



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Judson Manor, 1890 E 107th St, Cleveland, OH 44106
Tuesday, November 13, 2018, 4:00 pm

- 1. Call to order, approval of minutes**
 - a. Call to order
 - b. Call the roll
 - c. Motion to approve September minutes

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

- 3. Connect with Culture**
Celebrating Project Support
(featuring Duffy Lit and Judson's Theatre in the Square)

- 4. Executive Director's Report**

- 5. Action Items and Reports - Grantmaking**
 - a. Project Support 2019
 - i. Action: Approval of scores and grants

 - b. General Operating Support 2019
 - i. Action: Approval of grants

 - c. Support for Artists
 - i. Action: Approval of nonprofit partner grants

- 6. Action Items and Reports – Finance and General Business**
 - a. **Finance Report**
 - b. **Executive Director Search**

- 7. Public Comment**

- 8. Adjourn to reception**

Next Regular Meeting: December 11 2018, 3:30 pm
Miller Classroom at Idea Center at Playhouse Square

** meeting begins with executive session at 3:30 pm **



Minutes of the Regular Meeting of the Board of Trustees
Wednesday, September 12, 2018

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:04 pm at SPACES, 2900 Detroit Ave, Cleveland, OH 44113.

The roll call showed that Trustees Avsec, Garth, Hanson, Miller, and Sherman were present. It was determined that there was a quorum.

Also in attendance were: CAC staff: Jill Paulsen, interim CEO + executive director; Roshi Ahmadian; Luis Gomez; Meg Harris; Heather Johnson-Banks; Dan McLaughlin; India Pierre-Ingram; and Jake Sinatra. Also in attendance were Bruce Thibodeau and Wyona Lynch-McWhite of Arts Consulting Group.

1. APPROVAL OF MINUTES

Motion by Trustee Avsec, seconded by Trustee Hanson, to approve the minutes from the June 12, 2018 and August 31, 2018 meetings. Discussion: Trustee Sherman asked that the minutes be amended to reflect that she had moved the motion to create Search Team, not Trustee Gibbons and that Trustee Garth had voted “aye” not “nay”. Motion to approve minutes as amended by Trustee Sherman. Vote: all ayes. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no comments on the meeting agenda items.

3. INTERIM EXECUTIVE DIRECTOR’S REPORT

Ms. Paulsen thanked everyone for joining her and the Board at SPACES. Ms. Paulsen’s remarks can be found [here](#).

4. FINANCE REPORT

Ms. Harris’ financial report can be found [here](#).

5. PRESIDENT’S UPDATE ON EXECUTIVE DIRECTOR’S SEARCH

Trustee Sherman introduced the Arts Consulting Group’s project consultants Wyona Lynch-McWhite and Bruce Thibodeau. Trustee Sherman stated that as Board President she has convened a search team made up of Cuyahoga County leaders, and that the search team liaison to the Board will be Trustee Hanson. The full search team list can be found [here](#).

6. BOARD ACTION

Motion to approve slate of projects for supporting artists

Mr. Sinatra presented a slate of projects recommended for the Support for Artists program. The full memo can be found [here](#).

Trustee Garth asked how much of the funds will directly benefit artists. Mr. Sinatra replied that the intention is to work with the approved organizations to get specific numbers in the coming weeks.

Trustee Hanson asked if it was staff's intention to bring the amount allotted to each organization to the next Board meeting. Mr. Sinatra stated that this was the intention.

Trustee Miller asked Mr. Sinatra to clarify details regarding the \$400,000 budget allocated to the Support for Artists initiative. Mr. Sinatra referred back to the Board-approved artist recommendations and work plan. Trustee Hanson confirmed with Mr. Sinatra that this is an interim step in the approval process for artist funding.

Trustee Garth asked if the slate of projects recommended is for one year. Mr. Sinatra confirmed these projects will take place throughout 2019.

Motion by Trustee Hanson, seconded by Trustee Avsec, to approve the slate of projects, managed by six non-profit partners, to provide support to Cuyahoga County artists. Discussion: None. Vote: All ayes. The motion carried.

Motion to add amendment for Contract with CPCP for Artist Services

Mr. Sinatra requested the Board to approve an amendment to the Center for Performance and Civic Practice contract in order to include a stipend to artists as part of the previously-approved program.

Motion by Trustee Hanson, seconded by Trustee Garth, to approve the amendment to the contract with the Center for Performance and Civic Practice for artist services from \$36,000 to \$48,000. Discussion: None. Vote: All ayes. The motion carried.

7. PUBLIC COMMENT

Amy Budish (Cuyahoga County resident)

The next meeting will be held at 5:00 pm on Tuesday, November 13, 2018, location to be determined.

8. ADJOURNMENT

Motion by Trustee Hanson, seconded by Trustee Miller, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 4:46 pm.

Charna Sherman, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees

Executive Director's Report
Regular Meeting of the Board of Trustees
13 November 2018

Welcome to our November meeting.

Today we celebrate our new and returning cultural partners. It is at this meeting that we will conduct a majority of our grantmaking for 2019. We appreciate CAC grant recipient Judson Manor for hosting us. I thank both our grant applicants and the CAC staff for the months of work it took to create the packet that is before you today. I continue to be impressed by and grateful for our team's humble and thoughtful approach to their daily work. Cheers, Team CAC!

In preparation for our meeting, please focus your attention on several Board action items:

- **2019 Project Support and General Operating Support grants.** As you'll read in the memos that follow, we look forward to awarding 282 grants totaling \$12,077,556 through our 2019 General Operating Support (\$10.2 million to 61 organizations) and Project Support grant programs (\$1.87 million in project-based support to 221 organizations).
- **Support for Artists grants.** We will also present for your approval, four grants (with two more to come at the December meeting) to nonprofit partners to provide support and services for local artists. Please see the memo in this packet for complete details. We are pleased to be doing this important work with a coalition of creative partners that is grounded in our commitment to equity and recognizes the power that artists/makers have to change our community.

I'd also like to recognize the important partnership with our colleagues at Neighborhood Connections (NC), a program of the Cleveland Foundation. This fall represents the culmination of two key pieces of our annual work with NC. The first is the announcement of another 15 co-funded grant recipients for resident-led arts and culture projects; in the last five years we've co-funded over 300 projects in Cleveland and East Cleveland. Second, we just completed our first year of jointly hosted Arts & Culture Network Nights. Hundreds of artists, cultural partners and interested residents gathered to make connections and use the arts to share and shift power. See the staff report in this packet for more detail. We look forward to continuing our joint grantmaking and our quarterly meet-ups with Neighborhood Connections in 2019.

Finally, in addition to the items in today's Board materials, please know that staff is working together to reflect on our core 2018 work and set our 2019 team objectives. We look forward to sharing this progress with you in coming weeks.

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

CAC Board Meeting November 13, 2018 Updates from Staff

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work that are mindful of the staff team [agreements](#) that we have made with one another, and grounded in CAC's [Mission, Vision & Values](#). This year our [team objectives](#) remain focused on our two constituencies: 1) the local arts and culture sector and; 2) Cuyahoga County residents, as well as noting our efforts to continuously improve our operations so we can deliver on our mission.

What follows are highlights of the work the team has accomplished since our September 2018 Board meeting.

GRANTMAKING / Connecting with artists and organizations

Project Support 2019 panel processes and grant recommendations.

CAC staff conducted the **Project Support I panel** on October 1-2.

- 9 panelists reviewed 74 applications, 70 of which are recommended for funding.
- 20 people attended the in-person review at Idea Center, while the livestreamed audio of panel had 198 unique visitors. This continues a trend of greater online than in-person participation in our Project Support panels.

- Staff managed the **Project Support II panel** in a completely online process.
 - 20 panelists reviewed 154 applications in late September and early October. 151 applications are recommended for funding.
 - Panelists wrote detailed comments with their scores, which will be shared with applicants as feedback and as an educational tool for future applications.

- **CAC recommends funding 221 projects through the 2019 Project Support program.** For details, including the list of grant recipients and recommended grant amounts, please see the Project Support memo in this packet. Please see the panelist memo in this packet for an overview of the panelist recruitment process as well as a list of our PS19 panelists and their brief biographies.

General Operating Support. Cuyahoga Arts & Culture's General Operating Support program provides meaningful, multi-year grants to arts and cultural organizations based in Cuyahoga County. In 2017, the current slate of 61 organizations applied and were approved to receive funding. At the November meeting, the Board will approve **61 grants totaling \$10,200,000. These awards are for the second year of this biannual grant program.** As such, the organizations and their grant amounts will remain the same from 2018 to 2019 and range in size from approximately \$11,000 to over \$1.1 million. The portfolio continues to reflect a fairly diverse (by budget size and discipline) set of organizations.

Neighborhood Connections. In addition to CAC's primary grants slated for approval, we're pleased to announce the co-funding of 15 resident-led arts and culture projects through our ongoing partnership with Neighborhood Connections (a program of the Cleveland Foundation). This round of co-funded projects will support resident-led activities in a variety of neighborhoods in Cleveland and East Cleveland. A sampling of exciting projects from this partnership include:

- **Shooting Without Bullets** will receive \$2,500 to teach a public art mini-course for girls. Funds will be used to support mentoring, community engagement, activism and artistic mastery as girls are introduced to the process of making public art in the Buckeye neighborhood.
- **True Vine/Aneba** will receive \$1,000 to host a "Love Where You Live" community event in Glenville. Residents will come together to clean up around areas of East 105th street and St. Clair avenue and work alongside an artist to paint a mural on the corner of the East Side Market.
- **The Creative Communities Project** will receive \$2,000 to host a quarterly speaker series focused on neighborhood topics in Ohio City, using the Pecha Kucha style of presentation. They also will host art activities for adults, including gallery tours, interactions with artists, and book clubs.

Arts & Culture Network Night. On October 18, CAC and Neighborhood Connections co-hosted Arts & Culture Network Night at Near West Theatre. Approximately 75 people attended – representing a mix of artists, staff from arts organizations, other creative people and engaged residents.



During "Marketplace" at Network Night, participants are able to make an offer or a request of the full group.

Lori Ashyk, Executive Director of the Cleveland Cultural Garden Federation was attending her first Arts and Culture Network Night. During Marketplace, Lori asked for performers for an upcoming ceremony celebrating the completion of the new plaza at the Cultural Gardens. She connected with Rodger Govea, President of the Cleveland Shakespeare Festival who was also attending Network Night for the first time. They spoke about the possibility of having a Shakespeare performance at the opening ceremony, as an homage to the first garden in the park, the Shakespeare Cultural Garden which later became the British Garden.

CAC's aim for these sessions is to bring the arts community together for relationship building, mutual support and to spark new initiatives with others. Discussion topics included support for artists, how nonprofits can incorporate the arts in to their programming and how arts organizations can effectively market their work.

We were pleased to see artists and arts leaders take on a leadership role during Network Night: Vince Robinson (Larchmere Arts), Letitia Lopez (Julia de Burgos Cultural Arts Center) and Sharie Renee (Cosmic Bobbins) all stepped in to co-facilitate sections of the event.

This was our third and final Arts & Culture Network Night of the year. We look forward to working with Neighborhood Connections to co-host more gatherings in 2019!

Racial Equity Institute for Cultural Partners.

In mid-September, Luis Gomez and 13 of our cultural partners attended Latinx Challenges Toward Racial Justice. This two-day workshop is intended for people who live in or work with Latinx/Latino(a) communities seeking to end racial disparities in our institutions and work across racial identities for social justice. The workshop process engaged participants in a critical analysis of how racism disempowers Latinos, hindering both their personal wellbeing and their community's development. The workshop was

led by Raúl Quiñones-Rosado and María I. Reinat-Pumarejo. This training is a program of c-Integral LLC and is offered in collaboration with the Racial Equity Institute, Colectivo Ilé and other anti-racism organizations in the United States. The training was brought to Cleveland thanks to the efforts of the Hispanic Business Center, Cleveland Neighborhood Progress, the Cleveland Foundation, and Policy Matters Ohio. Some of the CAC-sponsored organizations that attended include: The Cleveland Orchestra; LAND studio, the Boys and Girls Club of Cleveland, Cleveland Playhouse, Julia de Burgos Arts and Cultural Center, and the Hispanic Alliance. Our existing partnership/contract with Cleveland Neighborhood Progress enabled CAC to cover the cost for these organizations to attend the training.

Support for Artists. On October 11, CAC launched its partnership with the Center for Performance and Civic Practice to provide a new professional development and project-based funding opportunity for twelve Cuyahoga County artists and twelve nonprofit organizations. The three-day Learning Lab program begins in late November and end in early January, followed by the opportunity for artists to partner with a nonprofit and receive up to \$7,500 to carry out a civic practice project based on learning from the program in 2019. Key updates on this project include:

- More than 60 local artists and nonprofit representatives attended the CAC-hosted workshop and learning opportunity about CPCP's Learning Lab on October 11.
- 65 Cuyahoga County artists applied to participate in the Learning Lab program. The applications are being vetted by CPCP, who will select program participants who have a demonstrated creative/artistic practice and a curiosity about civic practice / collaboration.
- CAC has identified twelve nonprofit partners who have a strong interest in the program and will confirm their participation in the program in the coming days.
- The first session will take place the week of November 26th in Cleveland. Look for a news release announcement at that time to announce the selected participants.
- For additional information about the program, view the September 27 feature in [Fresh Water Cleveland](#).

In addition, CAC staff will recommend that the Board approve grants to four of six Board-approved nonprofit partners (Cleveland Public Theater, Hispanic Business Center, LAND studio, and SPACES) slated to provide support and services to Cuyahoga County artists in 2018-19. See the detailed Support for Artist memo in this packet for more information. Staff will bring the final two additional grant recommendations (Cleveland Neighborhood Progress and Karamu House) to the Board for consideration at its December meeting.

RAISING AWARENESS / Connecting with residents

Partnership with Ohio Events Finder. You may recall that we launched our new online events calendar at [ClevelandArtsEvents.com](#) in spring 2018. One of the features of this new site is the ability to export data from our website to other online calendars in a few simple steps. This functionality has allowed us to begin the early phases of a partnership with the Greater Columbus Arts Council, the administrator behind the Ohio Event Finder, which is a database of arts and cultural events that feeds sites like ArtsInOhio.com, Ohio Magazine, and (eventually) Ohio.org. What this will mean for our grantees is that by simply posting their upcoming events once on our [ClevelandArtsEvents.com](#) website, their events will automatically appear on three other online calendars visited by Ohioans. We are excited about the prospects of fully launching it in the next few months and helping our grantees promote their work even more widely.

Artist Calendar/Directory. One of our key approaches to support artists is to connect artists in the region to resources to promote their work and events, including our ClevelandArtsEvents.com website. Since the last board update, we have continued to raise awareness about this opportunity through our Artist Network Leaders, as well as by handing out promotional cards at various events staff has hosted or attended. You can view the first wave of approved profiles by visiting ClevelandArtsEvents.com/Artist. We encourage you to help us spread the word to artists that you may know.

Media Placements. In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below is a sampling of recent media clips focused on CAC's work:

- [Sherman re-appointed to arts board](#) “Charna E. Sherman has been re-appointed and Gary Hanson has been appointed by County Executive Armond Budish to serve three-year terms, commencing April 1, 2018, and ending March 31, 2021...” (September 6, 2018) – *Cleveland Jewish News*
- [Cuyahoga Arts & Culture's new Learning Lab primes civic-minded artists for impactful projects](#) “In creating the Learning Lab workshop series, CAC announced this week that it has partnered with the Center for Performance and Civic Practice (CPCP), a national organization that unites artists and communities in common civic efforts.” (September 27, 2018) – *Fresh Water Cleveland*

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

BUILDING INTERNAL CAPACITY

Continuous Improvement/Commitment to Learning.

Heather attended the 2019 Grantmakers in the Arts Conference *Race, Space and Place*. It was an opportunity to connect with and learn from arts grantmakers from around the country including other local arts agencies. Sessions spanned three days and focused on supporting artists, innovative grantmaking models and equity.

Dan participated as a liaison in Neighborhood Connections' Round 32 grantmaking committee process. The liaison role doesn't vote on individual applications, but helps the committee to make informed final decisions. Dan was able to remind committee members to consider the criteria for funding and the goals of the grant program. This was an excellent opportunity to observe, learn from and be a part of another local organization's approach to grantmaking. The grantmaking committee met one night a week for eight weeks.

Meg attended the Ohio Treasurer's Center for Public Investment Management Academy in September. Sessions included Electronic Banking and Cyber Security, Current Trends in Public Finance and The Ohio Ethics Law – Upholding Trust in Government. In regards to the Ethics Law, there are several useful and informative videos available for the Board and staff to watch. Specific recommendations for CAC are [Conflict of Interest](#) and [Gifts](#).

FINANCIAL UPDATE

Revenue. Revenue through October 31 was \$11,541,831. This figure is \$464,169 (3.9%) below forecast and \$745,020 (6.1%) below revenue for the same period in 2017. Interest revenue through October was \$232,436. This figure is 28% above forecast YTD due to interest rates having increased nearly 1% since the beginning of the year.

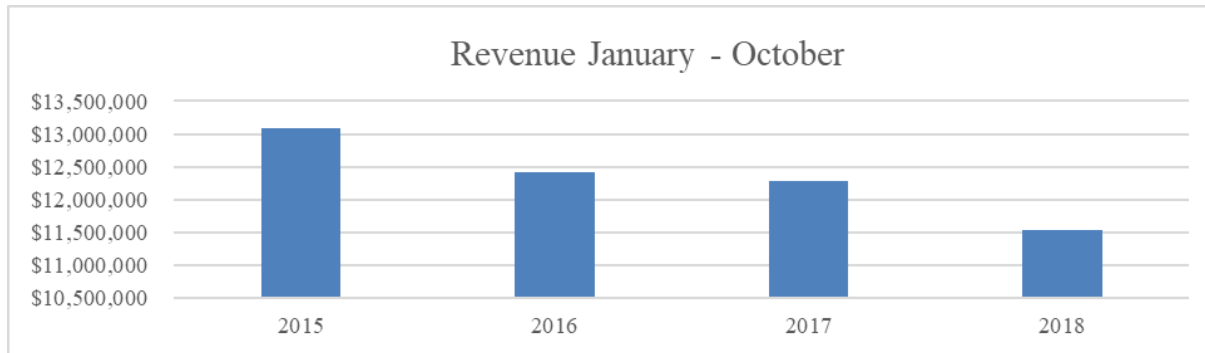
Expenditure. Cash disbursements through October were \$13,126,326. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2018 in January. We will draw down the balance sheet accounts as we remit payments to our cultural partners.

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

- Red Tree Investment Group: \$15,448,374 (avg. yield at cost: 1.7%; avg. maturity 1.03 years)
- STAR Ohio: \$2,862,864 (overnight yield 2.31%)

Budget Projections at Year End

It is projected that CAC will end 2018 with tax receipts of approximately \$13.7 million. Based on past experience, it is not anticipated that tax receipts will rebound during the remainder of the year, as illustrated in the chart below.



| Year | 2015 | 2016 | 2017 | 2018 |
|----------------------------|---------------|---------------|---------------|---------------|
| Revenue Jan-Oct | \$ 13,094,231 | \$ 12,409,179 | \$ 12,286,851 | \$ 11,541,831 |
| Change year-over-year YTD | -4.7% | -5.2% | -1.0% | -6.1% |
| Change year-over-year @ YE | -4.4% | -7.6% | -1.6% | |

Expenditures continue to track under budget due to a number of factors including the open ED position, timing of expenditures allocated to the Support for Artists program, as well as funds allocated for emergent programs related to our community planning. We anticipate ending the year nearly \$1 million under budget, meaning we will not draw on the reserve as planned, but will instead add an estimated \$500,000 to it.

However, it is important to note that we have committed to carry over unexpended dollars related to the Support for Artists program from 2018 to 2019. The budget for this program was \$400k in 2018 with the same commitment for FY19. By year-end, we expect to have expended about \$60,000 related to the Support for Artists program and will therefore carry over, or reallocate, the \$340k not expended in 2018 to the 2019 budget.

Audit and Finance Committee

The Audit and Finance Advisory Committee met on October 23, 2018 to review and discuss CAC's Investment Policy and to hear a report on the investment of CAC's inactive moneys from Ryan Nelson of Red Tree Investment Group. During this discussion Mr. Nelson stated that the Ohio Revised Code section 135.35 County Inactive Moneys was amended recently to increase the amount of commercial paper that can be held from 25% to 40%. The committee discussed this and agreed that they are comfortable holding up to 40% of CAC's inactive moneys in commercial paper if it were the recommendation of our investment advisors at Red Tree Investment Group. The committee had no recommended changes to the current Investment Policy but noted the attachment of ORC 135.35 to the Investment Policy should be updated.

2019 Budget Preview

At the November 13 meeting the Board will be asked to approve the majority of the grant awards for 2019. With these approvals, CAC will have the foundation for its 2019 budget, with grants comprising over 90% of its annual budget. By December, staff will finalize its team goals and objectives for 2019. This work will help us build the 2019 budget, which will be presented to the Board for approval on December 11.

With the relatively level funding of CAC's two primary grant programs, we anticipate the 2019 budget will be very similar to the 2018 budget on the expense side. The impact of lower tax receipts, however, will mean a draw on our reserve in 2019 of approximately \$1.2 million. This draw was anticipated and is consistent with past models shared with the Board.

| Cuyahoga Arts & Culture | | | | |
|--|-----------------------|-----------------------|-------------------------------------|------------------------|
| Through 10/31/18 | | | | |
| | Actual YTD | Budget YTD | \$ Over/Under Budget | % of Budget |
| Ordinary Revenue/Expenditures | | | | |
| Revenue | | | | |
| Excise Tax | \$ 11,541,831 | \$ 12,006,000 | \$ (464,169) | 96.13% |
| Interest | \$ 232,436 | \$ 181,600 | \$ 50,836 | 127.99% |
| Other revenue | \$ 8,583 | \$ - | \$ 8,583 | |
| Total Revenue | \$ 11,782,850 | \$ 12,187,600 | \$ (404,750) | 96.7% |
| Expenditures | | | | |
| Arts & Cultural Programming | | | | |
| Salaries, Wages and Benefits | \$ 364,263 | \$ 392,068 | \$ (27,805) | 92.9% |
| Grant Panel Expenses | \$ 18,365 | \$ 22,925 | \$ (4,560) | |
| Grant Management Expenses | \$ 60,829 | \$ 105,710 | \$ (44,881) | 57.5% |
| Awareness Activities | \$ 27,191 | \$ 59,000 | \$ (31,809) | 46.1% |
| Grants** | \$ 12,182,386 | \$ 12,600,910 | \$ (418,524) | 96.7% |
| Total A&C Exenditures | \$ 12,653,033 | \$ 13,180,613 | \$ (527,580) | 96.0% |
| General & Administrative | | | | |
| Salaries, Wages and Benefits | \$ 289,714 | \$ 323,202 | \$ (33,489) | 89.6% |
| Facilities, Supplies, Equipment | \$ 71,207 | \$ 87,452 | \$ (16,245) | 81.4% |
| Professional Fees | \$ 166,546 | \$ 172,304 | \$ (5,758) | 96.7% |
| Depreciation | \$ - | \$ - | \$ - | |
| Total G&A Expenditures | \$ 527,467 | \$ 582,959 | \$ (55,492) | 90.5% |
| Total Expenditures | \$ 13,180,500 | \$ 13,763,572 | \$ (583,071) | 95.8% |
| Net Ordinary Revenue | \$ (1,397,651) | \$ (1,575,972) | \$ 178,321 | |

** Outstanding 2017 and 2018 grant obligations are on the balance sheet.

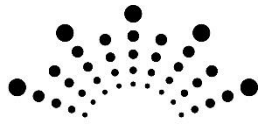
| | | |
|-------------------------------|---------------|--|
| Cash Disbursements YTD | \$ 13,126,326 | (This figure includes final payments for 2017 grants as well as 2018 grant payments remitted in 2018.) |
|-------------------------------|---------------|--|

Cuyahoga Arts & Culture
Balance Sheet as of

| | <u>Oct 31, 18</u> |
|--|-----------------------------|
| ASSETS | |
| Current Assets | |
| Checking/Savings | |
| KeyBank | 46,643.78 |
| RedTree (U.S.Bank) | 15,448,373.83 |
| Star Ohio | 2,862,863.75 |
| Total Checking/Savings | <u>18,357,881.36</u> |
| Accounts Receivable | |
| 11000 · Accounts Receivable | <u>1,211,208.69</u> |
| Total Accounts Receivable | <u>1,211,208.69</u> |
| Total Current Assets | <u>19,569,090.05</u> |
| Fixed Assets | |
| 15000 · Furniture and Equipment | 75,222.56 |
| 15001 · Software and Webdesign | 10,000.00 |
| 17000 · Accumulated Depreciation | -78,966.13 |
| Total Fixed Assets | <u>6,256.43</u> |
| TOTAL ASSETS | <u><u>19,575,346.48</u></u> |
| LIABILITIES & EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |
| 20000 · Accounts Payable | <u>13,500.00</u> |
| Total Accounts Payable | 13,500.00 |
| Other Current Liabilities | |
| 24000 · Payroll Liabilities | 7,273.67 |
| 24200 · GOS Grants | 1,019,980.00 |
| 24300 · Project Support Grants | 838,140.00 |
| Total Other Current Liabilities | <u>1,865,393.67</u> |
| Total Current Liabilities | <u>1,878,893.67</u> |
| Total Liabilities | 1,878,893.67 |
| Equity | |
| 32000 · Retained Earnings | 19,094,103.31 |
| Net Income | -1,397,650.50 |
| Total Equity | <u>17,696,452.81</u> |
| TOTAL LIABILITIES & EQUITY | <u><u>19,575,346.48</u></u> |

CIGARETTE TAX RECEIPTS FY 17 VS FY 18 YTD

| Month | 2017 | 2018 | | |
|---------------|-------------------------|-------------------------|------------------------|--------------|
| | 2017 | 2018 | \$VAR | 17-18% VAR |
| JANUARY | \$ 1,257,349.49 | \$ 1,489,490.74 | \$ 232,141.25 | 18% |
| FEBRUARY | \$ 1,222,139.47 | \$ 675,154.53 | \$ (546,984.94) | -45% |
| MARCH | \$ 1,294,282.38 | \$ 1,122,153.58 | \$ (172,128.80) | -13% |
| APRIL | \$ 1,194,757.98 | \$ 1,094,271.01 | \$ (100,486.97) | -8% |
| MAY | \$ 1,347,820.51 | \$ 975,737.92 | \$ (372,082.59) | -28% |
| JUNE | \$ 2,007,016.71 | \$ 2,399,933.00 | \$ 392,916.29 | 20% |
| JULY | \$ 156,576.58 | \$ 227,176.60 | \$ 70,600.02 | 45% |
| AUGUST | \$ 1,321,542.39 | \$ 1,225,670.88 | \$ (95,871.51) | -7% |
| SEPTEMBER | \$ 1,448,391.10 | \$ 1,121,033.98 | \$ (327,357.12) | -23% |
| OCTOBER | \$ 1,036,974.45 | \$ 1,211,208.69 | \$ 174,234.24 | 17% |
| NOVEMBER | \$ 1,250,948.89 | | | |
| DECEMBER | \$ 995,231.02 | | | |
| TOTALS | \$ 14,533,030.97 | \$ 11,541,830.93 | \$ (745,020.13) | -6.1% |



cuyahoga
arts & culture
 strengthening community

MEMORANDUM

Date: November 13, 2018
 To: CAC Board of Trustees
 From: CAC staff: Luis Gomez, Heather Johnson-Banks, Dan McLaughlin
 Re: Project Support 2019 panelist recruitment and final panelist roster

SUMMARY

What follows is an update for the Board’s information on the roster of 29 panelists for CAC’s 2019 Project Support grant program panels (PS I October 1-2 at Idea Center; staff conducted PS II online in September and early October). No action is required.

Background & Selection Process

Panelists play a pivotal role in Cuyahoga Arts & Culture’s grantmaking process, serving as the independent group of outside experts that review and evaluate all applications. Staff devoted substantial time to secure a diverse and reputable roster of panelists. Their biographies appear on the following pages.

This year’s slate of panelists is a mix of returning (10) and new (19) panelists. The group is diverse in artistic/management expertise, race/ethnicity, gender and age:

| Race/Ethnicity* | |
|------------------------|-----|
| Asian | 14% |
| Black/African American | 34% |
| Caucasian | 28% |
| Hispanic/Latino | 7% |
| Two or more | 17% |

| Gender* | |
|---------------|-----|
| Female | 69% |
| Male | 28% |
| Nonconforming | 3% |

| Age | |
|--------------|-----|
| 20-29 | 24% |
| 30-39 | 59% |
| 40-49 | 14% |
| 50 and above | 3% |

*note: panelists self-identified for this category

Staff vetted candidates through personalized outreach emails, phone calls and reference checks. Staff matched panelists’ skills and expertise to eligible applications. Panelists received all application materials and access to our online system in early September. Training webinars were held for all panelists on September 5-6 to ensure all were prepared to serve.

The panelist rosters were made public on the first day of panel (for PS I) and when online scoring had closed (for PS II). Our cultural partners should be pleased to see respected regional and national leaders thoughtfully selected and qualified to evaluate grant applications. Panelists were compensated with an honorarium (PS I: \$275 per day/2 days of service; PS II: \$300 for service).

Next Steps: No action is required by the Board.

Cuyahoga Arts & Culture 2018 Panelist Biographies

***denotes previous service as a Cuyahoga Arts & Culture panelist*

Project Support I (October 1-2, 2018):



Chris Audain (Chicago, IL)

Chris Audain is a program officer at the Alphawood Foundation, a private grantmaking foundation working for an equitable, just, and humane society. Before joining the Alphawood Foundation he worked at the Art Institute of Chicago and the Logan Center for the Arts at the University of Chicago. At Alphawood, Chris works with organizations that address issues such as advocacy, arts and arts education, LGBTQ rights, HIV/AIDS, and other human and civil rights. Chris considers himself an artist, arts administrator, singer, and advocate. Chris believes the arts are uniquely imperative in their ability to divulge the human condition, bring people together, and ultimately break down the perverted preconceived notions that tend to divide us. Chris holds a master's in arts administration from Goucher College and a bachelor's in political science with a minor in music from Kenyon College.



Julie Burros (Boston, MA)

Julie Burros is the principal cultural planner at Metris Arts Consulting. In 2014 she was appointed as Boston's first chief of arts and culture in more than 20 years, and oversaw the creation of Boston's first cultural plan. Her tenure included the launch of Boston's Percent for Art program, the Opportunity Fund, and the creation of BostonAIR (artists in residence in government program). Julie also launched the Artist Resource Desk, the Artist Fellowship Award, and the Alternative Space Pilot Program. Prior to her work in Boston, Burros was the director of cultural planning for the City of Chicago's Department of Cultural Affairs and Special Events. Julie completed her undergraduate degree in sociology at the University of Chicago, and her graduate work was done at Columbia University at the Graduate School of Architecture, Planning, and Preservation.



Antonio Cuyler (Tallahassee, FL)

Dr. Antonio C. Cuyler is the associate chair of the Department of Art Education and an associate professor of arts administration, and coordinator of the MA program in arts administration at Florida State University. He has taught Grant Writing & Development in the Arts for the last six years and developed the Arts Administration Service Learning Program to enhance and support his graduate students' development as grant writers. Through this program, his students have accrued over 3,000 hours or service in and beyond Tallahassee. His article, "Using Service Learning to Teach Graduate Students Grant Development for the Cultural Sector," appeared in the 2017 volume of the Grant Professional Association Journal. Dr. Cuyler has also served on a number of grant review panels for funding agencies

such as the Arts Council of Fairfax County, Council on Culture & Arts, Florida Division of Cultural Affairs, National Endowment for the Arts, and the U. S. Department of Education.



Lisa Harper Chang (Washington, DC) **

Lisa Harper Chang is an independent consultant on arts-based community work and co-founder of Art Relevance, LLC, a firm dedicated to supporting arts-based work that strengthens and builds more inclusive communities. She is also concurrently working toward licensure in clinical social work practice. She has served as the education programs manager for the St. Louis Regional Arts Commission where she ran the Community Arts Training Institute, and the community projects director at The Pulitzer Foundation for the Arts, a co-appointment with the George Warren Brown School of Social Work at Washington University in St. Louis. Lisa received her master of social work degree from the George Warren Brown School of Social Work, Washington University in St. Louis, and a bachelor of arts in computational and applied mathematics from Rice University in Houston, Texas.



Brea Heidelberg (Philadelphia, PA) **

Dr. Brea M. Heidelberg is an arts management educator, consultant, and researcher focusing on the intersection of the arts and other fields of study. She sees arts administrators as intellectual translators and works to instill a respect for both theory and practice in her students and clients. She is a board member of the Association of Arts Administration Educators and currently serves as co-chair of Americans for the Arts' Emerging Leaders Council. She is also on the editorial board of the American Journal of Arts Management. Dr. Heidelberg earned her PhD in arts administration, education and policy from The Ohio State University and her second master's in human resource development from Villanova University. Her research interests include diversity, equity, and inclusion throughout the arts management ecosystem, professional development issues facing arts administrators, and arts policy.



Graciela Kahn (Washington, DC) **

Graciela Kahn is the research manager for Americans for the Arts. Before joining Americans for the Arts, she worked as a project manager for exhibitions at the Centro de las Artes in Monterrey, Mexico and at Future Tenant in Pittsburgh, PA. During her time at Carnegie Mellon University she was contributor to the Arts Management and Technology Laboratory publishing on topics related to management, engagement and planning tools for small arts organizations. Graciela holds a master of arts management degree from Carnegie Mellon University and a bachelor's degree in humanistic and social studies from the Universidad de Monterrey.



Juliana Lee (Nashville, TN)

Juliana Lee is the strategic development director at the Give a Note Foundation. Before joining the Give a Note Foundation she worked as director of community relations for Notes for Notes, Inc. and at the Council on Alcoholism and Drug Abuse of Santa Barbara. She has over 10 years of nonprofit administration experience, working primarily with youth development organizations. Juliana has also served as a working board member for a community-based music industry professional development organization (SOLID), as an inaugural member of the Nashville GRAMMY NEXT chapter, an ambassador for the Community Anti-Drug Coalitions of America, and actively participates as an ambassador for MusiCares. She's actively engaged as a volunteer in her Nashville community with Habitat for Humanity and Second Harvest Food Bank. Juliana holds a sociology degree from Westmont College.



Jamaine Smith (Philadelphia, PA)

Jamaine Smith is the chief commons director at CultureWorks Greater Philadelphia, where he oversees CultureWorks' fiscal sponsorship program and serves as a community director to over 40 cultural organizations. Jamaine is a mixed media artist and a national and international training facilitator. His subject matter has included diversity and social justice, using the arts to combat youth violence, and the arts as a conduit for healing. Notably, while working with BuildaBridge International, he trained over 90 teachers and social workers in Haiti on using the arts to create safe spaces for children. Jamaine holds an MBA in strategic design from Philadelphia University, a master's degree in urban studies from Eastern University, and a bachelor's degree in social work from Nyack College.



janera solomon (Pittsburgh, PA) **

Janera Solomon serves as the executive director of the Kelly Strayhorn Theater, and is also an adjunct professor at Carnegie Mellon University in the Heinz College of Information Systems and Public Policy. She has an extensive background as an arts producer and curator with experience in management, strategic planning, program development and community engagement. Her work has included contemporary visual and performing arts programming that brings together diverse audiences. An experienced consultant, her past projects list includes: The Museum of the African Diaspora in San Francisco, the August Wilson Center, Brooklyn Museum of Art, and several others with Toronto based, cultural planning firm Lord Culture. She has also been recognized as one of the 50 most powerful people in Pittsburgh. janera holds a degree in multi/interdisciplinary studies from the University of Pittsburgh.

Project Support II (conducted online in September and early October 2018):



Sarah Benvenuti (New York, NY) **

Sarah Benvenuti is the founder & lead consultant of Benvenuti Arts, serving the fundraising and management needs for small arts and culture organizations. Before founding Benvenuti Arts, Sarah served as the special events manager of Arena Stage in Washington, DC; managing director of Curious Theater Company in Denver, CO; and director of development and interim managing director of The Civilians in Brooklyn, NY. She has participated in the Arts Leadership Institute of the New York Arts and Business Council, Impact Denver of the Denver Metro Chamber, and was an inaugural Emerging Leaders of New York arts fellow. She is currently the chair of the Future Tenant Alumni Association, based out of Heinz College at Carnegie Mellon University. Sarah holds degrees in arts management from Carnegie Mellon University and music education from Mercyhurst University.



Kelsey Brown (Los Angeles, CA)

Kelsey Brown is the events and outreach manager at The Los Angeles Film School. Before joining The Los Angeles Film School, she worked as the student events coordinator at San Diego State University and as a researcher in the Digital Media Distribution department for NBC Universal. Kelsey is an experienced live event planner with a demonstrated history of working in the entertainment industry. Kelsey holds degrees in higher education leadership/student affairs from San Diego State University; TV/film production from California State University, Fullerton; and music business from Full Sail University.



Jevon Collins (Columbus, OH) **

Jevon Collins is the performing arts program director at The King Arts Complex in Columbus, Ohio. His work includes developing, organizing and facilitating all performing arts programming. Jevon currently serves on the board of directors for the National Performance Network/Visual Artist Network, board of governors for The Ohio State University's Black Alumni Society, and The Ohio State University's Town & Gown Committee. Jevon is a founding member of the Next Gen National Arts Network and the Columbus Artists Network. He has previously served as a panelist for the National Endowment for the Arts, the Ohio Arts Council and Cuyahoga Arts & Culture. At the age of 11, Jevon earned a scholarship to attend The Ohio State University via the Young Scholars Program. He earned a degree in human ecology from The Ohio State University, and served as a student assistant at the Wexner Center for the Arts.



Alice Anne Dolbin (Philadelphia, PA)

Alice Anne Dolbin is an accountant at the University of Pennsylvania. Prior to that she worked as an administrator for Impact100 and a grant manager at The Merchants Fund. She has also worked with Very Special Arts DC and St. John's Community Services, where she worked with adult artist apprentices who had developmental disabilities. The artistic curriculum she helped implement and develop was used to further the social skills, life skills, and entrepreneurial skills of these artist apprentices. Alice graduated from Penn State University with a degree in fine arts in painting and drawing and also holds a master's degree in arts administration.



Rosalyn Escobar (Los Angeles, CA)

Rosalyn Escobar is the grant manager for the Los Angeles County Arts Commission. She oversees a two-year grant program that currently provides 400 nonprofit arts organizations in Los Angeles with general operating support in order to strengthen the arts sector in the region. Prior to her work with the Arts Commission, Rosalyn worked with various art and community-based organizations throughout Los Angeles including the John Anson Ford Theatre, LA Commons, Venice Arts, Koreatown Immigrant Workers Alliance and Strategic Actions for a Just Economy. As an advocate and arts administrator, she has focused on learning skills in programming, community-led development and nonprofit management. Rosalyn is a first-generation daughter of immigrants from South and Central America. She holds a bachelor's degree in Latin American and Latinx studies from the University of California Santa Cruz and a master's degree in urban and regional planning from University of California Irvine.



Tracie Hall (Chicago, IL)

Tracie Hall is the director of the culture program at the Joyce Foundation. She previously served as deputy commissioner of the Department of Cultural Affairs and Special Events for the city of Chicago. As deputy commissioner, she oversaw the visual arts, performing arts, music industry, and farmers market programs, as well as the Chicago Film Office. Tracie has also served as vice president of strategy and organizational development at Queens Library in New York City, community investment strategist at Boeing Company's Global Corporate Citizenship Division, and assistant dean at Dominican University's Graduate School of Library and Information Science. Deeply invested in the intersection of arts access, literacy, youth and economic development, she has advanced these efforts through initiatives throughout the country. She holds degrees from the University of California, Yale University and the University of Washington.



Tré Hardin (Nashville, TN)

Tré Hardin is the public art and placemaking coordinator at Metro Nashville Arts Commission. Tré manages public art projects from inception to completion and supports the agency, the public art team, and community members with city-wide public art development. Metro Arts' primary public art & placemaking focus is activating public spaces while working with art and culture makers to hone their skills and practices within a place-based context. As a native of Nashville, Tré seeks to contribute in an authentic way to the swiftly growing city by supporting local artists and working to ensure that all Nashvillians have access to the arts. Tré received his bachelor's of business administration degree from Howard University.



Kristine Harman (Athens, OH)

Kristine Harman is a wildlife conservationist and an expert in wildlife management and natural resources. She has served in a number of wildlife management, natural resources and conservation roles across the country, including: wildlife technician for the U.S. Forest Service; conservation technician at the Tahoe Resource Conservation District; and a field research technician for both Purdue University and the University of California, Los Angeles. She is currently a graduate student at Ohio University studying ecology and evolutionary biology. Kristine holds a degree in environmental science policy and management from the University of California, Berkeley.



Trey Hartt (Richmond, VA) **

Trey Hartt currently consults with non-profits on program design, implementation and management. Trey has experience in the traditional development role as well as arts advocacy, grassroots organizing, and using art as a tool for social change. Currently, he serves on the board of directors Alternate ROOTS, a regional organization that supports the creation and presentation of original art to eliminate oppression. He also served on the board of The Conciliation Project. Trey received his BFA in theatre performance at Virginia Commonwealth University, and he began work towards a MFA in theatre pedagogy before focusing on creating theatre.



Ashe Helm-Hernández (Atlanta, GA) **

Ashe Helm-Hernández are a queer southern Black butch with roots in Louisville, KY. They are the Southeastern Regional Organizer, for Gender & Sexualities Alliance Network (GSA Network). Their background includes teaching adult education, youth advocacy and development, and community organizing. Ashe most recently co-founded Tiger's Eye Collective: Queer Security Cultural and

Educational project. They have over 15 years of experience in Human Right to Education advocacy, leadership development, and youth mentoring as a cultural worker and artist.



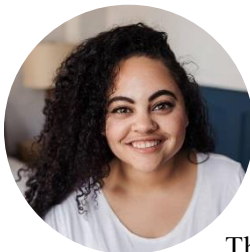
Leesa Jing (Indianapolis, IN) Leesa Jing most recently served as the grant services and education partnerships coordinator at the Arts Council of Indianapolis. In her role at the Arts Council, she served as support for arts organizations and individuals who applied for grant and fellowship funding. She has worked with a number of other Indianapolis arts & cultural organizations, including the Indianapolis Symphony Orchestra, Arts for Learning, Asante Children's Theatre and

Art With a Heart. Leesa is a graduate of Butler University, where she studied arts administration and mathematics, played violin in the Butler Symphony Orchestra, and was a member of the Butler University dance team.



Carly Jones (Raleigh, NC)

Carly Jones is the music director for the North Carolina Arts Council, where she serves as a resource to musicians and oversees the grant-funded artist fellowships and music organizations across the state of North Carolina. Her previous experience includes serving as the director of communications and development at Arts Together, a non-profit multi-arts school, N.C. Association of Music Educators, the African American Cultural Festival of Raleigh & Wake County, and Justice Theatre Project. She is also active with the nationally recognized group, Arts Learning Community for Universal Access. Carly is a classically trained vocalist and arts administrator, with a diverse background in community programming. She holds a bachelor's of music in vocal performance with a theatre concentration and a bachelor of arts in black music history, with a minor in arts management, from Miami University.



Brittne Knight (Philadelphia, PA) **

Brittne Knight currently serves as the Philadelphia program associate for the Knight Foundation and as the marketing associate for 11th Hour Theatre Company. Previously, she managed events and community engagement at Indego, The City of Philadelphia's bike share program and worked for the Greater Philadelphia Cultural Alliance. Originally from Erie, PA, Brittne is a content and community creative and is actively involved in the Philadelphia arts and culture scene, working with organizations such as the Asian Arts Initiative, Girls Rock Philly, the Painted Bride, Vision Driven Artists and more. Brittne holds a bachelor of arts degree in theater and communications from Gannon University and a master of science degree in arts administration from Drexel University.



Alena Leonatti (Carpinteria, CA)

Alena Leonatti serves with the City of Santa Barbara Parks and Recreation Department. Before joining the City of Santa Barbara, she worked as a conservation technician for the Santa Barbara Botanic Garden, the Bureau of Land Management and for S&S Seeds, a distributor of local, native seeds wildland plant species. Her scope of work includes seed collecting, plant identification, and water sampling. Alena also has a passion for textiles and design. An experienced seamstress, she has mastered a number of designs and patterns. Alena holds a degree in environmental science with a concentration in sustainable agriculture from Warren Wilson College.



Kevin O'Hora (New York, NY)

Kevin O'Hora is the institutional giving manager at OPERA America, a national service organization dedicated to supporting the creation, presentation and enjoyment of opera. Before joining OPERA America, Kevin held positions with The Glimmerglass Festival, New York Musical Festival, and Pittsburgh CLO. He has produced theater and opera productions in Pittsburgh and London, including the international premiere of *ID, Please* at the Tete-a-Tete Opera Festival. Kevin holds degrees in arts management and voice performance from Carnegie Mellon University.



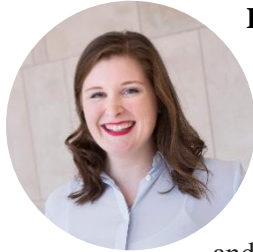
Shin Yu Pai (Seattle, WA) **

Shin Yu Pai is the deputy head of the Obscura Society for Atlas Obscura. She has previously served as Philanthropy Northwest's special initiatives manager, where she managed the Catalyst Fellowship and the Momentum Fellowship programs. She has also served and as the managing director of the Hendrix-Murphy Foundation, a funder devoted to language and literary arts. She has worked in the nonprofit, museum, arts and higher education sectors and as a writer for newspapers and ethnic media publications. Shin Yu is the author of several award-winning books of poetry, was the poet laureate for the city of Redmond, and in 2014 was nominated for a Stranger Genius Award. She holds a master's degree in museology from the University of Washington and an MFA from The School of the Art Institute of Chicago.



Christianne Rojo (Santa Barbara, CA) Christianne Rojo is a neighborhood and outreach services program leader for the City of Santa Barbara. In this position she facilitates outreach programs, coordinates food distribution programs and oversees the city's community gardens program. Christianne previously coordinated youth programming for St. Raphael Church in Goleta, CA. In 2016 Christianne launched a docu-web storytelling series entitled *Encounter*, an effort to combine her passions for community development, youth engagement and theology. Christianne holds a degree in broadcast

and digital journalism, with a minor in law and public policy, from The University of Southern California's Annenberg School for Communication and Journalism.



Katie Skayhan (Boulder, CO)

Katie serves as the community engagement and social innovation coordinator at University of Colorado Boulder College of Music. Her experience is in strategic planning, grants management, strategic communications, project management and fundraising. She has worked alongside public and private sector professionals as well as artists and creatives to develop innovative strategies that weave arts and culture into the fabric of community. Katie is an alumna of Oberlin Conservatory and Conservatory and holds a bachelor's of music in vocal performance. She holds two master's degrees in public affairs and arts administration from Indiana University's School of Public and Environmental Affairs.



Brett Swinney (Chicago, IL)

Brett Swinney is a curator, organizer, producer, videographer, photographer, web developer, podcast producer and musician. He is the co-founder of the Art Leaders of Color Network and AnySquared Projects and serves as the production director for Links Hall, project manager for Cream Co. Art Collective and volunteer coordinator for the Hyde Park Jazz Festival. As the first public programming of the ALCN, Brett co-produced the P.O.W.E.R. Project at Comfort Station and P.E.E.P. at Reunion Chicago. He was a 2016 Hatch Curatorial Resident at Chicago Artist Coalition. Brett has received awards from the Propeller Fund, SAIC Enrichment Fund, and Awesome Foundation. Brett received his master's degree in arts administration & policy from the School of the Art Institute of Chicago in 2014, and a bachelor's degree in photography from Columbia College Chicago in 2004.



Deidre Thomas (Houston, TX)

Deidre Thomas is the grants and capacity building coordinator for the Houston Arts Alliance. She provides oversight and guidance for all HAA programming, works to integrate arts, culture and creativity into city activities, and works with her colleagues in the implementation of grants and capacity building programs. Her experiences in the field have shaped her community-minded approach to developing cultural programs and solutions to benefit Houstonians, and helping arts, culture, and non-arts sectors serve as effective allies for one another. Deidre completed her undergraduate degree in sociology with a minor in African American studies and certificate in nonprofit management at the University of Houston.



MEMORANDUM

Date: November 13, 2018
To: CAC Board of Trustees
From: CAC Program Staff: Luis Gomez, Heather Johnson-Banks, Dan McLaughlin
Re: 2019 Project Support: approval of panel scores and grant amounts

SUMMARY

The goal of CAC's Project Support (PS) grant program is to *promote public access and encourage the breadth of arts and/or cultural programming in our community*. In 2019, the program's purpose, eligibility criteria and general structure is the same as last year's. Staff is pleased to recommend to the Board a **portfolio of 221 grants** totaling **\$1,877,556** for the 2019 Project Support program.

The most heavily weighted criteria, Public Benefit, was evident throughout both the Project Support I and Project Support II panel proceedings.

BOARD ACTION

At the November 13 meeting, recommend that the Board approve the results of the 2019 Project Support panel, including panel scores and grant amounts. Further background detail on this decision is included in the following pages.

I. BACKGROUND

What stayed the same this cycle?

2019 marks the eleventh time CAC is offering its annual Project Support grant program, committed to connecting residents throughout the county to arts and cultural *activities*. Project Support-funded projects occur in diverse locations such as senior centers and homeless shelters, as well as street festivals and more traditional performance venues. Each year the program further sharpens its focus on the goal of connecting residents to a full ecosystem of arts and culture events in their own backyards and across Cuyahoga County.

Our Project Support panel processes were largely unchanged from last year: Project Support II was conducted online and Project Support I was conducted in-person.

Public Benefit continues to be the primary lens through which panelists assess all applications, and this was well-reflected in panelists' scores and comments. Staff continued to simplify and streamline the application process wherever possible, based on previous panelist and applicant feedback. Project Support request amounts and eligibility formulas remained the same as last year.

What did we add this cycle and why?

This year's Project Support guidelines included the addition of the word "respect" to the definition of public benefit – a further clarification of our longstanding commitment to funding organizations who truly "connect with their communities." CAC communicated this point throughout the application process. Staff worked with Erica Merritt of [Equius Consulting](#) to help communicate the importance of respectfully engaging with

communities. This information was intentionally shared at all application workshops, [in a video posted online](#) and incorporated into our panelist training.

Second, in response to past panelist feedback and our experience, we made small improvements to our panel processes in order to reduce the workload for each panelist. Responding to panelist feedback, staff added an additional five panelists, reducing the materials each panelist evaluated and ensuring a throughout review of all applications.

Finally, in order to better serve all applicants, CAC staff expanded its robust menu of technical assistance offerings throughout the summer. In addition to the workshops and office hours sessions, CAC staff created brief technical assistance videos on social media.

II. APPLICANT TRAINING OPPORTUNITIES

Recognizing that our applicants have differing levels of grant-seeking capacity, staff sought to maximize the impact of the training opportunities this year. Staff provided personalized technical assistance to applicants at workshops and through one-on-one meetings, phone calls, and regular emails leading up to the deadline. **131 people attended five workshops** in order to learn more about the application process and what goes into a successful application. Workshops were held at:

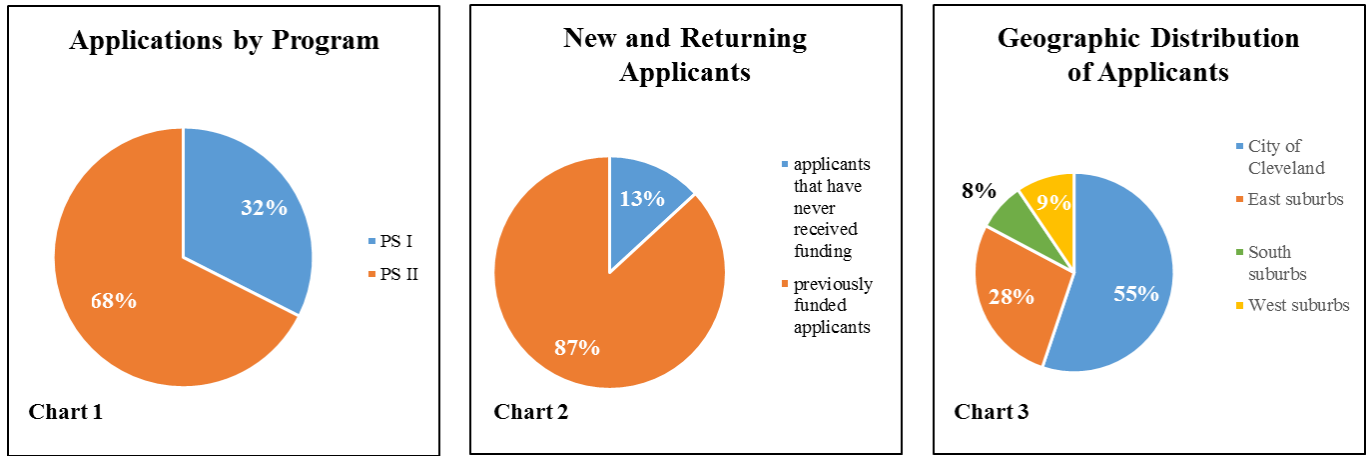
- Negative Space Gallery (St. Clair-Superior, Cleveland)
- Foluke Cultural Arts Center (Central, Cleveland)
- Cleveland Print Room (Campus District, Cleveland)
- Twelve Literary Arts (Collinwood, Cleveland)
- Dunham Tavern and Museum (Midtown, Cleveland)

At the first two of these workshops, CAC staff was able to offer onsite, hands-on technical assistance. This often involved CAC staff working directly with applicants at a computer to help create an account in the online application system. In some cases, staff even helped groups to submit the first step in the application process.

Staff recognized that not all applicants would be able to take advantage of the in-person opportunities that were offered. **Staff created a series of seven technical assistance videos**, which were posted to [CAC's YouTube channel](#). These videos covered eligibility requirements, request amounts, budget tables, support materials, the application process and more.

Following a successful pilot last year, staff offered Project Support applicants **9 rounds of personalized “office hours” sessions** during the summer. These sessions consisted of one-on-one technical assistance to applicants and sought to address each applicant’s unique needs and questions.

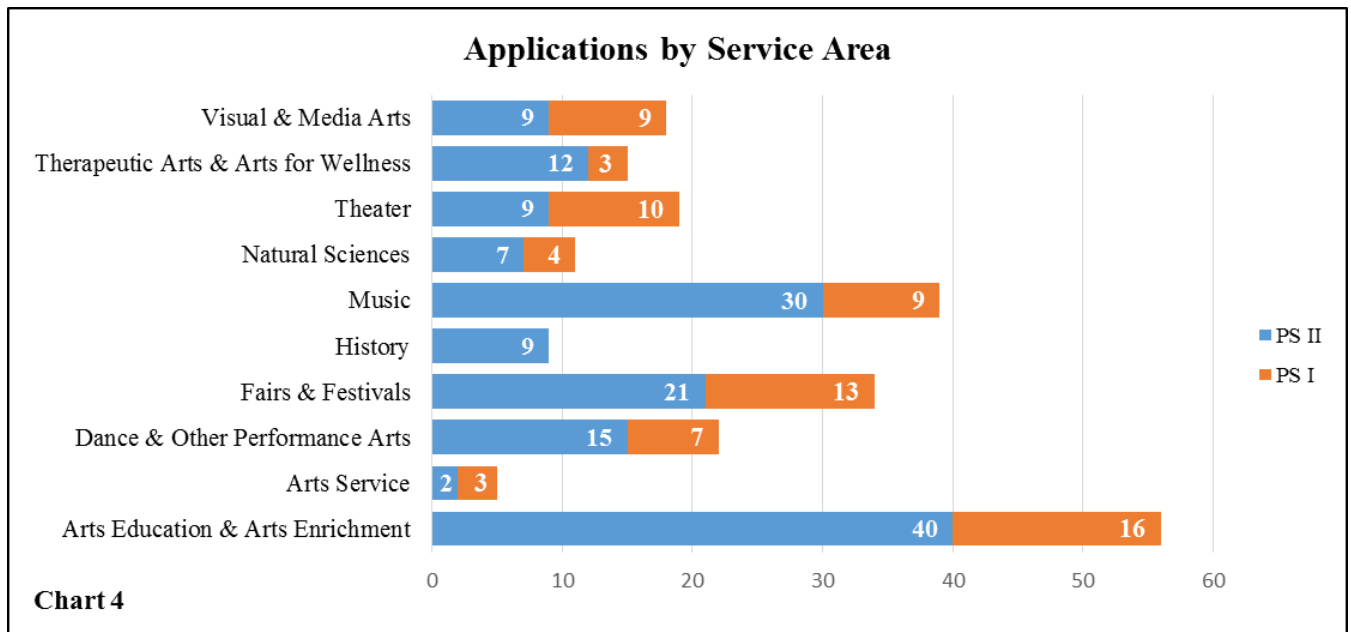
III. APPLICANT POOL OVERVIEW



228 organizations submitted eligible applications that were reviewed by the panels. 68% of the applications received were for the PS II program (Chart 1). **30 applicants had never received a grant from CAC** (13% of the pool, Chart 2). The geographic location of applicants remains in line with past years, with more than half of all applicants based in the City of Cleveland (Chart 3) and a significant based in the east side suburbs.

Applications were for projects that covered a range of service areas (Chart 4). Overall, this year’s applicant pool reflected the varied arts & cultural ecosystem in Cuyahoga County. Music, festivals and arts education/enrichment were once again the most-represented categories in the applications. This cycle saw an increase in natural sciences projects and a significant increase in the number of arts education/enrichment projects.

It should be noted, however, that many projects span multiple service areas – for example, an arts education program that focuses on theater; or a festival that exists to promote bands/music.



IV. PANEL REVIEW PROCESSES

Twenty-nine qualified arts and culture professionals served as 2019 Project Support panelists. They represented a cross-section of individuals with expert knowledge of specific arts or cultural disciplines, management/financial experience, as well as prior panel experience. The recruitment process prioritized panelist diversity. CAC staff worked to ensure that a panel diverse in race, gender and age would review all applicants.

| Race/Ethnicity* | |
|------------------------|-----|
| Asian | 14% |
| Black/African American | 34% |
| Caucasian | 28% |
| Hispanic/Latino | 7% |
| Two or more | 17% |

| Gender* | |
|---------------|-----|
| Female | 69% |
| Male | 28% |
| Nonconforming | 3% |

| Age | |
|--------------|-----|
| 20-29 | 24% |
| 30-39 | 59% |
| 40-49 | 14% |
| 50 and above | 3% |

*note: panelists self-identified for this category

Panelists reviewed 154 PS II applications online in September and October, and an additional 74 PS I applications during public meetings at the Idea Center at Playhouse Square on October 1-2. Each application was deliberated over and scored by the panel in accordance with the funding criteria in the 2019 Project Support grant program guidelines ([Project Support I](#); [Project Support II](#)). As in previous years, the PS I panel review was also audio-streamed live from the CAC website and many organizations tuned in to listen. 20 people representing applicant organizations attended the Project Support I panel review, while the online live stream had 198 unique visitors. These numbers continue the trend of greater online participation and less in-person participation. CAC distributed an [audience guide](#) to help all in-person and online observers understand the panel review process. We will include a similar [panel guide](#) along with the feedback forms distributed to PS II applicants. Organizations were able to submit public comments and information correction forms either in person or online.

Using panel as an educational tool

The 2019 PS I panel review meeting was recorded for the public record and will be accessible on our website. The applicants received their scores (PS I) and funding recommendations (PS II) via email shortly after the conclusion of the Project Support panels. The panelists' comments and feedback are represented in the scores each organization received.

Audio from both days of the panel review meetings and all 154 PS II feedback forms will be posted on CAC's website following the November 13th Board meeting. The audio clips and feedback forms serve as excellent educational tools. CAC staff encourages all applicants, whether or not they are funded, to share the links with their staff and boards.

Seeking feedback

At the conclusion of the PS I panel review meeting (October 2), CAC invited audience members and panelists to participate in an informal public comment session. That discussion is recorded on its own track and will also be accessible on our website. Staff uses this feedback to inform our future work. In addition, CAC surveyed all panelists and will soon have an applicant survey out in the field. This feedback will be helpful as we look ahead to the next cycle.

V. DETERMINING SCORES AND GRANT AMOUNTS

CAC's Funding Criteria

The funding criteria for 2019 Project Support are: **Public Benefit**; **Artistic & Cultural Vibrancy**; and **Organizational Capacity**. To reflect CAC's role as a public funder – committed to using public dollars to benefit the public – CAC weighs Public Benefit more heavily than the other two funding criteria in all grant programs.

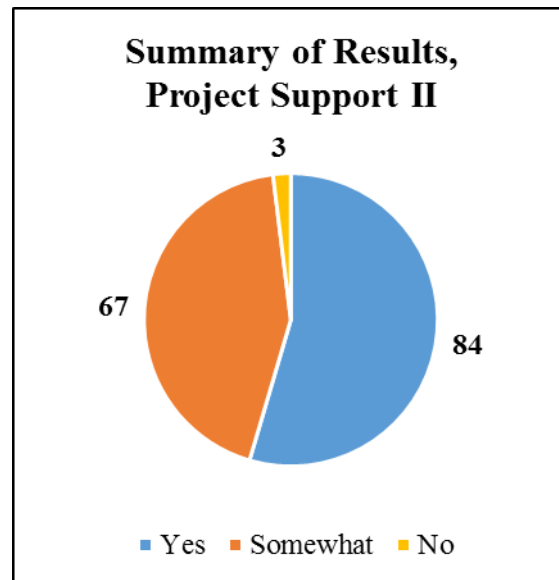
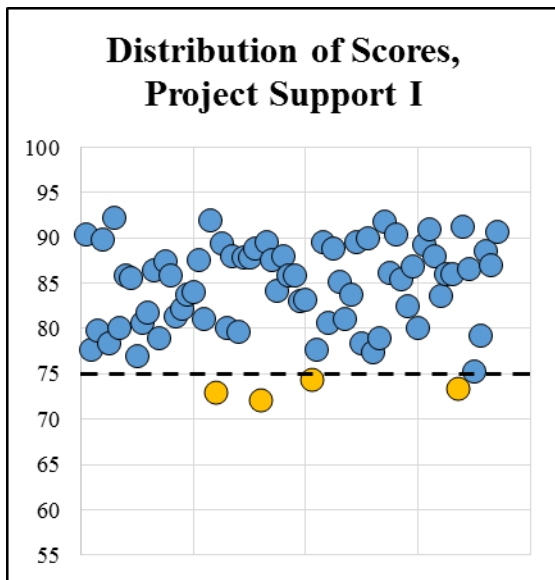
Scoring Background

Project Support I: Five panelists reviewed and scored each application **in-person** using a scoring framework from 1 to 100 (see pages 3-4 of the [audience guide](#) for more details). The panelists' scores were averaged for each application to determine the final score. Using the language of the scoring framework, all applications that received a score of 75.00 or higher have been recommended for a grant. Any application with a score lower than 75.00 has not been recommended for a grant.

Project Support II: Panelists independently reviewed the applications **online**. Panelists were asked if an application demonstrated evidence of the funding criteria, with an emphasis on public benefit. Scoring was a simple yes, somewhat or no. Applications that received a majority of "yes" or "somewhat" scores from panelists are being recommended for a grant. Applications that received a majority of "no" scores from panelists are not being recommended for a grant.

2018 Project Support I: 70 applications received a score of 75 points or higher, 4 applications received a score below 75 points. This is in line with scoring from previous cycles.

2018 Project Support II: 151 applications demonstrated enough evidence of the funding criteria, 3 applications did not. This is in line with previous cycles that CAC used an all-online panel.



Determining Grant Amounts

In addition to determining grant amounts in a fair and impartial manner, staff approached the 2019 Project Support grants with multiple goals in mind:

- The first and most important goal is to be able to **continue to offer grants in keeping with the purpose of the program**. In order to achieve this, CAC sought to provide full grants (of the amount requested) to multiple cultural partners in the smaller Project Support II program.

- Second, the **panel score continues to matter in both programs**: the higher the score (or the more an applicant demonstrates the funding criteria), the more of an application’s requested amount may be funded. This is even more important in the larger, more rigorous Project Support I program.
- Finally, CAC recognizes the challenges of carrying out a proposed project without full funding. In order to **make meaningful grants to applicants** receiving only partial funding, CAC recommends funding no less than 75% of each cultural partner’s requested amount.

2019 Project Support I: As in previous cycles, a minimum average panelist score of 75 is required to be recommended for funding. **Applications that received 75 or higher will be recommended for partial funding based on their score from panel** (see appendix 1 for details). Applications receiving below 75 will not be recommended for funding.

This results in 69 Project Support I grants totaling \$1,215,861

2019 Project Support II: **85 applications received a majority of “yes” scores** from panelists. These applicants provided evidence throughout the application that funding criteria were *fully* met and are recommended for full funding of their request amount. One of these groups received a strong score during the PS I panel but was moved to PS II based on a technical issue that prevented them from being eligible in PS I.

67 applications received a majority of “yes” or “somewhat” scores, but not enough “yes” scores to receive full funding. These applicants provided *some* evidence throughout the application that funding criteria are met and are recommended for partial funding at 80% of their request.

3 applications received a majority of “no” scores from panelists. These applicants *did not* provide evidence throughout the application that funding criteria are met. These applications are not being recommended for a grant.

This results in 152 Project Support II grants totaling \$661,695

These methods result in 221 grants totaling **\$1,877,556** for Project Support 2019. This amount is 83% of the total amount requested by all applicants. For reference, during the previous cycle CAC awarded, 86% of the total amount requested by all applicants. Due to inevitable variances in some projects and other unforeseeable circumstances, staff anticipates that it will not fully pay out all grants in this cycle.

VI. LOOKING FORWARD

Upon Board approval of 2019 grants, staff immediately turns to pre-planning for the 2020 cycle. In early December, CAC will assess what is working and what to improve, asking ourselves: what do we want to achieve through Project Support and how might we continue to evolve the program to reach these goals? The continuing evolution of the Project Support program will be guided by CAC’s values and feedback from applicants, panelists, Board and staff.

NEXT STEPS: November 13 Board Meeting

At the November 13 meeting, the Board will be asked to approve the results of the 2019 Project Support panel, including panel scores and recommended grant amounts to 221 cultural partners totaling \$1,877,556.

See Appendix 1 for a list of all 228 applicants’ scores and recommended grant amounts. See Appendix 2 for a list of the 7 organizations that will not be recommended for funding.

APPENDIX 1: Reference for Board Action

| 2019 Project Support I Applicants Panel Scores and Funding Recommendations (listed alphabetically) | | | | |
|---|---|--------------|--------------|---------------------|
| Program | Organization | Score | Grant | % of Request |
| PS I | America SCORES Cleveland | 89.6 | \$ 13,780 | 89.6% |
| PS I | American Hungarian Friends of Scouting | 78.4 | \$ 12,152 | 78.4% |
| PS I | Art Therapy Studio | 90.4 | \$ 27,120 | 90.4% |
| PS I | Baldwin Wallace University | 80 | \$ 24,000 | 80.0% |
| PS I | Berea Arts Fest | 77.6 | \$ 5,713 | 77.6% |
| PS I | BlueWater Chamber Orchestra | 79.8 | \$ 13,671 | 79.8% |
| PS I | Boys & Girls Clubs of Cleveland | 89.8 | \$ 26,940 | 89.8% |
| PS I | Brite Cleveland | 88 | \$ 26,400 | 88.0% |
| PS I | Building Bridges Murals | 90 | \$ 11,671 | 90.0% |
| PS I | Cassidy Theatre | 80.6 | \$ 18,760 | 80.6% |
| PS I | Chagrin Arts | 79 | \$ 11,301 | 79.0% |
| PS I | Chagrin Documentary Film Festival | 84.2 | \$ 25,260 | 84.2% |
| PS I | ChamberFest Cleveland | 79.6 | \$ 23,880 | 79.6% |
| PS I | CityMusic Cleveland | 87.8 | \$ 26,340 | 87.8% |
| PS I | Cleveland Ballet | 78.4 | \$ 16,280 | 78.4% |
| PS I | Cleveland Chamber Music Society | 80 | \$ 9,200 | 80.0% |
| PS I | Cleveland Classical Guitar Society | 87.8 | \$ 18,566 | 87.8% |
| PS I | Cleveland Contemporary Chinese Culture Association | 88.8 | \$ 22,561 | 88.8% |
| PS I | Cleveland Cultural Gardens Federation | 91.8 | \$ 11,395 | 91.8% |
| PS I | Cleveland Opera Theater | 85.8 | \$ 25,740 | 85.8% |
| PS I | Cleveland Print Room | 85.6 | \$ 25,680 | 85.6% |
| PS I | Cleveland School of the Arts Board of Trustees | 90.4 | \$ 18,080 | 90.4% |
| PS I | Cleveland Treatment Center | 77.4 | \$ 20,124 | 77.4% |
| PS I | Collective Arts Network | 80.6 | \$ 14,508 | 80.6% |
| PS I | convergence-continuum | 85.4 | \$ 20,816 | 85.4% |
| PS I | Detroit Shoreway Community Development Organization | 72.2 | \$ - | 0.0% |
| PS I | Doan Brook Watershed Partnership | 89.6 | \$ 25,892 | 89.6% |
| PS I | Downtown Cleveland Alliance | 87.6 | \$ 26,280 | 87.6% |
| PS I | DuffyLit | 81.8 | \$ 11,366 | 81.8% |
| PS I | Ensemble Theatre | 82.4 | \$ 13,463 | 82.4% |
| PS I | Environmental Health Watch | 86.4 | \$ 25,920 | 86.4% |
| PS I | Foluke Cultural Arts | 79 | \$ 6,217 | 79.0% |
| PS I | Gordon Square Arts District | 86.8 | \$ 26,040 | 86.8% |
| PS I | Greater Cleveland Neighborhood Centers Association | 88 | \$ 26,400 | 88.0% |

2019 Project Support I Applicants (continued)
Panel Scores and Funding Recommendations (listed alphabetically)

| Program | Organization | Score | Grant | % of Request |
|----------------|---|--------------|--------------|---------------------|
| PS I | Greater Cleveland Urban Film Foundation | 87.4 | \$ 11,362 | 87.4% |
| PS I | Heights Youth Theatre | 85.8 | \$ 12,142 | 85.8% |
| PS I | Hispanic Business Center | 86 | \$ 5,287 | 86.0% |
| PS I | Historic Warehouse District Development Corporation | 80 | \$ 8,232 | 80.0% |
| PS I | Hospice of the Western Reserve | 89.2 | \$ 26,760 | 89.2% |
| PS I | Ingenuity | 86.2 | \$ 25,860 | 86.2% |
| PS I | Jennings Center for Older Adults | 91 | \$ 9,366 | 91.0% |
| PS I | Jewish Federation of Cleveland | 85.8 | \$ 20,963 | 85.8% |
| PS I | Jones Road Family Development Corporation | 85.8 | \$ 12,644 | 85.8% |
| PS I | Judson | 88 | \$ 26,400 | 88.0% |
| PS I | Kulture Kids | 81.4 | \$ 15,177 | 81.4% |
| PS I | Lake View Cemetery Foundation | 83.6 | \$ 25,080 | 83.6% |
| PS I | Les Délices | 82.2 | \$ 14,699 | 82.2% |
| PS I | Lexington-Bell Community Center | 83 | \$ 14,110 | 83.0% |
| PS I | Literary Cleveland | 83.8 | \$ 12,151 | 83.8% |
| PS I | Local 4 Music Fund | 84 | \$ 11,608 | 84.0% |
| PS I | M.U.S.i.C. | 86 | \$ 6,880 | 86.0% |
| PS I | Maelstrom Collaborative Arts | 79.2 | \$ 8,573 | 79.2% |
| PS I | Mandel JCC | 83.2 | \$ 24,960 | 83.2% |
| PS I | Mercury Theater Company | 74.4 | \$ - | 0.0% |
| PS I | Music and Art at Trinity | 87.6 | \$ 18,710 | 87.6% |
| PS I | New Avenues to Independence | 77.6 | \$ 3,473 | 77.6% |
| PS I | NewBridge Cleveland Center for Arts & Technology | 92.2 | \$ 27,660 | 92.2% |
| PS I | Notre Dame College | 73.4 | \$ - | 0.0% |
| PS I | Open Doors Academy | 91.2 | \$ 27,360 | 91.2% |
| PS I | Praxis Fiber Workshop | 86.6 | \$ 10,219 | 86.6% |
| PS I | School of Cleveland Ballet | 77 | \$ 23,100 | 77.0% |
| PS I | Shore Cultural Centre | 81 | \$ 6,717 | 81.0% |
| PS I | Slavic Village Development | 89.6 | \$ 10,575 | 89.6% |
| PS I | Talespinner Children's Theatre | 92 | \$ 15,749 | 92.0% |
| PS I | The Brecksville Theater | 75.2 | \$ 9,701 | 75.2% |
| PS I | The City Club of Cleveland | 88.8 | \$ 26,640 | 88.8% |
| PS I | Tremont West Development Corporation | 85.2 | \$ 7,615 | 85.2% |
| PS I | UCI | 81 | \$ 23,948 | 81.0% |
| PS I | University Hospitals (UH) | 88.6 | \$ 26,580 | 88.6% |
| PS I | Ursuline College | 83.8 | \$ 16,760 | 83.8% |
| PS I | Waterloo Arts | 87 | \$ 14,634 | 87.0% |
| PS I | West Creek Conservancy | 73 | \$ - | 0.0% |
| PS I | West Side Community House | 90.6 | \$ 22,650 | 90.6% |

**2019 Project Support II Applicants
Panel Scores and Funding Recommendations (listed alphabetically)**

| Program | Organization | Score | Grant | % of Request |
|----------------|--|--------------|--------------|---------------------|
| PS II | Achievement Centers for Children | Full | \$ 5,000 | 100% |
| PS II | African American Museum * | Partial | \$ 4,000 | 80% |
| PS II | American Asian Pacific Islander Organization * | Full | \$ 5,000 | 100% |
| PS II | Aradhana Committee | Full | \$ 5,000 | 100% |
| PS II | Arts in Strongsville | Partial | \$ 4,000 | 80% |
| PS II | Arts Renaissance Tremont (ART) | Partial | \$ 4,000 | 80% |
| PS II | Baker-Nord Center for the Humanities | Full | \$ 5,000 | 100% |
| PS II | Baseball Heritage Museum | Partial | \$ 4,000 | 80% |
| PS II | Bay Village Community Band | Partial | \$ 3,200 | 80% |
| PS II | Beachwood Arts Council | Partial | \$ 4,000 | 80% |
| PS II | Beachwood Historical Society | Partial | \$ 3,600 | 80% |
| PS II | Bedford Historical Society | None | \$ - | 0% |
| PS II | Bellaire Puritas Development Corporation | Full | \$ 4,200 | 100% |
| PS II | Benjamin Rose Institute on Aging | Full | \$ 5,000 | 100% |
| PS II | Big Creek Connects * | Full | \$ 1,900 | 100% |
| PS II | Blazing River Freedom Band | Partial | \$ 2,130 | 80% |
| PS II | Blue Streak Ensemble | Partial | \$ 4,000 | 80% |
| PS II | BorderLight * | Partial | \$ 4,000 | 80% |
| PS II | Brecksville Center for the Arts | Partial | \$ 4,000 | 80% |
| PS II | Broadview Heights Spotlights | Partial | \$ 4,000 | 80% |
| PS II | Brooklyn Heights Service Clubs | Partial | \$ 4,000 | 80% |
| PS II | Burning River Baroque | Full | \$ 5,000 | 100% |
| PS II | Burten, Bell, Carr Development | Partial | \$ 4,000 | 80% |
| PS II | Campus District Inc. | Partial | \$ 3,200 | 80% |
| PS II | Carolyn L. Farrell Foundation | Partial | \$ 4,000 | 80% |
| PS II | Catholic Charities Diocese of Cleveland | Full | \$ 5,000 | 100% |
| PS II | Cedar Fairmount Special Improvement District | Full | \$ 5,000 | 100% |
| PS II | Celebrate the Arts Performance Academy * | Partial | \$ 4,000 | 80% |
| PS II | Cesear's Forum | Partial | \$ 4,000 | 80% |
| PS II | Choral Arts Cleveland | Full | \$ 5,000 | 100% |
| PS II | City Ballet of Cleveland | Partial | \$ 4,000 | 80% |
| PS II | Cleveland Association of Black Storytellers * | Partial | \$ 4,000 | 80% |
| PS II | Cleveland Blues Society | Partial | \$ 4,000 | 80% |
| PS II | Cleveland Chamber Choir * | Partial | \$ 4,000 | 80% |
| PS II | Cleveland Chamber Collective | Partial | \$ 2,000 | 80% |
| PS II | Cleveland Chamber Symphony | Partial | \$ 4,000 | 80% |
| PS II | Cleveland Clinic Foundation | Full | \$ 5,000 | 100% |

* Indicates first-time grant recipient

2019 Project Support II Applicants (continued)
Panel Scores and Funding Recommendations (listed alphabetically)

| Program | Organization | Score | Grant | % of Request |
|----------------|---|--------------|--------------|---------------------|
| PS II | Cleveland Composers Guild | Full | \$ 5,000 | 100% |
| PS II | Cleveland Grays Armory Museum | Partial | \$ 4,000 | 80% |
| PS II | Cleveland Hearing & Speech Center | Full | \$ 5,000 | 100% |
| PS II | Cleveland Inner City Ballet | Partial | \$ 4,000 | 80% |
| PS II | Cleveland Leadership Center | Full | \$ 5,000 | 100% |
| PS II | Cleveland Rape Crisis Center | Full | \$ 5,000 | 100% |
| PS II | Cleveland Rocks: Past Present and Future | Full | \$ 5,000 | 100% |
| PS II | Cleveland Seed Bank | Full | \$ 5,000 | 100% |
| PS II | Cleveland Shakespeare Festival | Partial | \$ 4,000 | 80% |
| PS II | Cleveland TOPS Swingband | Full | \$ 5,000 | 100% |
| PS II | Cleveland Vegan Society | Full | \$ 5,000 | 100% |
| PS II | Cleveland West Art League | Partial | \$ 4,000 | 80% |
| PS II | Cleveland Women's Orchestra | Partial | \$ 4,000 | 80% |
| PS II | CollectivExpress * | Partial | \$ 4,000 | 80% |
| PS II | Connecting for Kids of Westlake OH | Full | \$ 5,000 | 100% |
| PS II | Coventry Village Special Improvement District | Partial | \$ 4,000 | 80% |
| PS II | Cuyahoga County Public Library Foundation * | Full | \$ 5,000 | 100% |
| PS II | Cuyahoga River Restoration | Partial | \$ 4,000 | 80% |
| PS II | DANCEVERT | Full | \$ 5,000 | 100% |
| PS II | Dancing Classrooms Northeast Ohio | Full | \$ 4,305 | 100% |
| PS II | Djapo Cultural Arts Institute | Full | \$ 5,000 | 100% |
| PS II | Donauschwaben German-American Cultural Center | Partial | \$ 3,180 | 80% |
| PS II | Dyngus Day Cleveland | Partial | \$ 4,000 | 80% |
| PS II | Edward E. Parker Museum of Art * | Partial | \$ 4,000 | 80% |
| PS II | Eliza Bryant Village | Full | \$ 5,000 | 100% |
| PS II | Errin Ministries | Full | \$ 5,000 | 100% |
| PS II | Euclid Beach Park Now | Partial | \$ 4,000 | 80% |
| PS II | Far West Center | Full | \$ 5,000 | 100% |
| PS II | Focus on Education | Partial | \$ 4,000 | 80% |
| PS II | Folknet | Full | \$ 4,000 | 100% |
| PS II | Friends of Euclid Creek | Full | \$ 3,000 | 100% |
| PS II | Friends of the East Cleveland Public Library | Partial | \$ 4,000 | 80% |
| PS II | Friends of the McGaffin Carillon * | Full | \$ 5,000 | 100% |
| PS II | From Me 2 U | Partial | \$ 4,000 | 80% |
| PS II | Front Steps Housing and Services | Full | \$ 5,000 | 100% |
| PS II | FrontLine Service | Full | \$ 4,380 | 100% |

* Indicates first-time grant recipient

2019 Project Support II Applicants (continued)
Panel Scores and Funding Recommendations (listed alphabetically)

| Program | Organization | Score | Grant | % of Request |
|----------------|---|--------------|--------------|---------------------|
| PS II | FutureHeights | Full | \$ 5,000 | 100% |
| PS II | German Music Society | Partial | \$ 1,800 | 80% |
| PS II | Golden Ciphers | Full | \$ 5,000 | 100% |
| PS II | Good Company: A Vocal Ensemble | Partial | \$ 4,000 | 80% |
| PS II | Greater Expectations Intercontinental Sacred Arts Society * | Full | \$ 5,000 | 100% |
| PS II | Green Triangle | Partial | \$ 4,000 | 80% |
| PS II | Harvard Community Services Center | Full | \$ 5,000 | 100% |
| PS II | Hispanic Alliance * | Full | \$ 5,000 | 100% |
| PS II | Historic Gateway Neighborhood Corporation | Full | \$ 5,000 | 100% |
| PS II | iN Education, Inc. | None | \$ - | 0% |
| PS II | India Fest USA | Partial | \$ 4,000 | 80% |
| PS II | International Community Council | Full | \$ 5,000 | 100% |
| PS II | International Women's Air & Space Museum | Full | \$ 5,000 | 100% |
| PS II | Italian Cultural Garden * | Full | \$ 5,000 | 100% |
| PS II | Jewish Family Service Association of Cleveland Ohio | Full | \$ 5,000 | 100% |
| PS II | Joyful Noise Neighborhood Music School | Full | \$ 5,000 | 100% |
| PS II | Julia De Burgos Cultural Arts Center | Partial | \$ 4,000 | 80% |
| PS II | Kamm's Corners Development Corporation | Partial | \$ 4,000 | 80% |
| PS II | Lake Erie Native American Council | Full | \$ 5,000 | 100% |
| PS II | LakewoodAlive | Full | \$ 5,000 | 100% |
| PS II | Larchmere PorchFest | Full | \$ 5,000 | 100% |
| PS II | LatinUs Theater Company * | Full | \$ 5,000 | 100% |
| PS II | LGBT Community Center Greater Cleveland | Full | \$ 5,000 | 100% |
| PS II | Little Italy Redevelopment Corporation | Partial | \$ 2,400 | 80% |
| PS II | Lylesart | Full | \$ 4,945 | 100% |
| PS II | Malachi Center | Full | \$ 3,600 | 100% |
| PS II | May Dugan Center | Full | \$ 5,000 | 100% |
| PS II | Merrick House | Partial | \$ 4,000 | 80% |
| PS II | MidTown Cleveland | Full | \$ 5,000 | 100% |
| PS II | MorrisonDance | Full | \$ 5,000 | 100% |
| PS II | Mt. Pleasant NOW Development Corporation | Partial | \$ 4,000 | 80% |
| PS II | Naach Di Cleveland | Full | \$ 5,000 | 100% |
| PS II | NAMI Greater Cleveland | Full | \$ 5,000 | 100% |
| PS II | Negative Space Gallery | Full | \$ 5,000 | 100% |
| PS II | NO EXIT | Full | \$ 5,000 | 100% |
| PS II | North Union Farmers Market | Full | \$ 5,000 | 100% |

* Indicates first-time grant recipient

2019 Project Support II Applicants (continued)
Panel Scores and Funding Recommendations (listed alphabetically)

| Program | Organization | Score | Grant | % of Request |
|----------------|--|--------------|--------------|---------------------|
| PS II | Notes for Notes * | Full | \$ 5,000 | 100% |
| PS II | OCA Cleveland | Full | \$ 5,000 | 100% |
| PS II | OhioGuidestone * | Partial | \$ 1,543 | 80% |
| PS II | Old Brooklyn Community Development Corporation | Full | \$ 5,000 | 100% |
| PS II | One World Shop | Full | \$ 3,000 | 100% |
| PS II | Open Tone Music | Full | \$ 5,000 | 100% |
| PS II | PALS for Healing | Full | \$ 5,000 | 100% |
| PS II | Parma Area Fine Arts Council | Partial | \$ 2,020 | 80% |
| PS II | Parma Symphony Orchestra | None | \$ - | 0% |
| PS II | Playwrights Local | Partial | \$ 4,000 | 80% |
| PS II | Polish Village Parma * | Partial | \$ 4,000 | 80% |
| PS II | Quire Cleveland | Partial | \$ 4,000 | 80% |
| PS II | Reaching Heights | Full | \$ 5,000 | 100% |
| PS II | Refresh Collective * | Full | \$ 5,000 | 100% |
| PS II | Restore Cleveland Hope | Partial | \$ 4,000 | 80% |
| PS II | Rid-All Green Partnership | Full | \$ 5,000 | 100% |
| PS II | Roberto Ocasio Foundation | Partial | \$ 4,000 | 80% |
| PS II | Rollin' Buckeyeze * | Partial | \$ 4,000 | 80% |
| PS II | Sankofa | Full | \$ 5,000 | 100% |
| PS II | Shaker Arts Council | Partial | \$ 4,000 | 80% |
| PS II | Shaker Heights Development Corporation | Full | \$ 5,000 | 100% |
| PS II | Sixth City Sounds * | Full | \$ 2,500 | 100% |
| PS II | Slovenian Museum and Archives | Full | \$ 5,000 | 100% |
| PS II | Soulcraft * | Full | \$ 5,000 | 100% |
| PS II | Stellar Acrobatic Dance Academy * | Partial | \$ 4,000 | 80% |
| PS II | STV Bavaria | Partial | \$ 4,000 | 80% |
| PS II | Suburban Symphony Orchestra | Partial | \$ 3,992 | 80% |
| PS II | Symphony West Orchestra | Full | \$ 5,000 | 100% |
| PS II | The Gathering Place | Full | \$ 5,000 | 100% |
| PS II | The Harvard Square Center | Partial | \$ 4,000 | 80% |
| PS II | The Movement Project | Full | \$ 5,000 | 100% |
| PS II | Thea Bowman Center | Full | \$ 5,000 | 100% |
| PS II | Transformer Station | Partial | \$ 4,000 | 80% |
| PS II | Twelve Literary Arts * | Full | \$ 4,800 | 100% |
| PS II | Underground Classical | Full | \$ 5,000 | 100% |
| PS II | Union Miles Development Corporation | Partial | \$ 4,000 | 80% |

* Indicates first-time grant recipient

| 2019 Project Support II Applicants (continued) | | | | |
|---|--|--------------|--------------|---------------------|
| Panel Scores and Funding Recommendations (listed alphabetically) | | | | |
| Program | Organization | Score | Grant | % of Request |
| PS II | UpStage Players | Full | \$ 5,000 | 100% |
| PS II | Wake Up and Live's Actor's Studio * | Full | \$ 5,000 | 100% |
| PS II | West Shore Chorale | Full | \$ 5,000 | 100% |
| PS II | West Side Catholic Center | Full | \$ 5,000 | 100% |
| PS II | Western Reserve Fire Museum & Education Center | Partial | \$ 4,000 | 80% |
| PS II | Western Reserve Land Conservancy * | Partial | \$ 4,000 | 80% |
| PS II | Westlake Chinese School | Partial | \$ 4,000 | 80% |
| PS II | Westown Community Development Corporation | Full | \$ 5,000 | 100% |
| PS II | Women in History * | Partial | \$ 2,000 | 80% |
| PS II | Youth Challenge | Full | \$ 5,000 | 100% |

* Indicates first-time grant recipient

APPENDIX 2: Reference for Board Actions

Applicants Not Recommended for Funding

**Indicates Past Grant Recipient

2019 Project Support I

The following organizations scored below 75.00:

1. Detroit Shoreway Community Development Organization** – Panel Score: 72.2
2. Mercury Theater Company** – Panel Score: 74.4
3. Notre Dame College** – Panel Score: 73.4
4. West Creek Conservancy** – Panel Score: 73.0

2019 Project Support II

The following organizations received a majority of “no” votes from the panel, indicating that they did not provide evidence throughout the application that funding criteria were met:

1. Bedford Historical Society**
2. iN Education, Inc.
3. Parma Symphony Orchestra



MEMORANDUM

Date: November 13, 2018
To: CAC Board of Trustees
From: CAC Program Staff: Heather Johnson-Banks, Dan McLaughlin, Luis Gomez
Re: 2019 General Operating Support: approval of grant amounts

Board Action: At the November 13 meeting, the Board will approve grants to 61 organizations for General Operating Support totaling \$10.2 million in 2019. These awards are for the second year of this biannual grant program.

The organizations listed below were approved to receive two-year grants for this program in November 2017.

All organizations are in good standing with CAC and complete two reports a year to share their progress. Our three program managers conduct site visits, see their work in action and keep in consistent contact with organizations in this program.

The following summarizes how the Board will move through the approval of **61 General Operating Support grants totaling \$10.2 million.**

1. Trustee Sherman will recuse herself from the following votes:

| Organization | Award |
|----------------------------|--------------------|
| Cleveland Institute of Art | \$529,101 |
| Cleveland Museum of Art | \$977,345 |
| Cleveland Public Theatre | \$93,804 |
| DANCECleveland | \$55,304 |
| GroundWorks Dancetheater | \$44,743 |
| LAND studio | \$161,334 |
| Playhouse Square | \$1,164,989 |

2. Trustee Hanson will recuse himself from the following vote:

| Organization | Award |
|------------------------------|--------------------|
| Cleveland Institute of Music | \$557,817 |
| The Cleveland Orchestra | \$1,118,231 |

3. Trustee Garth will recuse herself from the following vote:

| Organization | Award |
|---------------------|--------------|
| Rainey Institute | \$80,807 |

4. The entire Board will vote on the remaining grant awards:

| Organization | Award |
|---|--------------|
| Apollo's Fire Baroque Orchestra | \$100,916 |
| Art House | \$22,691 |
| Artists Archives of the Western Reserve | \$23,140 |
| Arts Cleveland | \$67,574 |
| BA Yarts | \$48,825 |
| Beck Center for the Arts | \$134,721 |
| Broadway School of Music and the Arts | \$18,933 |
| Center for Arts-Inspired Learning | \$95,254 |
| Chagrin Valley Little Theatre | \$33,216 |
| Children's Museum of Cleveland | \$57,742 |
| Cleveland Botanical Garden | \$239,395 |
| Cleveland International Film Festival | \$151,303 |
| Cleveland International Piano Competition | \$56,669 |
| Cleveland Jazz Orchestra | \$31,740 |
| Cleveland Museum of Natural History | \$470,869 |
| Cleveland Play House | \$295,362 |
| Cleveland POPS Orchestra, Inc. | \$65,899 |
| Cleveland Restoration Society | \$70,478 |
| Contemporary Youth Orchestra | \$27,459 |
| Dancing Wheels | \$38,408 |
| Dobama Theatre | \$37,954 |
| Great Lakes Science Center | \$284,437 |
| Great Lakes Theater Festival | \$188,395 |
| Heights Arts | \$24,303 |
| ICA - Art Conservation | \$81,182 |
| ideastream | \$642,871 |
| Inlet Dance Theatre | \$22,754 |
| Karamu House | \$83,447 |
| Lake Erie Ink | \$25,027 |
| Lake Erie Nature & Science Center | \$78,723 |
| Maltz Museum of Jewish Heritage | \$126,368 |
| Morgan Art of Papermaking Conservatory & Educational Foundation | \$27,771 |
| Museum of Contemporary Art Cleveland | \$148,714 |
| Nature Center at Shaker Lakes | \$73,262 |
| Near West Theatre | \$53,943 |
| Northcoast Men's Chorus | \$23,899 |

| | |
|---------------------------------------|---------------------|
| Progressive Arts Alliance, Inc. | \$49,534 |
| Rock and Roll Hall of Fame and Museum | \$702,063 |
| Roots of American Music | \$22,370 |
| Shaker Historical Society | \$15,363 |
| SPACES | \$34,962 |
| The Cleveland Opera | \$18,527 |
| The Music Settlement | \$175,529 |
| The Musical Theater Project | \$39,554 |
| The Sculpture Center | \$18,452 |
| The Singing Angels | \$33,343 |
| Ukrainian Museum-Archives | \$11,437 |
| Valley Art Center | \$33,372 |
| Verb Ballets | \$37,282 |
| Western Reserve Historical Society | \$222,126 |
| Zygote Press | \$28,967 |
| Total 2019 GOS grants | \$10,200,000 |



MEMORANDUM

Date: November 13, 2018
To: CAC Board of Trustees
From: Heather Johnson-Banks, program manager
 Jake Sinatra, manager – special projects & communications
Re: Support for Artists

Board Action Requested: At the November 13 meeting, staff recommends for Board approval, four (4) grants to nonprofit partners (totaling up to \$237,000) to provide support to Cuyahoga County artists in 2019.

Background

At its February 2018 meeting, the Board unanimously approved a workplan to develop and deliver support for individual artists in Cuyahoga County. The plan was informed by the [Board-approved key elements for support](#) for artists and the Support for Artists Planning Team’s [extensive recommendations](#) from December 2017.

This work led CAC to launch a public “call for partners” in May to gather information and identify nonprofits to serve in this capacity. In total, 20 nonprofits responded to the call; 18 of whom were eligible. In September, Board unanimously [approved a slate of six projects](#), led by nonprofit partners, to deliver funding and support for artists in 2018-19. These organizations include:

| | unrestricted monetary support | specific project support | physical spaces | institutional connections | professional development |
|--|-------------------------------------|--------------------------------|--------------------|------------------------------|-----------------------------|
| Cleveland Public Theatre | X | X | X | X | X |
| Cleveland Neighborhood Progress | | X | X | X | |
| Hispanic Business Center | | X | | X | X |
| Karamu House | | | X | | |
| LAND studio | | | | X | X |
| SPACES | X | X | X | X | X |

For more information about this process and the recommendations, visit cacgrants.org/artists.

Progress Report & Board Action

Since the September Board meeting, staff has worked with all six organizations to finalize program details including deliverables to artists and grant amounts. Staff, led by Heather Johnson-Banks and Jake Sinatra, held meetings with each nonprofit partner, who then outlined a scope of work for the project, including a budget and timeline.

Details and grant amounts for four of the six programs are finalized and being recommended for the Board's consideration:

- **Cleveland Public Theatre** – a grant of \$90,000 to support the Premiere Fellowship. Through this program, five Cuyahoga County-based theater artists (a playwright, a director, an actor and two designers) will each receive a cash award, fees for their work, mentorship, professional development and access to space, equipment and other CPT assets related to the development and implementation of their Fellowship.
- **Hispanic Business Center** – a grant of \$50,000 for La Villa Hispana Artist Colectivo. With this grant, the Hispanic Business Center will host four bilingual Art Entrepreneur sessions. Artists attending these sessions and meeting with a business advisor, provided through this program, will be invited to participate in a pop-up market. Up to six project grants will also be available to artists who participate in the directory and attend all of the training sessions.
- **LAND studio** – a grant of \$55,000 for a series of four, full-day workshops on public art hosted at various locations throughout the City of Cleveland. Artists attending and leading the sessions will be compensated and lunch will be provided. LAND studio will tailor later sessions to incorporate feedback from artist participants.
- **SPACES** – a grant of \$42,000 for an Urgent Art Fund. Five Cuyahoga County artists will be able to apply for awards and resources, including space, tools and professional development opportunities; to create new art that is socially, politically or culturally responsive. If necessary, SPACES will also help artist participants secure a location to display their work.

Budget & Next Steps

Upon Board approval, staff will finalize grant agreements and develop plans to promote the CAC-funded programs and services. In addition, we will bring two grant recommendations for the previously-approved projects led by **Karamu House** and **Cleveland Neighborhood Progress** to the Board's December meeting to round out the services and offerings for 2019.

In total, we expect that the six support for artists grants will total up to \$400,000 – roughly half of the \$800,000 in our 2018-19 budget for this work. The balance will support the CPCP Learning Lab program and resulting project funding, as well as support for CAC Network Leaders and emergent funding for artists as outlined in the [September update](#). We look forward to finalizing our 2018-19 offerings in December and will plan for a comprehensive rollout, in partnership with CAC's artist Network Leaders, in the coming weeks.

| Contracts & Grants for Board Approval at November 13, 2018 Meeting | | | | |
|---|-------------------------|---|----------------------|-----------------------|
| Contractor | Amount | Purpose | Term | Board Approval |
| Cleveland Public Theatre | \$90,000 | To support the Premiere Fellowship where five Cuyahoga County-based theater artists (a playwright, a director, an actor and two designers) will receive a cash award, fees for their work, mentorship, professional development and access to space, equipment and other CPT assets . | 1/1/2019-12/31/2019 | Y |
| Hispanic Business Center | \$50,000 | With this grant the Hispanic Business Center will provide La Villa Hispana Artist Colectivo and host four bilingual Art Entrepreneur sessions. Artists attending these sessions and meeting with a business advisor, provided through this program, will be invited to participate in a pop-up market. Up to six project grants will also be available to artists who participate in the directory and attend all of the training sessions. | 1/1/2019-12/31/2019 | Y |
| LAND studio | \$55,000 | To provide a series of four, full-day workshops on public art hosted at various locations throughout the City of Cleveland. Artists attending and leading the sessions will be compensated and lunch will be provided. LAND studio will tailor later sessions to incorporate feedback from artist participants. | 1/1/2019-12/31/2019 | Y |
| SPACES | \$42,000 | To support the Urgent Art Fund wherein five Cuyahoga County artists will be able to apply for awards and resources, including space, tools and professional development opportunities; to create new art that is socially, politically or culturally responsive. If necessary, SPACES will also help artist participants secure a location to display their work. | 1/1/2019-12/31/2019 | Y |
| Contracts Approved by Executive Director 9/12/18-11/13/18 | | | | |
| Artist Network Leaders - independent contractors: Kate Snow, Vince Robinson, Jacinda Walker, Jason Estremera and Sandra Albro. | Up to \$3500 per person | To provide consulting services related to communication, outreach and advice related to programs to support artists in Cuyahoga County. | 8/1/2018-6/30/2019 | N |
| Local Government Services Ohio Auditor of State | Up to \$4,000 | Letter of engagement for compilation services related to 2020 financial statements. By signing this letter of engagement now CAC has guaranteed the current billing rate which is likely to increase. | 1/1/2021 - 5/31/2021 | N |
| Entercom Communications | Up to \$3,000 | To promote ClevelandArtsEvents.com through targeted week-long radio advertisements. Weeklong promotions will result in 50 radio spots and up to 20,000 web-based banner impressions on WDOK Star 102 and star102cleveland.com. | 11/1/2018-7/31/2019 | N |