



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Harvard Community Services Center, 18240 Harvard Avenue, Cleveland
Monday, June 12, 2017, 4:00 pm

- 1. Call to order, approval of minutes**
 - a. Call to order
 - b. Call the roll
 - c. Motion to approve April minutes
- 2. Public Comment on Today's Agenda**
- 3. Executive Director's Report / Finance Report**
- 4. CAC Annual Report**
- 5. Connect with Culture**
- 6. Update: Support for Artists**
- 7. Discussion: VanMeter-Ashbrook Update**
- 8. Board Action:**
 - a. Administrative matters
 - i. Contracts and misc.
- 9. Public Comment**

Next Meeting: September 11, 2017, 4:00 pm
SPACES
2900 Detroit Road, Cleveland 44115
- 10. Executive Session**
- 11. Work Session: Board Retreat**
- 12. 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 \$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

[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
12 June 2017

Welcome to our June meeting and retreat.

At today's meeting, we look forward to sharing updates on two key items. First, our Support for Artists Planning Team is coming together, and Jake Sinatra will provide an update about who is participating, who is facilitating, and the planning team's next steps.

We are also pleased to also welcome Robert Klaffky of VanMeter Ashbrook and Associates to today's meeting. Bob is our representative in Columbus, and he will share some insights about the upcoming state budget and the climate for permissive taxes at the Statehouse. Many of CAC's cultural partners have shared their concerns with us about the future of CAC's funding source, and we look forward to hearing Bob's expert thoughts and advice. Of course, any discussion about the future of CAC's funding must include community stakeholders as well as CAC's Board and staff; today's discussion is meant to provide information and context for those future conversations.

The bulk of today's meeting will be the work session, which will begin between 5:00 and 5:30 pm. This is our annual Board retreat, a time for the Board to step back and think about issues germane to CAC's future. We are going to use the retreat (also a public meeting) to do three things all related to the theme of *evolution*: 1) we will look back at CAC's first ten years, concentrating on our grant programs, and trace the way those programs have evolved in response to community needs; 2) we will look at our near-term future, to CAC's Support for Artists work and take a deep dive into the process, facilitated by Mark Chupp; and 3) we will think about our long-term future and identify issues that we want to revisit in the months ahead.

Finally, a few words of thanks relating to our "small but mighty" administrative team. First, as noted on page 20, Meg Harris celebrated 10 years of service to CAC on May 14th. I know you join me in thanking her for all that she has done to support CAC's success. We also note that Nicole Thomas and Jessica Kayse have moved on to pursue new opportunities, and we thank them both for their efforts and wish them well in their future endeavors.

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

CAC Board Meeting June 12, 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. What follows is detailed information, organized by goal area, where we've made substantive progress since the last meeting.

CONNECTING WITH THE ARTS & CULTURAL SECTOR (cultural partners, artists, potential applicants)

Goal: 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.

2018 Grant Programs Launched. The guidelines for both of our primary grant programs, General Operating Support and Project Support, were finalized and released to the public on the CAC website on May 15. The eligibility check and application are now available through CAC's new [online system](#). This launch represented a whole team effort over several months, and incorporated multiple rounds of staff, board, cultural partner and panelist feedback.

This includes a simplified application process across all programs, most notably in the GOS program. Current GOS cultural partners with five years of consistent CAC funding will not be required to submit an eligibility check or application this cycle. Those current GOS cultural partners that wish to "opt-in" to the application process will need to notify CAC by June 30 and will receive more details on the 2018-19 requirements later this month. See [FAQs about this change](#).



CAC's 2018 Grant Guidelines, pictured above, opened to applicants in mid-May.

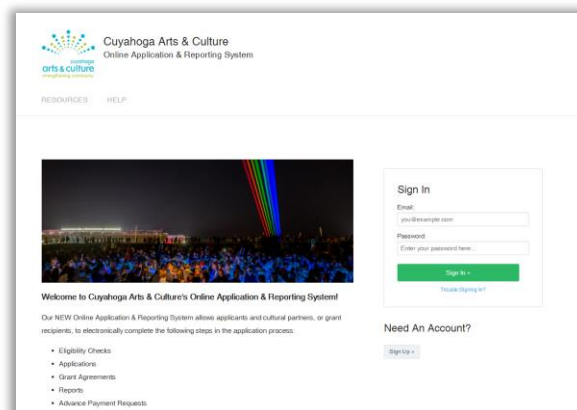
Goal: To ensure more *equitable* grantmaking: identify and work to reduce barriers to entry (ongoing); continue to streamline our Project Support program (Q1); offer increased and new opportunities for technical assistance in all programs (Q2-3); and begin planning for a potential small pilot program that aims to provide staff-approved funding opportunities for arts programming previously not funded by CAC (Q3-4).

CAC Conducting Increased Technical Assistance with Applicants. With the launch of the grant programs, a comprehensive communications plan was implemented by staff to ensure widespread awareness about the opportunity to apply for funding. While this work is ongoing until the eligibility check deadline of July 20, early efforts (which included a news release, email campaign, and targeted communications to unsuccessful past applicants, as well as outreach to more than 70 nonprofit organizations who have never applied for CAC funding) ensure that the opportunity to apply for public funding in 2018 is made available to as many organizations as possible.

The team held the first of several workshops and in-person technical assistance opportunities on June 2 at NewBridge Center for Arts and Technology (current Project Support I cultural partner). This workshop presented an overview of the grant programs open this cycle, as well as the eligibility requirements for each. After the workshop, attendees were offered the opportunity to use the NewBridge computer lab to get hands-on technical assistance with FluidReview, our new online grants system. Several set up new user accounts and got familiar with the new system before leaving the workshop. NewBridge staff was also available and offered a tour of the center, helping to connect their work to new audiences.

Throughout the summer, CAC staff will be offering additional in-person and hands-on technical assistance workshops, similar to the June 2 workshop. We will also be offering “office hours” for applicants to meet one-on-one with CAC staff to discuss their specific application or concerns.

New, User-Friendly Online Reporting & Application System Live. With the rollout of the 2018 grants this May, we launched our new online application & reporting system. [FluidReview](#) allows the CAC staff more flexibility, because we are now able to manage all aspects of the application workflow, from the eligibility check to applications, grant agreements, reporting, payment requests and important communications with cultural partners within the same system. For applicants and cultural partners, the system is user-friendly and simple to follow. In addition to instructional documents, staff will provide enhanced technical assistance to applicants through phone conversations, office hours, and workshops, where we will also help potential applicants submit their eligibility checks on-site.



Homepage of FluidReview, CAC's new online reporting and application system went live in May.

Goal: Throughout 2017, continue to build strong working relationships and *connections* with the 242 groups we fund (cultural partners) as well as potential, new applicants.

Building Relationships with our Cultural Partners. The team continues to conduct site visits and attend our cultural partners' events – to see their work in action and build stronger relationships with the groups we fund. One example of this work spotlights a great program with Project Support grant recipient Cleveland Print Room.

Recently, CAC staff attended the opening of Cleveland Print Room's exhibition featuring the work of students in the *Multiple Exposure* and *In Transformation* programs. *In Transformation* is a collaboration between Cleveland Print Room and MetroHealth, to bring photography, visual arts and social/emotional learning programming to CMSD schools served by MetroHealth's school health program. Student work came from participants at Lincoln West and John Adams High Schools, and Walton and Scranton Elementary Schools. Cleveland Print Room has received Project Support funding for both years of the *In Transformation* program. Photos from the opening, taken by McKinley Wiley ([The Dark Room Company](#)), are available [here](#).



Project Support in Action: Cleveland Print Room's opening event. Photo credit: McKinley Wiley

Goal: 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*.

Partnership with Center for Performance and Civic Practice (CPCP) Continues: Following the Board's December 2016 approval of a contract with CPCP to continue our partnership, CPCP staff members Michael Rohd and Rebecca Martinez visited Cleveland on April 25-26.

During their visit, they provided the CAC staff with an in-depth overview of their framework for [civic practice](#), which centers on how creative people and artists carry out their work in the studio and in the community. CPCP also met with several CAC cultural partners (including Cleveland Play House, LAND studio and Neighborhood Connections) to learn about their current engagement practices, understand their needs, and provide an opportunity to build a shared vocabulary around this work. Staff is working to coordinate another visit for CPCP later this summer, to continue to learn from our partners and develop strategies that may be useful as they develop programming, collaborate with arts and non-arts partners, and communicate about their work with stakeholders.

Goal: 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.

Support for Artists Committee In Formation. In late May, CAC staff announced the members of a [planning team](#) of Cuyahoga County artists and community leaders who will bring their expertise and leadership to gather public input on the best ways CAC can provide funding and support to artists and creative people in Cuyahoga County. The planning team is still in formation; members, to date, are:

- Donald Black Jr., artist, educator, consultant – Acerbic
- Bryan Bowser, program director and assistant professor, arts management & entrepreneurship - Baldwin Wallace University
- Talise Campbell, artistic director - Djapo Cultural Arts Institute
- Gwen Garth, founder & ceo - Kings & Queens of Art, board member - Cuyahoga Arts & Culture
- Kevin Harp, artist, illustrator - Mr. Soul 216
- Letitia Lopez, executive director - Julia De Burgos Cultural Arts Center
- Liz Maugans, co-founder, executive director - Zygote Press
- Vince Robinson, co-owner, musician - Larchmere Arts
- Jake Sinatra, manager - special projects & communications – Cuyahoga Arts & Culture, musician
- Christina Vassallo, executive director - SPACES
- Marc White, regenerative specialist. - Rid-All Green Partnership, fashion designer
- Jordan Wong: graphic designer, illustrator – Wongface, dancer
- Johnny Wu - owner, producer - Media Design Imaging

The team will work collaboratively and listen to community voices to develop new approaches to support artists, in line with CAC’s mission and grounded in [key elements](#) affirmed at the December 2016 meeting. Work will kick off in June and continue through the summer. The planning team will also host public meetings to gather additional input from Cuyahoga County residents and artists. Independent facilitators (CWRU’s Community Innovation Network – see contracts page for details) will help the planning team gather public feedback to form recommendations. Mark Chupp and Jerry Peña will co-facilitate, with assistance from Erica Merritt and Heather Lenz.

In line with our value of trust, and to ensure transparency, CAC staff continues to share updates on this work at cacgrants.org/artists, and invites the public to [join our mailing list](#) to receive periodic updates and news about support for artists, including future opportunities.

Goal: 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.

Projects Selected – Arts & Culture in the Square Events Schedule Released.

In early June, the nine artists and organizations selected for the summer Arts & Culture in the Square series announced 20 events slated to take place in Public Square between June 20 and August 12. To promote the events, a partnership [article in Fresh Water Cleveland](#) featured the

work prominently. Our goal with this work is to bring a diverse range of free, fresh and new programming to Public Square for county residents.

Sanaa Julien and Ron Willner of Group Plan Commission (GPC), along with Meg Harris, held a series of one-on-one meetings with all selected partners in early May. Through these meetings, the best performance dates and locations were determined, based on the scope and target audience of each performance. Additionally, the meetings allowed us to understand staging and technology needs, so that GPC could place bids to ensure the best price for the needs of this program. GPC staff brought their expertise in planning for these small-, medium- and large-scale events and helped us think of ways to draw in new audiences. This will ensure that each partner will be successful as they bring their new performance to Public Square. The final schedule of events can be viewed [here](#).



*Public Square comes alive with programming.
Photo credit: Bob Perkoski*

Other Items of Note

Save the Date – Star-Spangled Spectacular is June 30: The Cleveland Orchestra recently announced the 28th annual, free community concert in downtown Cleveland, which will take place on Friday, June 30 at 9:00 p.m. This year, the concert will be held on Mall B, located at 300 St. Clair Avenue, Cleveland, between the Global Center for Health Innovation and Cleveland Public Auditorium. This community celebration has been supported by Cuyahoga Arts & Culture since 2007, and staff is working in partnership with the orchestra staff to raise awareness of this year's concert and to highlight CAC's public support appropriately through event promotions and marketing.



CAC's funded Star-Spangled Spectacular returns to Mall B for this year's June 30th concert.

CONNECTING WITH RESIDENTS

Goal: 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.

CACs Annual Report to Launch in June. In recognition of its tenth year of operation, Cuyahoga Arts & Culture’s 2017 annual report offers an expanded look at its first decade and its vision for the next ten years. Through profiles featuring the work of CAC grant recipients, expanded data points highlighting CAC’s ten-year impact, in addition to the annual reporting financials and data. We look forward to sharing this high-quality print piece and digital microsite with our partners and stakeholders.



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

CAC’s “Celebrate Summer” Campaign Returns. Concurrent with the CAC-supported Star-Spangled Spectacular, staff will roll out its annual “Celebrate Summer” marketing campaign. Designed to raise awareness of CAC-funded events across Cuyahoga County, marketing tactics include printed and distributed rack cards, a comprehensive social media campaign, and CAC staff and volunteers in-person at select events. New this year: the Arts & Culture in the Square program will provide an unprecedented opportunity to raise awareness of CAC in a visible downtown location. With twenty CAC-supported events taking place between June and August, CAC will partner with Public Square to help residents and visitors connect with our events calendar and the work of our cultural partners across the community.

Media Partnerships Connect More Residents with CAC: As part of our media partnership with Fresh Water Cleveland, which was approved by the Board in February, a feature [article about Arts & Culture in the Square](#) was distributed widely to readers in late May. The piece provides a glimpse into the projects that will take place this summer and invites the public to connect with CAC to learn more. In addition, CAC ads are featured prominently on their website, connecting additional residents with our events calendar. Staff is in regular contact with Fresh Water staff to develop story ideas and to consider the best ways to highlight the work of our cultural partners.

In addition, CAC will test a new communications strategy by leveraging digital marketing through a partnership with Raycom Media, managed by CBS/Channel 19 Cleveland. Through a modest investment, staff will develop ads that will be delivered to mobile and desktop web users who fit a marketing profile and express an interest in arts and entertainment. CAC ads will be shown more than 120,000 times per month. With an industry average click-through rate of 1%, this will drive new visitors to CAC's events website to learn more about CAC and connect with CAC-funded events in their community.



A sample of CAC's ads -which will reach thousands of residents through our pilot digital marketing campaign this summer.

Goal: 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.

Resident Phone Poll Completed; Results Forthcoming. Following the Board's April approval, staff has contracted TRIAD Research Group to complete a statistically significant telephone survey of Cuyahoga County residents. This poll of 600 residents was completed in late May and assessed awareness of CAC, resident participation in arts and cultural activities, barriers to attendance, and perceptions and satisfaction relating to countywide arts and cultural programming. We look forward to sharing the full report with our cultural partners later this year to inform their work.

Other Items of Note



CAC's Community Listen & Storytelling is Ongoing - Cuyahoga Voices Vision. CAC staff continues to raise awareness for CAC's [vision for its next decade](#). In addition to sharing about Cuyahoga Voices & Vision in ongoing communications and at

site visits with our cultural partners, Karen has held several targeted stakeholder meetings with community leaders, and individual follow-up sessions to share updated and progress. To date, those meetings have included:

- Dave Abbott, CEO – George Gund Foundation
- David Gilbert, CEO – Destination Cleveland, Cleveland Sports Commission
- Anne Goodman, CEO, St. Luke's Foundation
- Eric Gordon, CEO – Cleveland Metropolitan School District
- Kurt Karakul, Executive Director – Third Federal Foundation
- Joe Marinucci, Executive Director – Downtown Cleveland Alliance
- Margaret Mitchell, President & CEO – YWCA
- Augie Napoli, CEO, United Way
- Joel Ratner, President & CEO – Cleveland Neighborhood Progress
- Joe Roman, CEO, Greater Cleveland Partnership
- Felton Thomas, Executive Director – Cleveland Public Library
- Brian Zimmerman, Executive Director – Cleveland Metroparks

While all CAC cultural partners have received consistent communications about Cuyahoga Voices & Vision (including a hard copy of the project summary earlier this year) staff is in the process of identifying partners who may be less aware of this work, and will schedule subsequent meetings to ensure broad understanding of CAC's work to continue to support Cuyahoga County nonprofits, and our stated commitment to equity in our grantmaking. Read about Cuyahoga Voices & Vision at future.cacgrants.org.

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 approves new guidelines to streamline grant application process](#) – *Cleveland Plain Dealer* “Requesting and obtaining grants from Cuyahoga County is about to get easier for many Cleveland-area cultural organizations.” (April 18, 2017)
- [Summer arts and culture series set for Public Square](#) – *Crain's Cleveland Business* “Look for more arts and culture events on Public Square this summer, thanks to a new program organized by Cuyahoga Arts & Culture.” (April 28, 2017)

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

BUILDING INTERNAL CAPACITY

Goal: 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.

Welcome, India! Our new associate, India Pierre-Ingram, began her work at CAC on May 15. India comes to CAC from the Cleveland Metropolitan School District where she gained years of customer service experience as a school choice and enrollment assistant. An artist and writer, India brings her love for the arts to CAC and has performed with Talespinner Children's Theatre. India has a Bachelor's degree from Wells College in New York, where she majored in English with a concentration in creative writing, and minored in history.



Goal: 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.

Welcome, Maritess! A participant in the Cleveland Foundation's summer internship program, MaryTherese (Maritess) Escueta joined Cuyahoga Arts & Culture on June 1. Managed by Jake, Maritess will support the agency's communications and storytelling efforts, connect with cultural partners, and conduct other research and key projects. Maritess is a student at Case Western Reserve University, studying sociology and dance.



Welcome, Mallory! In partnership with Youth Opportunity Unlimited, we welcome Mallory Wilks as a communications intern for the summer. Mallory is a high school student at Cleveland Central Catholic whose award-winning artwork has been showcased at Cleveland Institute of Art. She will be capturing cultural partner activity through photo and video at summer events.

We thank Mariam Ghanem, our intern since last October, for her hard work over the past nine months. Mariam's addition helped our team focus on the events calendar, so that the opportunities posted there for the residents were fun and robust. Mariam will continue her studies at CSU in speech & hearing and will graduate next year.

Goal: 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.

Team Continues Commitment to Racial Equity Institute Training. India attended the two-day training in May, making her the fifth CAC staff member to participate in this program. Karen and Jill will attend later this month. We thank our board members who have already signed up to participate in REI's half-day Groundwater training.

Additional Equity Learning. Jill also participated in Greater Cleveland Partnership/Commission on Economic Inclusion's Diversity Professionals Group session (Digging Deeper: Measuring Diversity & Inclusion Beyond Demographics).

Other Items of Note

- **Congratulations, Meg!** Join us in celebrating Meg Harris, CAC's director of administration, on her 10 years of service at CAC. Meg is a great problem-solver, data and finance guru, and has been instrumental in ensuring that CAC stewards public dollars with the highest integrity. Thank you for your great work, Meg!
- We are pleased to share that **Karen was named to the "Who's Who in NEO"** list in Crain's Cleveland Business. They noted, "Gahl-Mills remains one of the most powerful figures in the arts community...The organization is trudging through some high-profile strategy work to decide how it should tweak its grantmaking strategy to have the greatest and most equitable impact."
- On June 8th, **Jill graduated from Leadership Cleveland** class of 2017. As part of the program, Jill led the process to integrate Racial Equity Institute training for all 65 of her Leadership Cleveland classmates into the Quality of Life day – the first-time racial equity had been part of the program.

FINANCIAL UPDATE

2016 Annual Audit

The Ohio Auditor of State began CAC's audit in early May. The audit is in its final review by the audit team and will be released by June 30.

2017 YTD

Revenue. Tax revenue through May 31 was \$6,316,350. This figure is \$661,045(11.7%) above forecast for the first five months of the fiscal year and 10% above revenue for the same period in 2016. Interest revenue through May was \$85,419. This figure is as forecast for the period.

Expenditure. Cash expenditures through May were \$7,245,778. This figure is below the budgeted amount of \$7,507,281 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 May 31, CAC inactive monies are invested as follows:

- STAR Plus: \$503 (yield .65%)
- RedTree Investment Group: \$16,247,344 (yield 1.38% with average maturity of 2.23 years)
- STAR Ohio: \$2,012,870 (yield 1.03%)

Cuyahoga Arts & Culture				
Through 5/31/2017				
	Actual	Budget (cash)	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 6,316,350	\$ 5,655,305	\$ 661,045	111.69%
Interest	\$ 85,419	\$ 85,500	\$ (81)	99.9%
Other revenue	\$ 6,200	\$ 5,280	\$ 920	
Total Revenue	\$ 6,407,969	\$ 5,746,085	\$ 661,884	111.5%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 158,645	\$ 199,655	\$ (41,010)	79.5%
Grant Panel Expenses	\$ -	\$ -	\$ -	
Grant Management Expenses	\$ 24,086	\$ 65,850	\$ (41,764)	36.6%
Awareness Activities	\$ 31,347	\$ 43,600	\$ (12,253)	71.9%
Grants**	\$ 14,668,495	\$ 6,860,000	\$ 7,808,495	213.8%
Total A&C Exenditures	\$ 14,882,572	\$ 7,169,105	\$ 7,713,467	207.6%
General & Administrative				
Salaries, Wages and Benefits	\$ 127,569	\$ 158,191	\$ (30,621)	80.6%
Facilities, Supplies, Equipment	\$ 44,468	\$ 58,535	\$ (14,067)	76.0%
Professional Fees	\$ 67,526	\$ 121,450	\$ (53,924)	55.6%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 239,564	\$ 338,176	\$ (98,612)	70.8%
Total Expenditures	\$ 15,122,136	\$ 7,507,281	\$ 7,614,855	201.4%
Net Ordinary Revenue	\$ (8,714,167)	\$ (1,761,196)	\$ (6,952,972)	

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

	Actual - Accrual	Budget - Cash	Actual - Cash
Cash Expenditures	\$ 15,122,136	\$ 7,507,281	\$ 7,245,778

Cuyahoga Arts & Culture
Balance Sheet as of

May 31, 17

ASSETS

Current Assets

Checking/Savings

KeyBank	258,699.33
RedTree (U.S.Bank)	16,247,343.85
Star Ohio	2,012,869.62
STAR Plus	502.86
Total Checking/Savings	18,519,415.66

Accounts Receivable

11000 · Accounts Receivable	1,347,820.51
Total Accounts Receivable	1,347,820.51

Total Current Assets

19,867,236.17

Fixed Assets

15000 · Furniture and Equipment	73,534.23
15001 · Software and Webdesign	10,000.00
17000 · Accumulated Depreciation	-75,171.19

Total Fixed Assets

8,363.04

TOTAL ASSETS

19,875,599.21

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 · Accounts Payable	6,840.00
Total Accounts Payable	6,840.00

Other Current Liabilities

24000 · Payroll Liabilities	6,444.77
24200 · GOS Grants	6,372,353.00
24300 · Project Support Grants	1,534,037.00
24400 · Other Grants/Program Contracts	5,000.00

Total Other Current Liabilities 7,917,834.77

Total Current Liabilities 7,924,674.77

Total Liabilities

7,924,674.77

Equity

32000 · Retained Earnings 20,665,091.83

Net Income -8,714,167.39

Total Equity 11,950,924.44

TOTAL LIABILITIES & EQUITY

19,875,599.21

CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2017 ACTUAL REVENUE

Month	2016	2017	
	Monthly Tax	Monthly Tax	16-17% Change
JANUARY	\$ 979,521.54	\$ 1,257,349.49	28.36%
FEBRUARY	\$ 1,060,158.47	\$ 1,222,139.47	15.28%
MARCH	\$ 1,246,640.07	\$ 1,294,282.38	3.82%
APRIL	\$ 1,143,716.06	\$ 1,194,757.98	4.46%
MAY	\$ 1,302,807.27	\$ 1,347,820.51	3.46%
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		
TOTALS	\$ 14,767,136.68	\$ 6,316,349.83	10%