



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Miller Classroom, Idea Center at Playhouse Square
Monday, December 14, 2015, 3:30 pm

1. Call to order, approval of minutes

- a. Motion to move into executive session to discuss personnel matters and staff compensation

** Executive Session **

- b. Motion to conclude executive session (4 pm)

2. Public Comment on Meeting Agenda

3. Executive Director's report

4. Finance Report

5. Connect with Culture – Annemarie Grassi, Open Doors Academy

6. Board Action

- a. Approval of 2016 operating budget
- b. Administrative matters
 - i. Personnel report
 - ii. Update to Investment Policy
 - iii. Update to Paid Time Off Policy
 - iv. Contracts and misc.

7. Public Comment

Next Meeting:
February 8, 2016, 4 pm
Idea Center at Playhouse Square, Miller Classroom

8. Adjourn



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 \$125 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:

[Matthew Charboneau](#), professional musician

[Joseph Gibbons](#), Attorney, Schneider, Smeltz, Ranney & LaFond P.L.L.

[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.

Executive Director's Report
Regular Meeting of the Board of Trustees
14 December 2015

Welcome to our final Board meeting of 2015.

Today we will tackle an important piece of administrative work as we ask the Board to **approve our operating budget for 2016**. Our budget is the place where our plans come to life, where we connect the “blue-sky” thinking of our planning work with our mission, vision and values in a concrete way. I look forward to our discussion.

In the staff reports that follow, you will see a nice recap of the progress that our team has made throughout the year. I am proud of the contributions of each team member to the accomplishments that you will read about; I know you join me in thanking them for their service. At our executive session at the start of today's meeting, we will talk more about the team's work in 2015 and our plans for 2016; I welcome your questions.

While today's meeting will concentrate primarily on the 2016 budget, let me take a moment to bring you up to date on **our planning work**. Building on the fact base that we created in Phase 1, we are actively planning for a highly external Phase 2, an extension of our data-gathering work focused on ways for stakeholders to help us shape our future in a public and inclusive way. We intend to engage not just the experts from The Osgood Group, who were instrumental in helping us shape the first phase of the work, but also Holly Sidford and Nick Rabkin, our partners in our explorations in arts, culture & public value, and other key local and national experts in this important listening work. We are in the “planning to plan” stage of this phase of the work, so that we can ensure that we are creating the most comprehensive process that we can afford, and we look forward to having a detailed proposal and contracts for your approval at the February board meeting.

Finally, please note that our **meeting today also includes our annual Records Retention Committee** meeting, which will begin at 5 pm or as soon as our regular Board meeting adjourns. All Board members are welcome, but not required, to attend.

Thank you, as always, for your attention to the important matters before the Board today. Best wishes to you and yours for a happy and healthy 2016.

CAC Board Meeting December 14, 2015

Updates from Staff: 2015 Highlights

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work. For 2015, 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 highlights from 2015.

Passage of Issue 8. In 2015, CAC staff and Board helped to create the conditions for success that allowed Issue 8 to succeed with Cuyahoga County voters. We:

- Operated efficiently, transparently and fairly. **Clean audit for an 8th year in a row**, winning the Ohio Auditor of State award, positioning CAC as a transparent and accountable investment worth renewing.
- Continued to **expand our grantmaking footprint** to ensure that all County residents have CAC-funded activities happening in or near their neighborhoods. In 2014 (the last year for which we have data), CAC funded events and programs in 57 of the County's 59 municipalities, ensuring that more people than ever can see themselves in CAC's work.
- Spoke to at least **50 community groups** with a total audience of over **26,000 people**, helping raise awareness about CAC, the importance of public funding and helping "connect the dots" that CAC was on the ballot on November 3rd (being careful to share educational messages, leaving the voter engagement work to the Arts and Culture Action Committee).
- Made a series of presentations to Cuyahoga County Council, so that they could feel confident in recommending that the issue was placed on the November general election ballot.
- Met with and/or presented to **all City and County Council members** to help them understand how CAC operates, answer their questions and assist organizations in applying for CAC funds.
- Issued a "call to action" to our over **250 cultural partners** asking them to help their audiences understand how public funding has enabled them to achieve their missions. Specifically, we armed our groups with data and key messaging (social media tools, curtain speeches, handouts, talking points, etc.). Additionally, we worked with over **100 cultural partners** to place articles about CAC and the importance of public funding in their newsletters, reaching **tens of thousands of residents**.

GRANTMAKING & KNOWLEDGE-BUILDING

Our 2015 objectives were to: conduct an organizational planning process; offer an intentional menu of technical assistance, learning and networking opportunities that are responsive to our cultural partners' needs and reinforce key CAC priorities (public benefit and raising awareness); and build stronger relationships with the grant recipients we serve.

Began Planning for the Future. In 2015, CAC initiated the first step in our organizational planning work, a process that will extend through much of 2016. As part of this first phase, The Osgood Group and Cypress Research conducted qualitative and quantitative assessment to understand the landscape in which CAC and our cultural partners operate. In addition to using Cultural Data Project data, the consultants interviewed local funders, our public agency peers and experts nationwide, and our Board. Looking ahead to next year, we are excited to build out a comprehensive listening and planning process that allows CAC to hear from a broad array of stakeholders, including our cultural partners, civic leaders and many residents throughout the County, which will inform our agency's future work.

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

- Managed its largest portfolio (**196 organizations**) of grant recipients in its two primary grant programs, offering personalized customer service.
- Conducted **dozens of site visits** and attended over **100 cultural events** – with the assistance of our volunteer corps – a vital step in understanding our cultural partners and informing our work.
- Educated and trained **115 people** at in-person workshops for our 2016 Project Support program to allow for success at all levels of our process. Additionally, at least **630 people** attended our grant panels or listened to them streamed online.
- Developed new working relationships with **20 first-time grant recipients**, sharing their stories on our digital platforms, introducing thousands of residents to new organizations.

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 the Foundation Center); and we made a **joint application** for NEA funds (with LAND studio) to potentially underwrite our cultural partners' ability to program the newly opened Public Square next year.
- Launched “Cultural Partner Connection,” a newsletter for our cultural partners (**7 issues** sent in 2015 to **527 individuals**), that responds to the interest of the groups we fund, connecting them to resources, additional funding opportunities, trainings and trends in the field.
- Held a forum to help our cultural partners understand and act on the results of a community survey we conducted measuring residents' awareness of CAC and public funding for arts and culture (see Raising Awareness section for survey details). Over **50 board and staff from CAC-funded organizations** participated, each committing to take at least one new action to help their audiences understand how public funding helps them carry out their work.

Continued our Commitment to Operating Support. In September, the Board approved a one-year extension of the General Operating Support program to ensure level funding for all 58 organizations in the cohort through 2017. This decision provides additional time for cultural partners to focus on their missions, postpones the GOS application process until 2017, and offers CAC an opportunity to use what we learn in our strategic planning process to inform future iterations of the operating support program.

News of the extension was met with strong support from GOS cultural partners, with reports that organizations will be able to more accurately budget for the coming year and spend less time preparing applications and awaiting review.

Leveraged Special Projects. Beyond our primary grantmaking programs, in 2015, CAC built stronger relationships with key partners to reach beyond traditional 501c3 nonprofits and support arts activities happening on neighborhood and individual levels.

- **Neighborhood Connections: Supporting Resident-Led Projects.** Since forging a partnership with Neighborhood Connections in 2013, the grassroots grantmaking program affiliated with the Cleveland Foundation, CAC has funded more than 175 resident-led arts and culture projects in Cleveland and East Cleveland. In 2015, our \$75,000 investment helped co-support **73 neighborhood projects**, a slight increase (3%) over last year. Perhaps more notable, this year we focused bringing these investments to life for local residents through storytelling. With NC, CAC commissioned 2 short videos and 3 photo stories highlighting the CAC-funded projects. This

content continues to boost our digital media and underscores the value of investing residents doing on-the-ground work in their neighborhoods.

- **Creative Workforce Fellowship: Investing in Individual Artists.** This year, the Community Partnership for Arts and Culture ran its Creative Workforce Fellowship program, an initiative fully funded by CAC, resulting in the selection of **forty artists** as 2016 Workforce Fellowship recipients. The fellows were evaluated by a public panel of professional artists from across the nation based on applicants' originality, technical skill and public benefit. Each fellow will receive \$15,000 in 2016 to develop professionally and – new in 2015 – connect with residents through a required public activity. Also new, CAC will work together with CPAC to promote these 40 events, ensuring that residents can experience and benefit from this public investment. CAC's Board of Trustees and staff are invited to meet the 2016 Fellows at a public reception on January 14. Details to follow.

RAISING AWARENESS

Our 2015 objectives were to: base our work on the results of a community survey conducted in 2014, including boosting CAC's digital presence and mobilizing our cultural partners to effectively raise awareness about CAC and its impact among their constituents (audience, participants, staff, board, volunteers, etc.).

Used Data to Improve Communications Efforts. Building on what we learned in the statistically significant [community survey](#) of over 600 residents that TRIAD Research delivered to CAC late last year, we launched a new approach to our communications work in 2015. We aimed to improve public awareness of CAC and the work of our cultural partners through 5 focus areas: 1) harness the power of our cultural partner networks; 2) create a bold digital presence; 3) develop earned media partnerships; 4) pilot modest/targeted paid media opportunities; and 5) build new partnerships with new or unusual groups (libraries, parks, etc.).

We did this work in partnership with Strategy Design Partners (SDP), our communications consultants, who are also helping our agency establish an overarching communications framework from which we will operate in 2016. The bottom line for our work this year: CAC is well-positioned to be the voice and hub for arts and culture – connecting residents and the organizations we fund. What follows are highlights of our new communications work in 2015:

- 1) **Harnessed the Power of our Cultural Partners:** We understand that the groups we fund are doing the real work of creating and sharing arts and culture, and that they have great relationships with their constituents. In 2015, we partnered with dozens of groups we fund to help spread the word about the importance of public funding for arts and culture. New for CAC, we got out into the community, tabling at CAC-funded events, deploying a corps of volunteer ambassadors (CAC's Cultural Liaison street team), and holding ticket giveaways, among other activities – all in the effort to *interact directly* with residents and raise awareness of CAC.

We first piloted this work with University Circle institutions for MLK Day, partnering with 9 organizations offering free programming to feature messages and information about CAC. Utilizing social media, email and distributed literature we connected with more than 10,000 individuals around the events offered to our community for free that day.

In March, we built on what we learned and entered a creative partnership with the Cleveland International Film Festival, ensuring that the over 100,000 attendees got introduced to CAC and understood how public funding helps support their festival. And we improved this model as we worked with The Cleveland Orchestra to promote the CAC-funded Star-Spangled Spectacular

concert. Our true partnership on this event helped us to raise awareness of CAC at a free, large-scale event in downtown Cleveland. In all cases, we relied on the expertise of our cultural partners to determine how best to reach their audiences.

This work culminated in a 17-week campaign this summer with over a dozen cultural partners called, [Celebrate Summer](#) (see link for more info). Our team participated in **9 festivals and events** throughout the County (from Berea to Strongsville to Chagrin Falls and Bay Village, alongside downtown Cleveland and University Circle). Through tabling, speaking opportunities and fun activities (CAC selfies, arts and crafts) we connected with thousands of residents. As a result of this work, over **1,100 new people** signed up for our events newsletter. Even more connected with us on social media platforms (see below for statistics).

Additionally, we developed rack cards highlighting upcoming cultural partner events, which led residents to our website’s events calendar and connected them more directly to our work. We created 3 versions of the card in 2015, focusing on events taking place in the summer, fall and through the end of the year. **16,000 of these cards** were printed and distributed to over **280 locations** throughout the County, including libraries, community/civic/rec centers, coffee shops, restaurants and the Metroparks, reaching area residents in their backyards.

- 2) **Created a Bold Digital Presence:** Last year we redesigned our website, with the aim of reaching beyond grant applicants to provide content for all residents. In 2015, staff expertise and creativity allowed us to use our site as a foundation from which we could make great strides in interacting directly with hundreds of thousands of individuals.

One highlight was our fall **#MyCAC** social media campaign that encouraged County residents to share their responses to the question, “what does art mean to me?” on our social platforms. Through Facebook, Instagram and Twitter, CAC used bold images and individual stories to demonstrate how involvement in arts and cultural is personal. We reached **22,000 Facebook users** and had over **35,000 Twitter impressions** alone on this 1-month campaign – an impressive result for a new approach leading up to the November election.

Connected with More People. More broadly, we grew participation across all our social platforms, positioning CAC as an important hub for local arts and culture information in our region.

	December 1, 2014	December 1, 2015	% Change
Email Subscribers	8,253	9,174	11%
Facebook Likes	3,492	8,974	127%
Twitter Followers	3,474	56,326	1,521%
Website Visitors	19,624	47,031	140%

Additionally, our **17** events and **7** cultural partner newsletter emails sent in 2015 saw great engagement compared to industry averages:

	Industry Averages		CAC Emails	
	Art/Culture	Government Agency	CP	Events
Average Open Rate	27%	33%	44%	21%
Average Click Rate	8%	8%	20%	9%

Promoted Jobs and Events. In 2015 we also paid attention to what residents want from our website. Two of the most visited pages on our site are our events section and our job search page. So far this year, we've featured nearly **200 open positions** at the organizations we fund and highlighted over **1,500 unique events** we fund on our site. Compared to last year's numbers—100 and 500 listings respectively—our 2015 offerings have substantially increased. We anticipate further growing both sections of our site in 2016, as an added service to both our cultural partners and residents looking to experience arts and culture in their own backyards.

- 3) **Explored Paid Media: Thank You.** After the passage of Issue 8, CAC launched its [Thank You](#) campaign to express its gratitude to voters and connect County residents to the events made possible, in part, with their support. By investing in modest paid media on targeted radio stations, in suburban and cultural newspapers and on social, CAC followed the campaign's "vote for" messaging with an immediate opportunity for the community to connect with arts and culture in their community.
- 4) **Developed Media Partnerships: Thank You.** In addition to paid media, CAC continued to cultivate earned media opportunities in 2015. The day after the election, CAC's Karen Gahl-Mills was invited to speak on three local radio shows and placed a letter to the editor, co-written by CAC's Board chair Joe Gibbons, in The Plain Dealer. Additional opportunities for CAC staff to share its message via TV are in the works.
- 5) **Coming Up Next: Help Shape Our Future.** Our [next targeted marketing campaign](#) invites residents to help shape the next ten years of public funding for arts and culture in our community by participating in our organization's strategic planning process. This year we built partnerships with libraries as a starting point for this campaign; they'll provide a jumping off point for raising awareness in "backyards" across the County. Going forward, we will continue to meet residents where they are by seeking nontraditional partners to raise awareness of CAC.

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

11/20/2015	Cleveland Public Theatre to Stage World Premiere of FEEFER RISING	Broadway World
11/20/2015	Art Notes — Nov. 21	Akron Beacon Journal
11/24/2015	Cuyahoga Arts & Culture awards \$1.65M in special project grants, plus \$75K to Karamu House	Cleveland.com
11/28/2015	CAN WE TALK?	CAN Journal
12/1/2015	Cleveland Public Library releases free new card designed by artist Amy Casey	Cleveland.com
12/4/2015	Official election results show how Issue 8 arts tax renewal swept Cuyahoga County	Cleveland.com

BUILDING INTERNAL CAPACITY

Our 2015 objectives were to: expand our team; ensuring that all staff participate in professional development; and increase our knowledge of diversity/equity/inclusion issues so we are better prepared to support our cultural partners and carry out CAC's mission.

- **Improved and Evolved our Team.** In 2015, our team was deliberate in improving our work together, ensuring that we collaborate across functions (programs/communication/operations) to

achieve our mission. Through a team retreat with Dr. Marcy Levy-Shankman of the Cleveland Leadership Center, staff reexamined our team norms, resulting in improved communication and clear expectations, which allow us to work better together.

We also brought on two new team members: Roshi Ahmadian (associate – communications & grant programs), a new role to help bridge our grantmaking and raising awareness efforts; and Nicole Thomas (manager – general operating support) who replaces Jesse Hernandez. In 2016, we anticipate to fill a current gap in our team left by Jennifer Schlosser (manager – communications), with a redesigned role that helps better connect CAC with residents.

- **Volunteered for Issue 8.** All members of CAC’s team – on their personal time (non-paid) – played a part in making the Issue 8 campaign successful. Whether through handing out yard signs, participating in neighborhood lit-drops, volunteering at the polls, donating, phone banking, or rallying friends and family, CAC’s team volunteer efforts helped contribute to the November 3rd victory.
- **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.** Many staff members attended national conferences, bringing back new knowledge and sharing it with teammates. Topics included: best practices in grantmaking and collaborative partnerships, arts marketing and public investment management. Although we did not make as much progress with exploring specific topics such as diversity, equity and inclusion as we would have liked, our commitment to this work remains strong and will pull through into 2016, with CAC’s continued participation on our regional grantmaking association’s DEI taskforce. Attention to this important issue is also a part of our strategic planning, among other activities.

FINANCIAL UPDATE 2015 YTD

Revenue. Tax revenue through November 30 was \$14,462,627. This figure is \$1,016,048 (7.56%) better than forecast year-to-date and just 0.51% below revenue for the same period in 2014. Interest revenue through November was \$111,958. This figure exceeds forecast by \$38,625 through November.

As of November 30, CAC inactive monies were currently invested in the following:

- STAR Plus: \$542,774, (yield 0.21%)
- RedTree Investment Group: \$14,683,069 (target yield 1.15%)
- STAR Ohio: \$1,141,251 (yield 0.20%)

Expenditure. Cash expenditures through November were \$13,722,018. This figure is \$346,896 below expenditures budgeted through November due to a combination of timing of grant payments and the adjusted timeline for organizational planning. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2015 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

2015 Year End Outlook

Revenue for 2015 has been much stronger than anticipated despite an additional tax increase of \$0.35 per pack of cigarettes beginning July 2015. As a result of higher than planned tax receipts and reduced / deferred spending in this fiscal year, we anticipate using only \$550,000 from the cash reserve, rather than the budgeted \$1.6 million, which improves our net position by nearly \$1 million.

Audit and Finance Advisory Committee

At today's meeting the Board will be asked to approve a minor change to CAC's Investment Policy at the recommendation of the advisory committee. The recommendation, included on page 25, replaces the word "elimination" of risk with "minimization," as it is not possible to entirely eliminate risk in investments.

Administrative Matters

Today the Board will review and vote on a minor update to CAC's Paid Time Off policy. The proposed change will allow CAC to pay out up to ten (10) days of unused accrued time off in excess of the ten (10) days that may be carried forward into the next year. This minor update will help conform CAC policy to generally accepted public agency policies and will reduce CAC's payroll liability for the long term. A copy of the policy is included on pages 28-29 of the Board materials.

November 30, 2015				
Accrual Basis	Through 11/30/15	Through 11/30/15	\$	%
	Actual	Budget	Over/Under Budget	of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 14,462,627	\$ 13,446,579	\$ 1,016,048	107.56%
Interest	\$ 111,958	\$ 73,333	\$ 38,625	152.7%
Other revenue	\$ 765	\$ -	\$ 765	
Total Revenue	\$ 14,575,350	\$ 13,519,912	\$ 1,055,438	107.8%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 307,329	\$ 356,710	\$ (49,380)	86.2%
Program	\$ 140,462	\$ 258,965	\$ (118,503)	54.2%
Grants**	\$ 14,724,374	\$ 12,830,000	\$ 1,894,374	114.8%
Total A&C Expenditures	\$ 15,172,165	\$ 13,445,675	\$ 1,726,490	112.8%
General & Administrative				
Salaries, Wages and Benefits	\$ 284,799	\$ 322,838	\$ (38,039)	88.2%
Facilities, Supplies, Equipment	\$ 82,669	\$ 102,368	\$ (19,699)	80.8%
Professional Fees	\$ 135,780	\$ 198,033	\$ (62,253)	68.6%
Depreciation			\$ -	
Total G&A Expenditures	\$ 503,248	\$ 623,239	\$ (119,991)	80.7%
Total Expenditures	\$ 15,675,413	\$ 14,068,914	\$ 1,606,499	111.4%
Net Ordinary Revenue	\$ (1,100,063)	\$ (549,002)	\$ (551,061)	

** Actual grants figure represents accrual for approved grants for 2015. Outstanding 2015 obligations are on the balance sheet.

	<u>Actual - Accrual</u>	<u>Budget - Cash</u>	<u>Actual - Cash</u>
Total Expenditures	\$ 15,675,413	\$ 14,068,914	\$ 13,722,018.27

Cuyahoga Arts & Culture Balance Sheet

As of

Nov 30, 15**ASSETS****Current Assets****Checking/Savings**

KeyBank	64,351.42
RedTree (U.S.Bank)	14,683,069.26
Star Ohio	1,141,251.07
STAR Plus	5,427,740.76

Total Checking/Savings	21,316,412.51
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Accounts Receivable

11000 · Accounts Receivable	1,368,395.91
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Total Accounts Receivable	1,368,395.91
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Other Current Assets

12100 · Prepaid Expenses	180,976.00
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Total Other Current Assets	180,976.00
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Total Current Assets	22,865,784.42
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Fixed Assets

15000 · Furniture and Equipment	68,902.67
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15001 · Software and Webdesign	10,000.00
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17000 · Accumulated Depreciation	-64,258.03
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Total Fixed Assets	14,644.64
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TOTAL ASSETS	22,880,429.06
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LIABILITIES & EQUITY**Liabilities****Current Liabilities****Accounts Payable**

20000 · Accounts Payable	1,126.80
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Total Accounts Payable	1,126.80
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Other Current Liabilities

24000 · Payroll Liabilities	5,862.71
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24200 · GOS Grants	1,247,312.00
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24300 · Project Support Grants	645,927.00
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Total Other Current Liabilities	1,899,101.71
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Total Current Liabilities	1,900,228.51
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Total Liabilities	1,900,228.51
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Equity

32000 · Operating Reserve	22,080,263.55
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Net Income	-1,100,063.00
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Total Equity	20,980,200.55
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TOTAL LIABILITIES & EQUITY	22,880,429.06
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CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2015 ACTUAL REVENUE

Month	2014		2015	
	Monthly Tax	13-14% Change	Monthly Tax	14-15% Change
JANUARY	\$ 1,441,567.19	1.61%	\$ 1,289,666.03	-10.54%
FEBRUARY	\$ 901,110.50	-24.64%	\$ 1,086,964.52	20.62%
MARCH	\$ 1,356,099.96	2.80%	\$ 1,150,077.84	-15.19%
APRIL	\$ 1,456,486.30	-4.17%	\$ 1,276,369.38	-12.37%
MAY	\$ 2,568,321.06	-14.52%	\$ 2,434,691.04	-5.20%
JUNE	\$ 1,112,606.44	8.54%	\$ 1,268,582.63	14.02%
JULY	\$ 383,105.59	-12.49%	\$ 721,951.07	88.45%
AUGUST	\$ 1,369,293.72	20.56%	\$ 1,025,712.65	-25.09%
SEPTEMBER	\$ 1,426,900.79	-7.63%	\$ 1,450,989.43	1.69%
OCTOBER	\$ 1,408,941.00	-8.85%	\$ 1,389,226.45	-1.40%
NOVEMBER	\$ 1,112,409.47	1.51%	\$ 1,368,395.91	23.01%
DECEMBER	\$ 1,447,873.74	-1.93%		
TOTALS	\$ 15,984,715.75	-4.40%	\$ 14,462,626.94	-0.51%



**Board of Trustees
2016 Meeting Schedule**

All regular meetings will be held from 4:00 to 5:30 pm unless otherwise noted

Date	Location
Monday, February 8	Idea Center, Miller Classroom 1375 Euclid Avenue Cleveland 44115
Monday, April 11 (<i>Annual Meeting</i>)	Zygote Press 1410 E. 30th Street Cleveland, OH 44114
Monday, June 13 (4:00-8:30 pm, includes retreat)	Boys and Girls Clubs Broadway Club 6114 Broadway Avenue Cleveland, OH 44127
Monday, September 12	Eliza Bryant Village 7201 Wade Park Avenue Cleveland, OH 44103
Monday, November 14	TBD
Monday, December 12 (3:00-5:30 pm) (executive session to discuss annual performance review of staff)	Idea Center, Miller Classroom 1375 Euclid Avenue Cleveland 44115