



**Annual Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
Ensemble Theatre, 2843 Washington Blvd., Cleveland Heights  
Monday, April 17, 2017 4:00 pm

**1. Call to order, approval of minutes**

- a. Call to order
- b. Call the roll
- c. Motion to move into executive session to consider the employment of public employees or officials. (roll call vote)  
\*\* Executive Session \*\*
- d. Motion to conclude executive session
- e. Motion to approve February minutes

**2. Public Comment on Today's Agenda**

**3. Executive Director Report**

**4. Finance Report**

**5. Connect with Culture**

**6. Board Action**

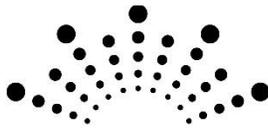
- a. Discussion and Approval: 2018 PS guidelines
- b. Discussion and Approval: 2018 GOS guidelines
- c. Administrative matters
  - i. Annual approval of key policies
  - ii. Affirm members of Audit & Finance Advisory Committee
  - iii. Annual appointment of Meg Harris as Public Records Manager
  - iv. Contracts and misc.
- d. Election of Officers

**7. Public Comment**

Next Meeting: Regular Meeting and Retreat  
June 12<sup>th</sup>  
Harvard Community Services Center  
18240 Harvard Avenue,  
Cleveland, OH 44128

**8. Recognizing Steve Minter's Board Service**

**9. Adjourn to reception**



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 \$158 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:

- Connection
- Discovery
- Equity
- Service
- Stewardship
- Trust

### 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**  
**Annual Meeting of the Board of Trustees**  
**17 April 2017**

Welcome to our Annual Meeting for 2017.

Cuyahoga Arts & Culture was established as a public agency in April 2007, and so, with this meeting, we mark 10 years of service to the community.

We will ask the Board to take several important actions at today's meeting. First, building on the discussion at our February meeting, we will ask you to review and approve guidelines for the next iteration of our Project Support and General Operating Support grant programs. The team has worked hard to create a set of guidelines that aligns with our mission, vision and values, simplifies the process whenever possible, and provides the opportunity for organizations of all sizes to be successful. The memo on pages 24-28 provides an overview of the contents of the guidelines and draft applications, which begin on page 29.

Also at today's meeting, as is our custom at our annual meeting, we will ask the Board to affirm the key policies that guide our work. The full policy documents begin on page 85. Thanks to Trustee Mark Avsec for volunteering to work with Meg Harris to revise our allocation and cash reserve policies, work that will be completed by the September Board meeting.

Some additional updates:

- On page 14, you will note the staff's progress report about our ongoing re-imagining of funding for individual artists.
- We received over 50 applications from artists and organizations to bring inventive programming to Public Square this summer, with support from the National Endowment for the Arts. The application review process will begin on April 20, and we look forward to announcing the funded projects soon after. See page 15 for more information.
- Our team continues to build shared understanding about what equity means to our work. See pages 18-19 for a list of current and ongoing learning activities.

Later in today's meeting, we will pause to honor Steve Minter's service to our Board. Steve is not seeking reappointment to a fourth term as a CAC Trustee, and we thought it important to pause before his service is complete to thank him for all that he has done to make the work of our public agency possible. Please join us for an informal reception at the end of the meeting in Steve's honor.

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

**CAC Board Meeting April 17, 2017  
Updates from Staff**

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work that are mindful of the [agreements](#) that we have made with one another, and grounded by CAC's [Mission, Vision & Values](#). To reflect our two primary constituencies, as well as our desire to continuously improve our own work, our team objectives fall into three areas for 2017: 1) connecting with the arts & culture sector; 2) connecting with residents; and 3) building internal capacity to achieve our mission.

**Connecting with the Arts & Culture Sector (cultural partners, artists, potential applicants)**

- 1. By April 2017, complete a comprehensive review of CAC's two primary grant programs to ensure that 2018 Project Support and 2018-19 General Operating Support guidelines are aligned with CAC's mission, vision & values and organizational planning roadmap.**

Program managers Nicole and Dan completed a thorough guidelines review of their respective grant programs to ensure alignment with CAC mission, vision and values. Proposed changes aim to continually improve programs and streamline processes. For additional information, please see the programs memo on pages 24-28.

<b>Overview of Proposed Changes for 2018 Guidelines</b>
<b>Both Programs</b> <ul style="list-style-type: none"><li>Revised definitions for CAC's funding criteria: Public Benefit; Artistic &amp; Cultural Vibrancy; and Organizational Capacity. The revised definitions reflect language from CAC's vision &amp; values.</li><li>Modified application questions to ensure alignment with updated funding criteria.</li></ul>
<b>2018-19 General Operating Support</b> <ul style="list-style-type: none"><li>Proposed panel and application exemption for the majority of current grant recipients <a href="#">See FAQs</a> for details.</li><li>Score removed from grant calculations.</li><li>New opportunity for applicants completing the full application to briefly present to and respond to panelist questions.</li></ul>
<b>2018 Project Support</b> <ul style="list-style-type: none"><li>Simplified eligibility check and application processes for Project Support II.</li><li>Reduced eligibility formula (from 20% in 2017 to 15% in 2018) and maximum grant amount (from \$35,000 in 2017 to \$30,000 in 2018) for Project Support I.</li></ul>

- Staff is working with **DataArts** to update and simplify our Cultural Data Profile funder report. We anticipate using a shorter and more streamlined report that will offer enhanced readability for both applicants and panelists. As a reminder, the DataArts online system allows our operating and larger project support applicants to track annual financial and participation data which we use in our panel and reporting process, for collection of data to tell important stories about the impact of public funding, and as a management tool for cultural partners to benchmark themselves against nonprofits nationwide.

2. **Throughout 2017, continue to build strong working relationships and *connections* with the 242 groups we fund (cultural partners) as well as potential, new applicants.**
  - **Outreach & Technical Assistance Ongoing.** Staff is currently conducting outreach meetings for the 2018 Project Support and 2018-19 General Operating Support grant programs. The team has held six informational meetings with potential applicants and compiled an outreach list of approximately 60 organizations. In order to raise awareness about the opportunity to apply for public funding, and to continue to grow our grant programs, staff continues to seek out new organizations and opportunities to connect with residents. Additionally, Nicole and Dan will hold meetings with approximately 10 organizations that may consider moving from the Project Support program to the General Operating Support program, to help them find the program that best supports their needs and aligns with their organization's capacity.
  
3. **To ensure more *equitable* grantmaking: identify and work to reduce barriers to entry (ongoing); continue to streamline our Project Support program (Q1); offer increased and new opportunities for technical assistance in all programs (Q2-3); and begin planning for a potential small pilot program that aims to provide staff-approved funding opportunities for arts programming previously not funded by CAC (Q3-4).**
  - **Reducing Barriers for Applicants.** In planning for the upcoming grant cycle, staff has made some changes to reduce some barriers to entry to our grant programs. These include an extended deadline for the eligibility check (the first step in the application process) and elimination of the requirement of financial documents for the Project Support II program. Read more about these changes in the guidelines memo (see pages 24-28).
  - **Supporting non-c3 arts projects.** In our continued partnership with Neighborhood Connections (a program of the Cleveland Foundation), 150 resident-led project proposals from Cleveland and East Cleveland were received in the most recent grant cycle. Projects range from drumming circles and quilting clubs to the Annual Collard Green Cook-off and Arts Festival. In the coming weeks, Jessica will work with Neighborhood Connections to determine which arts and culture projects are eligible to receive co-funding from CAC. We look forward to announcing this list in May. The next deadline for resident-led groups to apply for funding is Friday, August 11, 2017. Please spread the word and encourage residents in Cleveland and East Cleveland to apply by visiting [neighborhoodgrants.org](http://neighborhoodgrants.org).
  
4. **In line with our value of *discovery*, starting in Q2, offer learning and discussion opportunities for cultural partners and artists that both respond to their needs and reflect CAC's goals and priorities, including offerings that emphasize our commitment to *equity*.**
  - **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, Cuyahoga Voices & Vision, and how it will shape our next decade.

### 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](http://future.cacgrants.org).

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.*

While many felt that the event was informative, some indicated that they wanted more detailed information about how our vision for the next decade will shape our grantmaking and ultimately impact the amount of funding, and types of support organizations and individuals may receive. This feedback and ongoing dialogue will inform our future work.

A few attendees expressed concern in their written surveys that there was not enough time for open dialogue with CAC. We hear this and continue to explore new/other ways to offer spaces for open, direct exchange. As a start, staff made personalized phone calls/emails to all of the over 40 attendees who left written questions during the session.

CAC staff will continue its "rollout" of the Cuyahoga Voices & Vision project, continuing stakeholder meetings with community leaders, and individual follow-up sessions to continue to learn from and with our partners, and to share progress.

- **Partnership with Center for Community and Civic Practice (CPCP).** Following the Board's December 2016 approval of a contract to continue our work, CAC staff and CPCP continue to collaborate and brainstorm approaches to use a [civic practice lens](#) to support and lift up our cultural partners' work. After introducing this approach to our partners in May 2016, CPCP and CAC are building a shared vocabulary and planning an

opportunity in late April for CPCP to connect with CAC-funded organizations to understand their current civic engagement practices. These sessions will help inform future opportunities for organizations and artists who wish to develop arts-based partnership work that is in service to the needs of a partner organization or agency that does not have an arts-centered mission. This “civic practice” is one of the many ways that organizations and artists can connect with and benefit the public, and our partnership with CPCP will help provide additional support for those who wish to use their creativity to solve problems and build collaborations across sectors.

**5. For Board approval in the second half of 2017, propose approaches for supporting artists that are aligned with CAC’s mission, grounded in our agreed upon key elements and informed by broad public input, inclusive of artists’ voices.**

Cuyahoga Arts & Culture continues to work to propose new, community-informed approaches to support Cuyahoga County artists, in line with our mission, at our September 2017 board meeting. This work is grounded in [key elements](#) affirmed at the December 2016 Board meeting. As we proceed, we seek to have authentic **dialogue with individual artists** from across the county, in line with CAC’s values of trust and equity. Since our last board meeting, Karen, Jill, Jessica and Jake have worked to:

- **Assemble a planning team of artists.** CAC is convening a planning team of local community leaders/artists who will work over the next five months to propose new approaches for artist support for CAC in 2017 and beyond. The group will be composed primarily of artists, and CAC is committed to making sure the process is inclusive. We anticipate that this group will host several large, open-to-the-public [artist gatherings](#) to create a space to learn what’s on artists’ minds and what types of support would be meaningful and help them work in their communities.
- **Continue to learn from other public agencies.** CAC is working with Americans for the Arts (AFTA) to update existing CAC research (that a member of their team initially did for CAC in 2014) to benchmark how other public agencies across the country fund and support individual artists. The community planning team will use this information to inform their recommendations.
- **Implement one new approach to supporting artists.** As part of CAC’s Arts & Culture in the Square opportunity (see number 6, below, for more details), artists could apply for up to \$5,000 to carry out projects in Public Square. We received submissions from 25 artists, and with the help of a local review committee, will determine funding amounts in the coming weeks. This is but one of the approaches to supporting artists that we will propose this year and does not replace the need for CAC to provide flexible (non-project) financial support to artists (see key elements document, linked above).

For additional updates on this work—as they become available—please visit [cacgrants.org/artists](http://cacgrants.org/artists).

**6. In the second half of 2017, with the support of the National Endowment for the Arts, work with partners to provide paid opportunities for organizations and artists to present programming in *service* of residents on the newly designed Public Square in downtown Cleveland.**

- Bringing new, creative arts ideas to life in Public Square.** Early in March, Roshi and Meg worked with our partners at Group Plan Commission 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 on March 29, and we received **29** submissions from cultural partners and **25** submissions from artists. A review committee of local community leaders will meet on April 20 to discuss and review the submissions. We look forward to sharing the list of committee members and selected projects with you soon.



*County residents enjoy outdoor activities in Public Square.*

Meg and Roshi will work closely with Group Plan Commission to determine the appropriate contract amounts for each selected project and will notify the artists and organizations. Group Plan Commission, which provided the \$50,000 match to CAC's grant from the National Endowment for the Arts, will work with organizations and artists to execute the projects over the summer. CAC plans to promote these events through its online calendar and with the support of all partners involved.

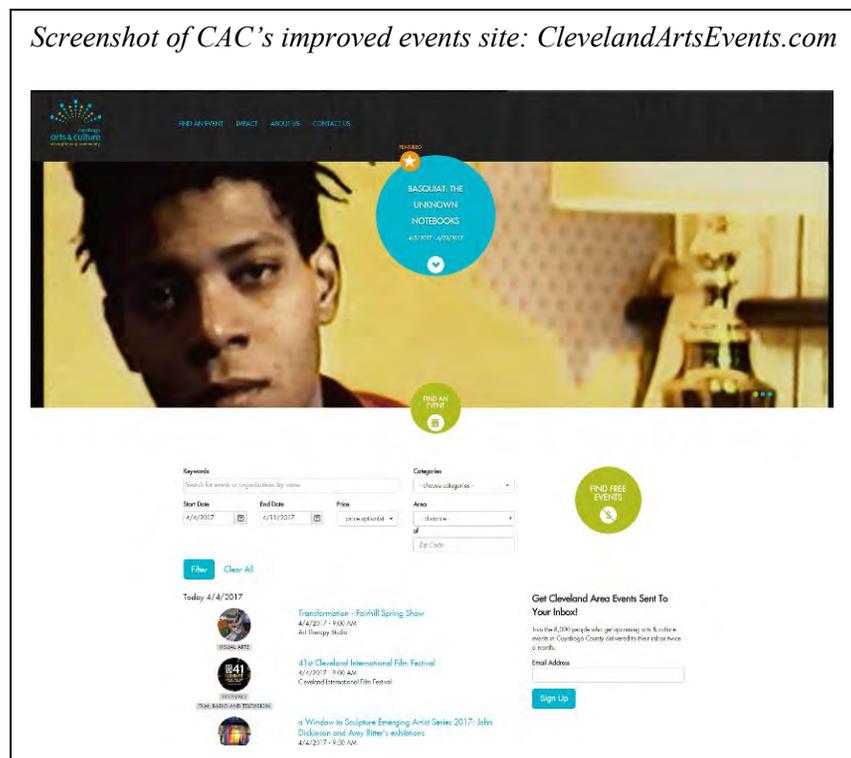
#### **Other Items of Note**

- Closing Out 2016 Project & General Operating Support.** The 2016 cycle of Project Support is nearly closed out. CAC staff is working with a few remaining groups to complete final reports. The 2016 cycle of Project Support supported 152 organizations' projects with approximately \$1.65 million. Additionally, first grant disbursements for 2017 General Operating Support have been paid and all 58 year-end reports for 2016 have been received.
- New Online Application System Selected.** In December, WESTAF, the nonprofit that we contract with for our online application system, notified us that they will no longer support the Grants Online system - effective June 30, 2017. Meg and Roshi researched, evaluated and held discussions with new vendors to provide a similar service that allows applicants, staff and reviewers to save time and have an enhanced user experience. After in-depth research, staff selected a new, cloud-based application system, [FluidReview](#) that will be used to launch the 2018 grant programs and close out reporting for 2017 grants. While the technical parts of transition in place, the team will set a plan in motion to communicate with cultural partners and potential applicants in detail about the new system and offer multiple training and technical assistance opportunities before and during the application process.

## Connecting with Residents

1. **Starting in Q1, raise awareness of the Cleveland Arts Events website — CAC’s digital resource for events in Cuyahoga County — by testing new communications strategies, and implementing targeted marketing to expand and create new *connections* with residents.**
  - **Showcasing our Cultural Partners.** Roshi and Jake are working to continue to build connections between residents and CAC-funded organizations through two new communications strategies.
    - Starting in February, Aztek, CAC’s website developer, began working to help increase the traffic and the quality of engagement on our events calendar, [www.ClevelandArtsEvents.com](http://www.ClevelandArtsEvents.com). For example, Aztek helped us learn that the majority of people that 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 is also helping 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. We look forward to sharing the results of these changes soon, once we have had one or two full months of data to examine.

*Screenshot of CAC’s improved events site: ClevelandArtsEvents.com*



- In addition, staff plans to continue its media partnership with Issue Media Group, the parent company of [Fresh Water Cleveland](http://FreshWaterCleveland.com). After two successful months of partnership in late 2016, a continued effort will ensure that we can effectively share the work of CAC’s partners and tell the story of those impacted by CAC-supported arts and culture in our community. See an example of past partner

content: [Street level 'Voices and Vision' inform Cuyahoga Arts and Culture's next 10 years.](#)

2. **To build shared knowledge and inform our work, conduct assessments (including a potential community survey in Q2-3, listening sessions, mapping, as well as other formal/informal approaches) to continue to *discover* how and where residents are — and are not — connecting with arts and culture.**
  - **Cuyahoga Voices & Vision Community Partner Follow-Up.** Jessica has followed-up with all eight [listening project partners](#) and a majority of the 20 street team site partners. During these follow up meetings with our partners and residents in various communities across Cuyahoga County, staff discussed the findings with the participants to better understand how they related to them and their neighborhood. This work continues to shape our evolving approach to serving residents in 2017, and beyond.
  - To inform our work and assess awareness of Cuyahoga Arts & Culture, staff is seeking Board approval to contract [TRIAD Research Group](#) to complete a statistically significant telephone survey of Cuyahoga County residents. This poll of 600 registered voters will assess awareness of CAC, resident participation in arts and cultural activities, barriers to attendance, and perceptions and satisfaction relating to countywide arts and cultural programming. This survey would update some of the findings from CAC's 2014 community survey (also conducted by TRIAD), and the findings of this survey would again be shared with cultural partners to inform their work.
  
3. **By the end of Q2, develop a relationship and data-driven resident engagement strategy that builds *trust* and ensures residents' voices inform our work, while growing and evolving the role of CAC volunteers.**
  - **Connecting with New Partners.** To further our resident engagement work staff has expanded its outreach by meeting with various community groups and organizations such as the [Refugee Services Collaborative](#), [Organizers and Allies](#) (Cleveland Neighborhood Progress), and more. These partnerships serve as an opportunity to raise awareness about Cuyahoga Arts & Culture, demonstrate the value of public funding in our community, and to learn about opportunities and challenges in areas across Cuyahoga County.

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

- We continue to share the story of public funding for the arts and highlight the work of our grant recipients in local, regional and national speaking engagements. Recent events include: The Foundation Center, New York City, in an international forum on the future of arts and culture funding; The Boston Foundation, in a forum on arts as a public good; CSU's Women's Leadership Symposium; Case Western Reserve University community development law course; and Cuyahoga Community College's Media Arts Colloquium.
- **Media Placements.** In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below are a sampling of recent media clips focused on CAC's work:

- [Cuyahoga Arts and Culture weighing changes on how shrinking pool of tax money will go to local organizations](#) – *Cleveland Plain Dealer* “The board of Cuyahoga Arts and Culture, the group that allocates money raised by the county's cigarette tax, met Monday before a packed room in downtown Cleveland to hear what President Joe Gibbons called "sobering" news: Over the next decade, there will be fewer dollars in the pot to publicly fund the arts in Cuyahoga County.” (February 14, 2017)
- [Street level 'Voices and Vision' inform Cuyahoga Arts and Culture's next 10 years](#) – *Fresh Water Cleveland* “When voters overwhelmingly approved the extension of a cigarette tax in 2015 to renew 10 years of funding for Cuyahoga Arts and Culture (CAC), the public agency's officials were faced with defining what they had gotten right since their 2007 inception and what the organization needed to do to improve its organization's grant programming.” (February 16, 2017)

See a [full list of media placements](#) since CAC’s last Board meeting.

### **Building Internal Capacity**

- 1. By the end of Q2, expand staff capacity through the addition of a new communications and grantmaking associate, which will allow CAC to better *serve* cultural partners and residents.**
  - The communications & grant programs associate posting closed early in March. We received a total of 131 applications. Our consultant, Rachel Costanzo of [The Acuity Group](#), conducted initial phone interviews to narrow down the list of candidates. Two rounds of in-person interviews are in progress and we anticipate completing the hiring process in April. We look forward to introducing our new associate at the June 12, 2017 Board meeting.
- 2. Expand CAC’s capacity by offering robust and ongoing internship and volunteer opportunities throughout 2017, in part, through participation in the Cleveland Foundation internship program and YOU’s CMSD student program.**
  - This summer, CAC is participating in the [Cleveland Foundation’s Summer Internship Program](#). Jessica and Roshi held interviews the week of April 10<sup>th</sup> with the intention to hire a Cleveland Foundation-supported intern who will begin an internship on May 30<sup>th</sup>. The intern will work directly with our resident engagement projects this summer to expand CAC’s capacity and to help build meaningful connections with residents. This position is funded through a \$6,200 grant from the Cleveland Foundation.
- 3. With an outside expert (selected in Q1), conduct year-long racial *equity* learning, as well as participate in the Racial Equity Institute, to inform CAC’s policies and strategies for grantmaking, resident engagement, communications, and operations.**
  - Five CAC team members have attended the Racial Equity Institute’s two-day Phase I [Racial Equity Workshop](#), with the remaining three set to participate later this spring. Several Board members will also participate in REI trainings later this year. This is an important step for our team to build a shared understanding of structural racism, which will inform our work around equity. We are also willing to cover registration fees for

cultural partners to participate in the half-day REI Groundwater Training. If you are interested, please contact Jill Paulsen: [jpaulsen@cacgrants.org](mailto:jpaulsen@cacgrants.org) or 216-515-8303 x104.

- In late February, staff participated in a half-day DEI workshop with facilitator Nicola Chin of [Up with Community](#). The workshop was prefaced by a weekly readings and staff discussion throughout Q1 about racial equity broadly and in relation to the philanthropic sector. We encourage cultural partners to explore a sampling of readings that our team discussed:
    - [The Road to Achieving Equity: Findings & Lessons from a Field Scan of Foundations that are Embracing Equity as a Primary Focus](#): Robert Wood Johnson & Putnam Consulting Group
    - [A Renewed Commitment to Racial Equity: Minnesota Philanthropy Partners](#)
    - [Tackling Racial Justice: National Committee for Responsive Philanthropy](#)
    - [D5 Coalition materials and DEI audit](#)
4. **Continue to build and strengthen CAC's team through time dedicated to a retreat (by Q3) so we grow our *trust* in each other and have a shared understanding of our mission.**  
Planning will begin in late Q2.
  5. **Continue to *steward* public funds in a responsible and transparent manner, ensuring that CAC achieves its 10<sup>th</sup> consecutive clean audit.**  
See progress below in Financial Update.

## FINANCIAL UPDATE

### 2016 Annual Audit

The Local Government Service staff finalized CAC's FY16 financial statements in mid-March. We anticipate that the annual audit will begin by the end of April.

### 2017 YTD

**Revenue.** Tax revenue through March 31 was \$3,773,771. This figure is \$530,851 (16.4%) above forecast for the first three months of the fiscal year and 16% above revenue for the same period in 2016. Interest revenue through March was \$58,599. This figure is above forecast by \$6,299 due to improved investment returns.

**Expenditure.** Cash expenditures through March were \$6,725,543. This figure is below the budgeted amount of \$7,111,213 primarily due to the timing of grant payments. 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. We will draw down the balance sheet account as we remit payments to our cultural partners.

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

- STAR Plus: \$502 (yield .40%)
- RedTree Investment Group: \$16,225,422 (target yield 1.20%)
- STAR Ohio: \$1,624 (yield .97%)

**Audit and Finance Committee.** The Committee met on April 4 to discuss CAC's Internal Financial Controls Policy and Procedures as well as the Audit Committee Charter. Minor updates were recommended to both policies and can be found on page 85 of these materials. The Board will be asked to approve these changes as well as to reaffirm additional policies at this meeting.

At the Annual Meeting the Board will be asked to reaffirm committee members to an additional one-year term of service. The non-CAC board members of the committee are:

Ed Bell, President, Gries Financial, LLC

Tim Longville, Director of Finance, Cleveland Clinic Foundation

Cynthia Riehl, Director, Global Markets Commercialization, Ernst and Young

<b>Cuyahoga Arts &amp; Culture</b>				
<b>Through 3/31/2017</b>				
<b>Accrual Basis</b>			<b>\$</b>	<b>%</b>
	<b>Actual</b>	<b>Budget (cash)</b>	<b>Over/Under Budget</b>	<b>of Budget</b>
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 3,773,771	\$ 3,242,920	\$ 530,851	116.37%
Interest	\$ 58,599	\$ 52,300	\$ 6,299	112.0%
Other revenue	\$ -	\$ -	\$ -	
<b>Total Revenue</b>	<b>\$ 3,832,370</b>	<b>\$ 3,295,220</b>	<b>\$ 537,150</b>	<b>116.3%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 86,746	\$ 118,025	\$ (31,279)	73.5%
Grant Panel Expenses	\$ -	\$ -	\$ -	
Grant Management Expenses	\$ 9,050	\$ 29,450	\$ (20,400)	30.7%
Awareness Activities	\$ 11,640	\$ 27,300	\$ (15,660)	42.6%
Grants**	\$ 14,648,180	\$ 6,725,000	\$ 7,923,180	217.8%
<b>Total A&amp;C Exenditures</b>	<b>\$ 14,755,616</b>	<b>\$ 6,899,775</b>	<b>\$ 7,855,841</b>	<b>213.9%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 69,259	\$ 93,147	\$ (23,888)	74.4%
Facilities, Supplies, Equipment	\$ 27,678	\$ 36,441	\$ (8,763)	76.0%
Professional Fees	\$ 35,335	\$ 81,850	\$ (46,515)	43.2%
Depreciation	\$ -	\$ -	\$ -	
<b>Total G&amp;A Expenditures</b>	<b>\$ 132,272</b>	<b>\$ 211,438</b>	<b>\$ (79,166)</b>	<b>62.6%</b>
<b>Total Expenditures</b>	<b>\$ 14,887,888</b>	<b>\$ 7,111,213</b>	<b>\$ 7,776,675</b>	<b>209.4%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (11,055,518)</b>	<b>\$ (3,815,993)</b>	<b>\$ (7,239,525)</b>	

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

	<u>Actual - Accrual</u>	<u>Budget - Cash</u>	<u>Actual - Cash</u>
Cash Expenditures	\$ 14,887,888	\$ 7,111,213	\$ 6,725,543

Cuyahoga Arts & Culture  
Balance Sheet as of

**Mar 31, 17**

**ASSETS**

**Current Assets**

**Checking/Savings**

KeyBank	276,823
RedTree (U.S.Bank)	16,225,422
Star Ohio	1,624
STAR Plus	502

**Total Checking/Savings** 16,504,372

**Accounts Receivable**

**11000 · Accounts Receivable** 1,294,282

**Total Accounts Receivable** 1,294,282

**Total Current Assets** 17,798,654

**Fixed Assets**

**15000 · Furniture and Equipment** 72,703

**15001 · Software and Webdesign** 10,000

**17000 · Accumulated Depreciation** -75,171

**Total Fixed Assets** 7,531

**TOTAL ASSETS** 17,806,186

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

**20000 · Accounts Payable** 26,008

**Total Accounts Payable** 26,008

**Other Current Liabilities**

**24000 · Payroll Liabilities** 12,109

**24200 · GOS Grants** 6,372,353

**24300 · Project Support Grants** 1,771,141

**24400 · Other Grants/Program Contracts** 15,000

**Total Other Current Liabilities** 8,170,603

**Total Current Liabilities** 8,196,612

**Total Liabilities** 8,196,612

**Equity**

**32000 · Operating Reserve** 20,665,092

**Net Income** -11,055,518

**Total Equity** 9,609,574

**TOTAL LIABILITIES & EQUITY** 17,806,186

**CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2017 ACTUAL REVENUE**

<b>Month</b>	<b>2016</b>	<b>2017</b>	
	<b>Monthly Tax</b>	<b>Monthly Tax</b>	<b>16-17% Change</b>
JANUARY	\$ 979,521.54	\$ 1,257,349.49	28.36%
FEBRUARY	\$ 1,060,158.47	\$ 1,246,131.75	17.54%
MARCH	\$ 1,246,640.07	\$ 1,294,282.38	3.82%
APRIL	\$ 1,143,716.06		
MAY	\$ 1,302,807.27		
JUNE	\$ 2,435,737.96		
JULY	\$ 391,358.36		
AUGUST	\$ 1,405,296.53		
SEPTEMBER	\$ 1,177,403.31		
OCTOBER	\$ 1,266,539.62		
NOVEMBER	\$ 1,265,199.34		
DECEMBER	\$ 1,092,758.15		
<b>TOTALS</b>	<b>\$ 14,767,136.68</b>	<b>\$ 3,797,763.62</b>	<b>16%</b>