46.49%
<b>JUNE</b>	\$ 1,268,582.63	\$ 2,435,737.96	92.00%
<b>JULY</b>	\$ 721,951.07	\$ 391,358.36	-45.79%
<b>AUGUST</b>	\$ 1,025,712.65		
<b>SEPTEMBER</b>	\$ 1,450,989.43		
<b>OCTOBER</b>	\$ 1,389,226.45		
<b>NOVEMBER</b>	\$ 1,368,395.91		
<b>DECEMBER</b>	\$ 1,524,020.14		
<b>TOTALS</b>	\$ <b>15,986,647.08</b>	\$ <b>8,559,939.73</b>	<b>-7.24%</b>



**Board of Trustees  
2017 Meeting Schedule**

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

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