

# CREATIVEPORTLAND<sup>ME</sup>

P.O. Box 4675 | Portland, ME | 04112 | 207-370-4784

## **Creative Portland Board Meeting**

August 2, 2017 3:30 - 5:00pm

84 Free Street

1. Welcome and President's Comments
2. Approve minutes from Creative Portland Board meeting  
on June 6, 2017 (attached)
3. Presentation from Cultural Plan Internal Work Group (attached  
recommendations)
4. Executive Director Report & Work Plan (attached)
5. Cultural Planning Update - next steps
6. Board Development

CP Board Minutes  
June 6th, 2017  
Creative Portland Office  
84 Free Street

Board in attendance: Sondra Bogdonoff, Tim Honey, Greg Mitchell, Patrick Costin, David Brenerman, Emily Isaacson, Dee Dee Germaine, Kimberly Cook, Zeke Callanan, Mufalo Chitam, Gerard Salvo, Briana Volk

Staff in attendance: Dinah Minot & Emily Southard

Meeting called to order at: 3:33pm

### **Welcome and President's Comments**

Ms. Bogdonoff welcomed the board and noted that the board had an ambitious agenda for this meeting. She then provided a recap of the board boot camp held by the Maine Association of Nonprofits that she attended. She shared that the board had historically not been very active and that it should be doing more to support the Executive Director. Her examples of board responsibilities included establishing the organization's mission and strategic direction, ensuring compliance with regulations, fundraising, community relations, supporting and evaluating executive director, financial management, and fundraising. She suggested forming financial and fundraising committees and said that board members. Mr. Costin expressed interest in assisting Ms. Bogdonoff with this. Ms. Bogdonoff also asked all board members who had not already to make a financial contribution by the end of the fiscal year at a level meaningful to them to gain full board participation. Ms. Minot added that in-kind services counted as a financial contribution. Ms. Bogdonoff reaffirmed the need to get Creative Portland's house in order.

Ms. Bogdonoff also summarized the performance evaluation of Ms. Minot that she completed with feedback from the board and that she would be sharing during an executive session at the end of the afternoon's meeting. She said that Ms. Minot came into a black hole and overall, she feels like she has done astonishingly well.

### **Motion to approve April Minutes**

First: Mr. Costin, Second: Mr. Honey

Ayes: 10

Nays: 0

Staying: 1

### **Cultural Planning Update**

Ms. Bogdonoff gave an update on the cultural planning process thus far. Susan Silberberg from CivicMoxie has looked at the plans Creative Portland submitted from the stakeholders in the city and will be providing a comparison chart soon. She also has interviewed stakeholders one-on-one and in focus groups. Ms. Silberberg has provided a report and the executive

summary that was provided to the board prior to this afternoon's meeting, and sees two tracts: feedback on the cultural plan, including whether people are on board and whether we even need it, and where Creative Portland fits. Ms. Bogdonoff shared her takeaways from the report, which included hesitation and lack of clarity about whether people really want to do a cultural plan, which will require a lot of work on buy in, and people want to know if city hall is engaged. She also noted there was confusion about Creative Portland's role but acknowledgement that they want us to play a part. She noted that the next step is to have a meeting to present the report to the Big 8 on June 15 and then, if they have buy in and expect city to implement plan into comprehensive plan, then we go to the city and discuss with the Planning & Urban Development and Economic Development Departments as well as the city manager and the mayor as we need them on board with adding language to the comprehensive plan. After that we need to figure out the next steps and what CP's mission and role will be.

Ms. Bogdonoff then asked for feedback from the board. Ms. Cook asked if we would be seeking to make the cultural plan an amendment to the city's comprehensive plan and if the cultural plan is for Portland or Greater Portland. Ms. Bogdonoff replied that the plan is for the city but that the city serves a larger area (for example, Ms. Silberberg has interviewed people who work in Portland but do not live here). Mr. Honey expressed angst within the community that arts and culture is not included specifically in the cultural plan and notes that the city needs to recognize that there will not be a creative economy without arts and culture, and so the cultural plan process needs to result in policy recommendations. He also believes the report reinforces that CP does not have a clear mission and it cannot function without one, and that he believes the focus should be advocacy and resource development. He also asked for volunteers to join a cultural planning committee to meet this summer, and Ms. Isaacson and Ms. Chitam volunteered. Mr. Mitchell also agreed to join this effort.

Ms. Isaacson agreed that there is a lack of knowledge among groups talking about Portland's creative future about CP and so consolidating the mission is critical. She also noted that perhaps there are too many organizations in Portland for a city of its size, which has led people to feel threatened easily, and therefore, there is a real value in helping groups collaborate.

Ms. Bogdonoff, in reference to what the report said about tourism and cruise ship visitors, says we should collaborate with Visit Portland and Portland Downtown. Ms. Cook asked if cruise ship travelers were seen as people who buy art, and Ms. Minot replied yes, they could be, but that there has been no effort to direct them up to the Arts District.

Ms. Isaacson added that tourism through the Downeaster is a great opportunity to bring people to the region. Ms. Minot said of course easy access will help, but that people will not venture north unless the quality of the arts beckons them. This could be a good time to consider hosting a festival of our own.

Ms. Minot said that she had done a lot of community outreach - way beyond the names she provided to CivicMoxie - but she agreed that the summary report validates what she had found

through her own meetings. She also reiterated that CP is “a voice of the city” and that with a streamlined voice, we can work better with other branches of the city. She also said that CP will be focusing on resources for artists , as well as advocacy, but not necessarily in a political manner or lobbying capacity that could conflict with government association.

Mr. Costin voiced the dilemma of focusing on Portland as a city versus a region and noted that no one would live in the surrounding area if it was not for Portland since it provides jobs and entertainment, including the arts and cultural scene. He agrees that arts organizations and businesses are territorial and “try to preserve their slice of the pie when we need to grow the pie.”

Mr. Callanan said that the role of CP and the city is to foster those who live, work, OR play here, as it is getting more and more expensive to live here so people move out but still keep an attachment to the city. He also stated that the comprehensive plan needs to pay attention to the dire importance of the creative economy for the future of the city and asked if the cultural plan would be added as an amendment to the comprehensive plan, to which Mr. Brenerman pointed out that the comprehensive plan had already passed city council the previous evening.

Ms. Isaccson asked if the Big 8 meeting would be open to the public, to which Ms. Bogdonoff said no, as to provide a sense of sequence and to give them airtime and attention as this group represents the large arts and cultural organizations in the city and may be contributing money.

Mr. Brenerman asked if there was any positive feedback, to which Ms. Bogdonoff replied that, when people are asked what they need and what is in their way, they tend to respond negatively.

### **Motion to approve FY18 Budget Proposal**

Ms. Minot gave a brief overview of the financials included in the meeting’s packet before the motion was made.

First: Mr. Honey, Second: Mr. Costin

### **Discussion:**

Ms. Cook asked about the increase in line 7100 (personnel), to which Ms. Minot explained that that represents an increase in Ms. Southard’s hours from 30 per week to full time, which will occur if CP has raised enough money to warrant the increase by January. Ms. Minot also noted that the rent came in over budget, due to unforeseen costs in the new space, such as a high heating bill in the winter months. She believes installing a heat pump may help reduce this expense over the long term. Ms. Cook also asked whether line 8240 (insurance) included Directors & Officer’s insurance and if so, whether CP was required to have it under the Maine Tort Claims Act. Ms. Bogdonoff replied that both Maine Association of Nonprofits and Mr. Callanan agreed that CP should have it, but as CP is quasi-municipal it is unclear if it is

necessary, and if it is not necessary, to get rid of it. Mr. Mitchell suggested doing research to the topic to make sure it is necessary.

Mr. Brenerman asked about the definition of line 7500 (professional services) and questioned the amount. Ms. Minot replied that professional services includes CP's web developer, graphic designer, and accountant, and that the cost of the website will be documented in this section. Mr. Brenerman also asked if adding in line 4200 (programs) would actually increase our income, to which Ms. Bogdonoff answered that CP is expected to match the TIF funding from the city and that the corporation can do that by providing programs that other companies or organizations can sponsor.

Mr. Callanan asked if line 7500 included a website overhaul and if there was money in the budget earmarked for providing resources to artists, and Ms. Minot answered yes on both accounts.

Vote: unanimous

### **Executive Director Report**

Ms. Minot shared current fundraising activity with the board. There are two grant applications that CP has applied for and not yet received a decision on, and we will be applying for a National Endowment for the Arts Grant by the end of the month. She has renewed First Friday Art Walk sponsors with greater financial commitments this year and has also renewed Northeast Bank's commitment to Two Degrees, while still waiting to hear from Vitalius real estate.

Ms. Minot also shared updates on current programs. The first Monday morning drop by was held the previous morning from 8:30-9:30 and was designed as a way for people to stop in and chat without any specific agenda. She also shared that she had invited a small group to convene around Marty Pottinger's upcoming event Maine USA. Ms. Cook asked if CP has a sign, to which Ms. Minot replied that there is a vinyl one out front that is flush with the building, but that she is working on getting something nicer and more permanent and will work on freshening up the facade in general. Ms. Minot gave a brief update on Arts in the Chamber and asked the board to please suggest ideas for performances. Ms. Isaacson asked what the point of the series was, to which Ms. Minot responded that it is about putting art in front of the chamber and getting people engaged, as well as providing an opportunity for artists to gain exposure, as it is broadcast on public access. Ms. Chitam intimated that a former performer thought the event was too formal and had wished for more time to talk directly to the city councilors. Ms. Volk had been at the previous night's meeting and said that she will be booking the band for an event at her business in the future. It was agreed that those testimonials are key to getting artists to participate and that we need to make sure they know what to expect from the event. Ms. Minot said that in the future, CP will do an open call to solicit performers. She went on with her report to say that the next Two Degrees event at Portland House of Music on June 20th is a partnership with Maine Startup & Create Week and encouraged the board to attend.

Ms. Minot asked the board to keep up to date with our website, Facebook page, and Instagram to know what is going on. Upcoming events and activities for CP include New England Foundation for the Arts's Creative Communities Exchange conference (NEFA CCX) as well as Old Port Fest. CP is partnering with Portland Downtown and Visit Portland to create pamphlets outlining the different tasks of each organization, as there has been general confusion in the community about each organization's role. There is also a partnership in the works with West Elm for them to provide the CP office with a few pieces of furniture and to have regular exhibit space in their new Portland store to showcase local artists. This is in line with the focus of Ms. Minot's feature in MaineBiz where she talked about finding spaces for artists to showcase their art, which has received a lot of good feedback. CP is also working with Marty Pottinger on her project Maine USA, an event featuring puppets that has already received a \$50,000 grant from the National Endowment for the Arts and is a finalist for a \$500,000 grant from the same organization.

Ms. Minot concluded by saying that she always feels pressed for time by going last when she wants to tell the board about everything that is going on. It was suggested that the board look into meeting longer or more frequently in the future, or moving the Executive Director's report to the beginning of the meeting. She added that she is excited by all the opportunities ahead and that she has struggled with board support and would like to speed up the board development process.

**Motion to hold an Executive Session**

First: Ms. Cook, Second: Ms. Chitam

Vote: Unanimous

Executive session began at 5:03pm.

Meeting adjourned at 5:20pm.

Minutes respectfully submitted by Emily Southard.

**Internal Work Group**  
**Draft Recommendations to the Creative Portland Board**  
**What we have Learned from the Cultural Plan process**  
**July 27, 2017**

**Background:**

Phase 1 of the cultural planning process, which culled together existing strategic plans and studies, as well as direct community feedback, raised concerns about the purpose and role of Creative Portland. The internal working group used that information to clarify a viable role and focused direction for nurturing and supporting the arts and cultural life, as the core foundation of the creative economy. The goal for Creative Portland, which align with the Cultural Plan is to:

- Elevate the important contributions of the arts and culture sector to the fabric of the city.
- Build a strategic vision and work plan that collectively and inclusively unites the city, major arts organizations, businesses, artists and entrepreneurs and identifies a limited number of achievable actions items to benefit all.
- Provide advocacy, resources, and branding of our diverse arts and culture sector, which has contributed over 75 million in economic activity and 2400 jobs in Portland.

Although the Cultural Plan is not complete, we want to align Creative Portland with the current findings and to take actions to clarify our role and support the Cultural Planning process. We are making four recommendations to the Board:

**Recommendation One: Purpose Statement for Creative Portland**

Creative Portland recognizes the arts and culture sector as the core foundation of the creative economy. Creative Portland's goal is to provide advocacy, resources and branding/marketing for the City's arts and cultural assets, as the key to sustaining and growing the creative economy.

**Recommendation Two: Creative Portland will focus on three areas:**

**1) Advocacy** on behalf of the arts and culture community:

Details of what that role might entail includes:

- Advocate ensuring that economic development has direct benefits back to the arts and cultural community so the arts can see tangible benefits from economic growth.
- Convene everyone (City, organizations) to align efforts, make the most of limited resources
- Create the "space" to ensure that the missed opportunities everyone sees are addressed and that the most is made of this moment in time
- Build support from City Council
- Take advantage of the opportunities emerging from the growing tourism-based economy.
- Serve as one umbrella and one voice for all the arts.
- Advocate for affordable space.
- Act as a clearinghouse for regulatory issues/permitting for events, public art, space development.
- Advocate for shared space for performance/making.

**2) Resources** for the arts and cultural community:

Details of what that role might entail includes:

- Evaluate existing programs: (FFAW, 2 Degrees, Monday Morning Drop By, Challenge of

- Change, Arts in the Chamber
- Community Calendar and a mobile app
- Convene Groups quarterly for arts sectors: filmmakers, artists, dancers, writers, actors, etc)
- Artist Services (professional development series, art showcases, monetizing, copyright, trademark, streamlining permits etc)
- Citywide arts programming (festivals, lecture series, salons, sea walls, light shows, etc
- Shared work spaces and shared business resources
- Grant application resources
- Educational programs for mindful growth

**3) Branding** for the Creative Economy focused upon arts and culture:

Details of what that role might entail includes:

- Marketing collective cultural assets
- Signage, social media and print
- Site specific branding & destination marketing
- Tourism initiatives with food industry, craft brew, and hospitality industry
- Experiential design- make visitor experience easy and accessible
- Branding for the Arts District and visual cohesion and PROTECTION city-wide

Focusing on advocacy, resources and branding is

- easily understood by the arts and cultural community, and the public in general,
- not currently undertaken by any other organization in Portland/Greater Portland,
- creates a collaborative community umbrella that can embrace arts and culture as a critical part of the soul and fabric of the Greater Portland region, and
- measurable.

**Recommendation Three: Develop Financial and Organizational Models for Creative Portland**

A working group from the Board should be appointed to develop a set of alternative financial and organizational models for Creative Portland that reflect our purpose and are based upon “best practices” from other communities across the country. The proposed plan can only be accomplished if we put together the organizational building blocks that will enable us to implement the mission over time. This working group will present the alternatives at the October Board meeting.

**Recommendation Four: Best Practices and a Community Summit (as part of the Cultural Plan)**

We recommend that the Board consider conducting a Community Summit after the 1<sup>st</sup> of the year focused upon the future of arts and culture in the Portland/Greater Portland region. This could be the culmination of the Cultural Plan process, and the final Cultural Plan would be the focus of the Summit. This recommendation would also need to receive buy-in from our partners in the Cultural Plan.

We could also invite a representative from a model city to present what is possible when a community truly stands behind and supports the arts, and could provide Creative Portland a public opportunity to set forward its new purpose and structure.

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**NOTE: EXAMPLE FOR RECOMMENDATION THREE**

Please see below for one example that Tim Honey has put forward for a new organizational and financial structure to implement our new purpose and to achieve financial stability. It is one of several options, including partnerships, corporate sponsorships, operating grants etc that we could consider moving forward.

**Background:** Creative Portland does not currently have a sustainable financial base and organizational infrastructure to support our mission. By bringing our purpose in alignment with an organizational and financial strategy, we can put the organization on a long term financial sustainability track.

**Best Practice examples that this membership approach is based upon:**

Greater Portland Landmarks can serve as a model for advocacy:

<http://www.portlandlandmarks.org/projects/>

**Mission:** Greater Portland Landmarks advocates for the preservation and revitalization of greater Portland's built environment

**Membership:** See <http://www.portlandlandmarks.org/join/>

Business Membership: See Business Partnerships:

<http://www.portlandlandmarks.org/businesspartners/>

**Staffing:** <http://www.portlandlandmarks.org/meet-our-staff/>

**Boulder, Colorado: Boulder County Arts Alliance - BCAA:**

[https://www.bouldercountyarts.org/about\\_story](https://www.bouldercountyarts.org/about_story)

**Mission:** Providing leadership resources and advocacy for the Arts.

**Membership Categories and Fee Structure:**

[https://www.bouldercountyarts.org/sites/default/files/documents/BCAA%20Membership%20Fo  
rm.pdf](https://www.bouldercountyarts.org/sites/default/files/documents/BCAA%20Membership%20Form.pdf)

**Contributing Members Sponsorship Program:**

[https://www.bouldercountyarts.org/join\\_contributor](https://www.bouldercountyarts.org/join_contributor)

**Resources needed to support the Advocacy, Resource, and Branding mission for Creative Portland:**

Additional resources are a beginning base to support this change in mission. These are very rough estimates:

***Six potential new staff positions:*** 300K

- A Resource Coordinator staff person
- A Branding Coordinator
- An Advocacy Coordinator

- A Development staff person
- A Membership Coordinator
- A Communication staff person

***Organizational infrastructure investments:*** (one-time costs)

- An organizational consultant who will take the Board through the process of realigning the mission of Creative Portland in addressing needs of the Arts and Cultural Community and the larger Creative Economy of Greater Portland. (\$25,000)
- Additional technology and communications infrastructure for Creative Portland. This is a one-time investment in our website, data bases, and an App for a calendar and events (\$50,000)
- Resource Investment Fund that could provide the start-up costs for priority resources needed by the arts and culture community (\$50,000)
- Total new investment: **\$300,000** in staffing and **\$125,000** start-up costs for technology and communications and organizational restructuring.

**Proposed Sustainable Financial/Organizational Strategy:**

To support this effort, we will need to greatly expand our financial base through memberships and sponsorships, and do so on a regional basis. (Please see Greater Portland Landmarks and Boulder, Colorado Arts Alliance for how this might be done). This expansion of our financial base will enable Creative Portland to provide advocacy, resources, and branding that directly benefits the Arts and Cultural Community.

This will require careful organizational planning for Creative Portland to become a membership organization (like Greater Portland Landmarks and the Boulder, Colorado Arts Council), that can create a robust organizational base to support our advocacy strategy, our artists resource development strategy, and our branding strategy. The advocacy mission allows us to create a membership from the larger community that supports the arts and wants to see them thrive in Portland/Greater Portland. The resource mission allows us to build membership from the arts and culture community, and the branding mission allows us to build membership from the organizations (public and non-profit) that depend upon branding to create robust economic activity for the city and region.

# CREATIVE PORTLAND<sup>ME</sup>

## Executive Director Report 08/02/17 Board Meeting

### EXISTING PROGRAMS & INITIATIVES

- **First Friday Art Walk** - Friday, August 4
- **2 Degrees Program** - Wednesday, August 9 at 5:30-7:30pm Fork Food Lab
- **Arts in Chamber series** - Monday, August 21 at 4pm - Roberto Forleo, dancer
- **Monday Morning Drop By** (postponed until October 2)
- **Fiscal Sponsorships** -
  - **MSCW** - \$6770 in fees
  - **Black Artist Forum** (Maine Initiative Grant)
  - **MYRO** ( now a 501c3)
- **PPAC - Sarah Sze Congress Square Park** - art installation update
- **MUSA/ARTPLACE** partner in development (NEA GRANT)
- **Challenge of Change** (potential community workshop/forum)
- **Cultural Plan Initiative**
  - CP Mission purpose statement with three areas of focus: advocacy, resources and branding
  - Cultural Planning Process - next steps

### NEW PROGRAMS & INITIATIVES

- **Volunteer Recruitment.** Have developed volunteer curatorial work team; other groups: filmmakers, literary team, dancers, playhouses/actors, classical music, etc (in development).
- **Professional Development Series for Artists & Arts businesses** (in development)
- **Showcasing Art & Cultivating Arts Patronage** (Galleries, commercial spaces, non-traditional galleries, pop-up exhibit spaces and potential Arts & Bus Shelter project (w/ Metro & GPCOG).
- **Branding & Marketing Portland's Arts & Culture sector:**  
Currently working with Econ Development work plan committee and community cultural partners on arts district visual cohesion, community calendar, proposed video/sizzle reel to highlight arts & cultural assets. Technology update: website overhaul and apps

### FINANCIAL UPDATE

- Financials - P & L through FY 17 (June 30, 2017)
- FY '18 approved budget attached - to be reviewed again in January
- Currently searching for treasurer to join Executive Committee

### FUNDRAISING

- **Fundraising campaign to be launched in early Fall** (once CP's purpose & key priorities are identified and approved)
- **NEA Grant application** filed July 27, 2017
- **MAC Grant application** submitted March 2017

## WORK PLAN DRAFT FOR APPROVAL

August through December 2017

### 1) EXISTING PROGRAMS & INITIATIVES

- **First Friday Art Walk**
- **2 Degrees Program**
- **Arts in Chamber series**
- **Monday Morning Drop By**
- **Fiscal Sponsorships** (in development)
  - **Black Artist Forum**
- **PPAC representation**
- **MUSA/ARTPLACE** partnership in development (NEA GRANT)
- **Challenge of Change** (potential community workshop/forum in October)
- **Cultural Plan Initiative**
  - CP Mission purpose statement for board approval - with three areas of focus: advocacy, resources and branding
  - Cultural Planning Process - next steps. Hopefully will be included in our annual report presentation in Nov/December for council approval.

### 2) FUNDRAISING

- **Initial Outreach /Groundwork**

### 3) BOARD DEVELOPMENT - Fill 5-7 vacancies by December 5th board meeting.

And if time permits, see below:

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### 4) IN DEVELOPMENT:

- **Volunteer Recruitment Effort**
- **Professional Development Series for Artists & Arts businesses** (in development)
- **Showcasing Art & Cultivating Arts Patronage** (Galleries, commercial spaces, non-traditional galleries, pop-up exhibit spaces and potential Arts & Bus Shelter project (w/ Metro & GPCOG).
- **Branding & Marketing Portland's Arts & Culture sector:**

Currently working with Econ Development work plan committee and community cultural partners on arts district visual cohesion, community calendar, proposed video/sizzle reel to highlight arts & cultural assets. Technology update: website overhaul and apps in development

**Creative Portland  
Profit Loss Budget Overview**

July 2016 through June 2017

|                                      | FY 17<br>Budget         | FY 17 Actual            | FY 17 Actual<br>(Normalized) | FY 18<br>Budget         |
|--------------------------------------|-------------------------|-------------------------|------------------------------|-------------------------|
|                                      | <u>Jul '16 - Jun 17</u> | <u>Jul '16 - Apr 17</u> | <u>Jul '16 - Jun 17</u>      | <u>Jul '17 - Jun 18</u> |
| <b>Ordinary Income/Expense</b>       |                         |                         |                              |                         |
| <b>Income</b>                        |                         |                         |                              |                         |
| 4100 Operations (unrestricted)       |                         |                         |                              |                         |
| 4110 Annual Fund                     | 9,000                   | 3,029                   | 3,635                        | 10,000                  |
| 4115 Arts District TIF Funding       | 100,000                 | 75,000                  | 100,000                      | 100,000                 |
| 4140 Corporate Sponsorships          | 25,000                  | 1,875                   | 2,250                        | 24,004                  |
| Total 4100 Operations (unrestricted) | 134,000                 | 79,904                  | 105,885                      | 134,004                 |
| 4200 Programs (restricted)           |                         |                         |                              |                         |
| 4215 Cultural Plan Income            |                         | 10,000                  | 15,457                       | 20,000                  |
| 4200 Programs (restricted) - Other   | 50,000                  |                         |                              |                         |
| Total 4200 Programs (restricted)     | 50,000                  | 14,575                  | 17,490                       | 50,000                  |
| 4300 Other                           | 0                       | 1,149                   | 1,379                        | 0                       |
| 49900 Uncategorized Income           | 0                       | 4,395                   | 5,274                        | 0                       |
| Total Income                         | 184,000                 | 110,023                 | 145,484                      | 204,004                 |
| <b>Expense</b>                       |                         |                         |                              |                         |
| 7100 Personnel                       | 85,000                  | 55,676                  | 66,811                       | 100,000                 |
| 7500 Professional Services           | 72,000                  | 14,816                  | 17,780                       | 72,000                  |
| 8110 Rent                            | 5,000                   | 9,609                   | 11,531                       | 7,200                   |
| 8120 Telecommunications              | 2,000                   | 2,979                   | 3,575                        | 3,600                   |
| 8130 Printing and Reproduction       | 0                       | 1,061                   | 1,273                        | 1,200                   |
| 8135 Meetings                        | 0                       | 392                     | 470                          | 600                     |
| 8140 Food and Venue                  | 1,500                   | 1,420                   | 1,704                        | 1,500                   |
| 8170 Supplies & Equipment            | 2,000                   | 4,299                   | 5,159                        | 3,500                   |
| 8180 Postage and Delivery            | 200                     | 187                     | 225                          | 240                     |
| 8200 Professional Development        | 0                       | 3,873                   | 4,648                        | 5,100                   |
| 8230 Dues & Memberships              | 1,000                   | 355                     | 426                          | 1,200                   |
| 8235 Board Expense                   | 0                       | 121                     | 145                          | 0                       |
| 8240 Insurance                       | 3,100                   | 2,704                   | 3,244                        | 3,480                   |
| 8250 Bank Service Charges            | 0                       | 51                      | 61                           | 60                      |
| 8251 Filing Fees                     | 0                       | 70                      | 84                           | 85                      |
| 8260 Marketing                       | 0                       | 1,145                   | 1,374                        | 2,500                   |
| 8400 Miscellaneous                   |                         | 670                     | 804                          | 0                       |
| 8550 Interest Exp - City Loan        |                         | 140                     | 168                          | 0                       |
| Total Expense                        | 171,800                 | 99,568                  | 119,481                      | 202,265                 |
| Net Ordinary Income                  | 12,200                  | 10,455                  | 26,003                       | 1,739                   |
| <b>Other Income/Expense</b>          |                         |                         |                              |                         |
| <b>Other Income</b>                  |                         |                         |                              |                         |
| 4700 In-Kind Donations               | 0                       | 601                     | 601                          | 0                       |
| Total Other Income                   | 0                       | 601                     | 601                          | 0                       |
| <b>Other Expense</b>                 |                         |                         |                              |                         |
| 4190 Reimbursed Expenses             | 0                       | 1,800                   | 1,800                        | 0                       |
| 9950 In-Kind Expenses                | 0                       | 601                     | 601                          | 0                       |
| Total Other Expense                  | 0                       | 2,401                   | 2,401                        | 0                       |
| Net Other Income                     | 0                       | -1,800                  | -1,800                       | 0                       |
| Net Income                           | 12,200                  | 8,655                   | 24,203                       | 1,739                   |
| <b>Fiscal Sponsorship</b>            |                         |                         |                              |                         |
| 4150 Fiscal Sponsor Agent Fee        | 0                       | 3,790                   | 4,548                        | 4,800                   |
| 5100 Fiscal Sponsor Inc (restricted) | 0                       | 132,799                 | 159,359                      | 96,000                  |
| 9000 Fiscal Sponsorship Disbursement | 0                       | 213,777                 | 256,533                      | 100,800                 |
| Fiscal Sponsorship Net Transactions  | 0                       | -77,188                 | -92,626                      | 0                       |

\*Timing issue due to revenue coming in prior to beginning of FY17 and expenditures occurring after beginning of FY17