



**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
Idea Center at Playhouse Square  
Miller Classroom  
Tuesday, June 12, 2018, 4:00pm

- 1. Call to order, approval of minutes**
  - a. Call to order
  - b. Call the roll
  - c. Motion to approve April and May meeting minutes
- 2. Public Comment on Today's Agenda**
- 3. Interim Executive Director's Report**
- 4. Finance Report**
- 5. Connect with Culture**
- 6. Board Action:**
  - a. Administrative matters
    - i. Motion to approve contract with CPCP for artist services
- 7. Public Comment**

Next Meeting: September 12, 2017, 4:00pm  
Miller Classroom at Idea Center
- 8. Work Session: Planning for a Search Process**

(detail on following page)
- 9. Board Action:** Resolution of appreciation for Joe Gibbons
- 10. Adjourn**



## Work Session 6/12/2018

### A. Review and Discuss: best practices for a search process

Presentation from Business Volunteers Unlimited (BVU)  
Brian Broadbent & Judy Tobin

#### **BRIAN F. BROADBENT**

Brian Broadbent is the President and Chief Executive Officer of BVU: The Center for Nonprofit Excellence which was founded in 1993. BVU is a highly successful program for training and placing business professionals and executives on nonprofit boards of directors. BVU has placed over 3,000 business executives on 500 nonprofit boards of directors; over half of the candidates have risen to board leadership positions. BVU assists over 130 business clients annually in developing and implementing strategies for community involvement. BVU also provides board consulting and training services to 1,000 nonprofits annually. BVU was featured in a front-page article of *The Wall Street Journal*. The organization developed a unique business model that supports BVU's annual operating budget of \$2 million.

Prior to joining BVU, Mr. Broadbent was one of the global Director of Human Resources for Accenture. He has worked on employee relations, professional development, performance management and compensation and benefits. He has had extensive international experience supporting consulting and operations personnel in North America, Europe and Asia. Brian established HR policies and processes for the consulting and outsourcing businesses in periods of rapid expansion. He has developed personnel and finance programs to improve profitability and manage the workforce.

Mr. Broadbent serves on the boards of The City Mission, Youth Opportunities Unlimited, St. Edward High School and the Higley Family Foundation. A Cleveland native, he graduated from Case Western Reserve University with a BS degree in Accounting and became a CPA in 1980.

#### **JUDY TOBIN**

Judy Tobin is Managing Director, Leadership Development, at BVU: The Center for Nonprofit Excellence (BVU). In this role, she consults with nonprofit organizations to develop succession plans for staff leadership in addition to preparing an organization for executive transition. Judy also provides oversight of BVU's Pro Bono Corps Program where she connects skilled business volunteers to capacity building projects within the nonprofit sector.

Prior to joining BVU, Judy served in lead human resources roles for several local organizations in the nonprofit sector. As the Human Resources Director for Recovery Resources, she oversaw all human resources functions, including employee relations, benefits, performance management, compensation, recruitment, training and development and regulatory compliance. Previously, Judy held various human resources roles for Chapman and Culter Law Firm in Chicago, Illinois and Cooley, Godward, Huddleston and Taylor in San Francisco, California.

Judy previously served as Enrichment Chair of the Communion of Saints School Advisory Committee and formerly as the Second Vice President on the Board of Directors for Cleveland Women's City Club Foundation. She holds a Bachelor of Science in Communications Management from the University of Dayton.



**Minutes of the Regular Meeting of the Board of Trustees**  
Tuesday, April 10, 2018

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A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:05 pm in Miller Classroom, Idea Center, 1347 Euclid Avenue, Cleveland.

The roll call showed that Trustees Avsec, Gibbons, and Sherman were present. It was determined that there was a quorum. Trustee Miller was absent. Trustee Garth arrived at 4:21.

Also in attendance were: CAC staff: Karen Gahl-Mills, executive director; Jill Paulsen, deputy director; Meg Harris; Roshi Ahmadian; Heather Johnson-Banks; Luis Gomez; Dan McLaughlin; India Pierre-Ingram; and Jake Sinatra and Mike Sharb, attorney with Squire, Patton, Boggs.

**1. APPROVAL OF MINUTES**

Trustee Sherman stated that moving forward she would like to see more of the Board's comments and discussion included in the minutes.

Motion by Trustee Avsec, seconded by Trustee Gibbons, to approve the minutes from the February 13, 2018. Vote: all ayes. The motion carried.

**2. PUBLIC COMMENT ON MEETING AGENDA ITEMS**

There were no public comments on the meeting agenda.

**3. EXECUTIVE DIRECTOR'S REPORT**

Ms. Gahl-Mills thanked everyone for joining her and the Board for the second Board meeting of the year. Ms. Gahl-Mills' full remarks can be found [here](#).

**4. FINANCE REPORT**

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

**5. CONNECT WITH CULTURE**

Ms. Johnson-Banks introduced Heather Alexander, Executive Director of International Women's Air & Space Museum, who spoke about the impact of CAC funding on the organization.

## **6. BOARD ACTION**

### **Approval of 2019 Project Support Guidelines**

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Ms. Paulsen introduced the program managers: Mr. McLaughlin, Mr. Gomez and Ms. Johnson-Banks walked the Board through the Project Support 2019 guidelines and presented the feedback from surveys and in-depth conversations the program managers had with cultural partners.

Motion by Trustee Garth, seconded by Trustee Sherman, to approve 2019 Project Support guidelines. Discussion: None. Vote: All ayes. The motion carried.

### **Annual Approval of CAC's Key Policies**

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Ms. Harris provided the Board with an overview of CAC's policies included in the Board packet, that were to be reaffirmed. She stated that the only proposed changes are within the Internal Control Policies and Procedures. The summary and policies may be reviewed [here](#).

Ms. Sherman stated that she would like the staff to revisit the Public Participation Policy so that the public may be better able to inform the decisions made by the Board before they are voted on. Ms. Harris stated, and Ms. Paulsen confirmed, that CAC uses many vehicles to gather feedback to inform CAC's work in advance of Board meetings, including surveys to grant applicants and panelists, surveys to CAC's broader network of residents, one-on-one meetings with cultural partners and community meetings. Members of the Board supported Ms. Sherman's recommendation to revisit the policy. Staff and CAC's attorney, Mike Sharb, will review the policy and bring recommendations to the Board in the coming months.

Motion by Trustee Gibbons, seconded by Trustee Avsec, to approve the following key policies including recommended updates to the policies as detailed in the overview memo found [here](#). Vote: All ayes. The motion carried.

### **Appointment of members to Audit & Finance Advisory Committee**

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Ms. Harris requested the reappointment of the Audit & Finance Advisory committee.

Motion by Trustee Gibbons, seconded by Trustee Sherman, to reappoint, for a one-year term, current Audit and Finance Advisory Committee members Ed Bell, Tim Longville and Cindy Riehl. Discussion: None. Vote: All ayes. The motion carried.

### **Annual Appointment of Public Records Manager**

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Ms. Harris requested the Board appoint Ms. Harris as the Public Records manager for CAC.

Motion by Trustee Sherman, seconded by Trustee Gibbons, to appoint Meg Harris as Public Records Manager for CAC. Discussion: None. Vote: All ayes. The motion carried.

### **Election of Officers**

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Trustee Avsec stated the current officer positions held by CAC Board members. Trustee Avsec recommended that the Board continues with the current officer positions until the appointment of new Board members and Trustee Sherman's confirmation.

Motion by Trustee Avsec, seconded by Trustee Garth, to approve the current officer positions. Discussion: None. Vote: All ayes. The motion carried.

**7. PUBLIC COMMENT**

El' Aneet (Artist)

The next meeting will be held at 4:00 pm on Tuesday, June 12, 2018 in the Miller Classroom at the Idea Center at Playhouse Square.

**8. ADJOURNMENT**

Motion by Trustee Avsec, seconded by Trustee Garth, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 5:25 pm

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Joe Gibbons, President, Board of Trustees

Attest:

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Gwendolyn Garth, Secretary, Board of Trustees



**Minutes of the Special Meeting of the Board of Trustees**  
Monday, May 14, 2018

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A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 12:01 pm in the Hanna Business and Conference Center, 1422 Euclid Avenue, Cleveland.

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

Also in attendance were: CAC staff: Karen Gahl-Mills, CEO + executive director; Jill Paulsen, deputy director; Jake Sinatra, and consultant Malissa Bodmann of Compelling Communications.

**EXECUTIVE SESSION**

Motion by Trustee Gibbons, seconded by Trustee Avsec, to adjourn into executive session to consider the appointment and compensation of public employees. No discussion. Vote: Avsec: aye; Garth: aye; Gibbons: aye; Miller: aye; Sherman: aye. The motion carried.

Executive session ensued.

At 12:32 pm a motion was put forward by Trustee Avsec, seconded by Trustee Garth, to adjourn executive session and resume the public meeting. No discussion. Vote: all ayes. The motion carried.

**BOARD ACTION**

1. Motion by Trustee Garth, seconded by Trustee Miller, to appoint Jill M. Paulsen as interim executive director, effective June 7, 2018. No discussion. Vote: all ayes. The motion carried.
2. Motion by Trustee Gibbons, seconded by Trustee Miller, to approve Jill M. Paulsen as a secondary signatory on CAC's financial accounts, effective 5/14/2018. No discussion. Vote: all ayes. The motion carried.
3. Motion by Trustee Gibbons, seconded by Trustee Avsec, to approve personnel report #1, as amended. Discussion: Trustee Garth asked if the personnel reports were public documents; Ms. Gahl-Mills responded that yes, they are. Vote: all ayes. The motion carried.
4. Motion by Trustee Garth, seconded by Trustee Miller, to approve personnel report #2. No discussion. Vote: all ayes. The motion carried.

5. Motion by Trustee Gibbons, seconded by Trustee Garth, to appoint Trustee Avsec as the head of the executive director search committee.

Discussion: Trustee Gibbons clarified that he felt it necessary to ask another member of the board, one not under consideration for replacement or reappointment, to serve as a “point person” and liaison to the board as CAC begins a formal search for its new leader. Trustee Avsec added that he will gladly help and envisions involving the entire board in the search process, as well as the staff and the general public. Ms. Gahl-Mills noted that, when the board last experienced leadership transition, the process included naming an interim executive director, naming a “point person” from the board to lead the search effort, and ultimately hiring an executive search firm to manage the search process.

Discussion ensued, in which Trustee Sherman stated that she objected to naming a “point person” until the Board has a chance to discuss the process more thoroughly. Further discussion ensued.

Ms. Paulsen noted her recent experience chairing an executive director search for a local nonprofit. She noted that a strong search firm can provide the administrative support to the board necessary to ensure a successful process. A search firm could also lead the public feedback / input that the board desires.

Ms. Gahl-Mills suggested that the Board use the work session portion of the June 12<sup>th</sup> board meeting to thoroughly discuss the search process, and suggested that an outside expert might help facilitate that discussion. The Board agreed.

Trustee Sherman suggested amending the motion such that the Board appoints Trustee Avsec to lead the board’s discussion on the executive director search process. Trustees Gibbons and Garth stated that they did not object to the amendment. Vote: all ayes. The motion, as amended, carried.

6. Trustee Gibbons tabled the last item on the printed agenda and suggested that it be considered at a future meeting.

## **PUBLIC COMMENT**

Motion by Trustee Sherman, seconded by Trustee Garth, to allow for a period of public comment at this special meeting. No discussion. Vote: all ayes. The motion carried.

Trustee Gibbons opened the floor for public comment. Kevin Moore, managing director of the Cleveland Play House, read from prepared remarks.

The next meeting will be held at 4:00 pm on Tuesday, June 12, 2018 at the Idea Center at Playhouse Square in the Miller Classroom.

**ADJOURNMENT**

Motion by Trustee Gibbons, seconded by Trustee Avsec, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 1:05pm.

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Joe Gibbons, President, Board of Trustees

Attest:

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Gwendolyn Garth, Secretary, Board of Trustees



**Executive Director's Report  
Regular Meeting of the Board of Trustees  
12 June 2018**

Welcome to our June meeting.

This marks my first meeting serving as CAC's interim CEO & executive director. I look forward to working with the Board, staff and broader community in the coming months. Together, I am confident that we will continue to move forward the mission of our agency.

The bulk of today's meeting will be a work session, slated to begin shortly before 5pm. At your request, we will spend this time together **planning for CAC's executive director search process**. Thank you for the time you have already made in recent weeks to be interviewed by the Business Volunteers Unlimited (BVU) team. Your feedback has shaped the work session agenda. We will welcome BVU's Brian Broadbent and Judy Tobin to this session to guide our work together.

I'd also like to call your attention to a few updates in the Staff Report and memos in this packet.

- The team is busy providing technical assistance and support to the over 200 organizations we anticipate applying for **2019 Project Support**. If you are aware of a nonprofit that is interested in applying, please let us know – the required first step (Eligibility Check) is due by June 21<sup>st</sup>.
- There is a memo in the packet providing you an **update on our Support for Artist work**. I'm pleased to report that the team has made significant progress against the Board-approved work plan. Three items of note: 1) our Call for Partners is open (due by July 12<sup>th</sup>) – if you know of any nonprofits interested in working with us to support artists, please share with us; 2) Our artist calendar and directory will launch next month, as will a call for Artist Network Leaders; and 3) we anticipate moving forward, following Board approval, with a pilot artist professional development and project funding program in partnership with longtime nonprofit partner Center for Performance and Civic Practice (who most recently worked with Cleveland Public Theatre and the United Way of Greater Cleveland).

To learn more about these projects and all our work to support artists, see the memo on page 19.

- Congratulations on our **11<sup>th</sup> consecutive clean audit, which was recognized with the Auditor of State Award!** It is vital that we continue to operate in an open and transparent manner. Meg's leadership, along with oversight from our distinguished audit and finance committee, ensures this happens every year.

Finally, at the close of this meeting we will make time to officially **recognize our outgoing Board Chair Joe Gibbons**. We are grateful for his leadership and will miss his steady and kind presence at our meetings.

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

## CAC Board Meeting June 12, 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 April 2018 Board meeting.

#### **GRANTMAKING / Connecting with artists and organizations**

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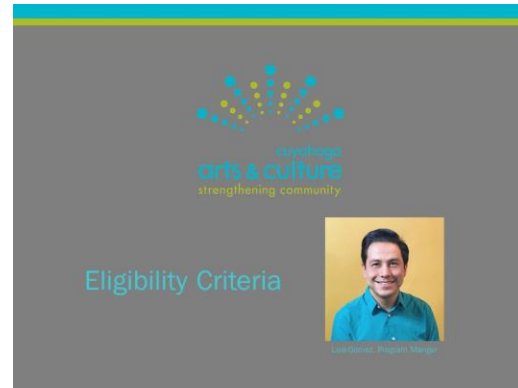
**Our Core Grantmaking: 2019 Project Support Grant Program Launched.** The guidelines for Project Support 2019 grant program were finalized and released to the public on the CAC website on May 1. The eligibility check and application are now available through CAC's new [online system](#). This launch represented a whole team effort over several months and incorporated multiple rounds of staff and cultural partner feedback. **The eligibility check deadline is June 21<sup>st</sup> at 4:30pm.**

**Technical Assistance with Applicants Increased.** With the launch of the Project Support grant program, staff implemented a comprehensive communications plan to ensure widespread awareness about the opportunity to apply for funding. The public was made aware of our grant program through a news release, an extensive email and social media campaign, and targeted communications to unsuccessful past applicants, as well as outreach to more than 40 nonprofit organizations that have never applied for CAC funding. With three program managers on board, our staff has and is able to do more individual outreach with potential applicants. Some examples:

- The grant programs team held **two Grant Opportunities workshops** and in-person technical assistance on May 9<sup>th</sup> and June 8<sup>th</sup>. The workshops were held at Negative Space and Foluke Cultural Arts (current Project Support cultural partners). These workshops presented an overview of our Project Support grant programs, as well as the eligibility requirements. After the workshop, attendees were offered the opportunity to use CAC tablets to get hands-on technical assistance with FluidReview, our online grants system.
- The grant programs team also held **office hours** on three separate dates in May. The purpose of these office hours is to provide applicants an opportunity to meet one-on-one with CAC staff to discuss their specific application or concerns. Program managers are planning on holding a second set of office hours in June as the e-check deadline approaches.
- On May 23, CAC also partnered with **DataArts** to host a webinar on completing the data profile for applicants. The webinar was recorded and it will be added to our list of resources for our applicants.
- The grant programs team also created **four technical assistance videos** to better assist our applicants. Video topics include: eligibility criteria, grant amounts and project support formula,

budget tables, and support materials. All four videos can be found on our website and [YouTube channel](#). The videos will also be added to our list of resources for our applicants.

- CAC staff will be offering **Project Support Applicant workshops** in the upcoming months. Our team will also host an online version of this workshop, which will be recorded and added to our list of online resources.
- Our team is also planning on piloting **Project Support Ambassadors**, a peer support option available to first-time and previously unsuccessful PS II applicants. CAC staff will refer interested, eligible applicants to an ambassador. CAC staff will select and vet consistently successful PS applicants to be ambassadors.



**General Operating Support Update.** Though 2018 is not an application year for organizations receiving General Operating Support, we continue the ongoing work of strengthening relationships and communications with our GOS partners. Mid-year reports are due on July 31, and the report now includes informational questions about the work that GOS recipients are doing to address racial equity.

**Support for Artists Update.** On page 19, see a detailed memo outlining the latest progress toward providing meaningful support for Cuyahoga County artists. Since the Board met in April, substantial progress has been made to build partnerships and capacities to provide support within CAC’s legal structure—including launching a “call for partners” to identify nonprofits who can provide support and services to artists, and framing an opportunity for artists/community leaders to contract with CAC to help staff select nonprofit partners, expand its reach and meet the stated needs of artists. At this meeting, CAC will also ask for board approval of a contract with Center for Performance and Civic Practice (CPCP) to pilot a program for collaborative learning between artists and civic partners. The CPCP contract is one – but not the only – way that we will continue to demonstrate a new way of working with artists as we move forward.

**Supporting arts projects through Neighborhood Connections.** In our continued partnership with Neighborhood Connections (a program of the Cleveland Foundation), CAC will fund 15 of 101 resident-led projects from Cleveland and East Cleveland in the most recent grant cycle. Co-funded projects include the *Dauntless Dancing Divas* in Central, *LatinUs Theater* in Clark Fulton, *Lylesart* for their work in East Cleveland, and the *Slavic Village Artist Collective*. The next deadline for resident-led groups to apply for funding is Friday, August 10, 2018. Please spread the word and encourage residents in Cleveland and East Cleveland to apply by visiting [neighborhoodgrants.org](http://neighborhoodgrants.org).

## **RAISING AWARENESS / Connecting with residents**

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**Arts & Culture Network Nights.** On the evening of June 6, CAC and Neighborhood Connections are co-hosting the second of three Arts & Culture Network Nights. The meeting will be held at IngenuityLabs at the Hamilton Collaborative, the home of Ingenuity Festival. Following up on the success of our first

Network Night, we are anticipating a mix of artists, staff from arts organizations, other creative people and engaged residents.

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. These sessions come in direct response to frequent requests from our cultural partners for opportunities to connect and network, as well as CAC's team objective to offer more feedback opportunities for cultural partners, artists and residents. Topics that were discussed at the first Network Night included support for artists, arts & cultural programming for teens, engaging volunteers for community projects and ways to connect artists to our most vulnerable communities. This meeting was different in structure than other CAC events, and was based around [community organizing practices](#) that have been used in Neighborhood Connections' Neighbor Up nights. The third Arts & Culture Network Night will be held September 20.



**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:

- [Karen Gahl-Mills resigns as CEO of Cuyahoga Arts and Culture; plans move to Chicago – Cleveland Plain Dealer](#) “Gahl-Mills announced her resignation Wednesday. She plans to teach and consult in Chicago. She served as the chief executive officer and executive director since 2010. The agency's board of trustees said it will begin a search for her replacement.” (April 18, 2018)
- [Spring has sprung: Four ways to get outside and enjoy the month of May – FreshWater Cleveland](#) “Clevelanders know how to take advantage of the summer months like no other, and Cuyahoga Arts & Culture meets that need with a wide range of outdoor activities offered by their grantees.” (May 10, 2018)
- [Cuyahoga Arts & Culture names Jill Paulsen interim CEO](#) – Crain's Cleveland Business “Cuyahoga Arts & Culture's board has tapped Jill Paulsen — currently the agency's second in command — as its interim CEO and executive director.” (May 14, 2018)

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

**Report to the Community.** Later this month, staff plans to distribute Cuyahoga Arts & Culture's annual report with a focus on “Millions of Memories Made” with support from CAC. Following our report in 2017, which offered an expansive, ten-year retrospective on CAC, we'll take a streamlined approach in 2018, highlighting our impact numbers over the past year, spotlighting our diverse cultural partners, and encouraging stakeholders to visit [ClevelandArtsEvents.com](#) to make their own memorable arts and cultural experiences.

In addition to an engaging print format which will be distributed to hundreds of key leaders, cultural partners, public officials and other stakeholders, the report will have a landing page on our website aimed to provide key information, stories, and to encourage interactions with the Cleveland Arts Events website. We look forward to sharing the report with you soon.

## **BUILDING INTERNAL CAPACITY**

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**New CRM System: Akoya.** CAC is replacing its database with a similarly-priced software product built for grants management. Implementation of **Akoya** will increase efficiency with automatic and timely communications around reporting and application deadlines. The system will also track site visits and stories and provide an institutional database of panelists, media contacts, and contractors. In place since May 29, staff are learning the new system and working on the transfer of data. Kudos to Heather Johnson-Banks and Meg Harris for taking the lead with this project.

**Communications Interns: Welcome Kaitlyn & Cinthea.** Recently, CAC welcomed two summer interns for communications in grantmaking. Kaitlyn Carr and Cinthea Fields join the CAC team to support key digital marketing and ongoing communications functions. Kaitlyn is a rising junior at Baldwin Wallace University and is an arts management and entrepreneurship major, while Cinthea is a recent graduate from Baldwin Wallace, who majored in international business. Both are valuable additions to the CAC team whose work will raise awareness of CAC and CAC-funded organizations.

### **Continuous Improvement/commitment to learning.**

- **Roshi** has been accepted to YWCA's Women's Leadership Institute's Quest program designed for new managers. The program spans across 10 sessions from April through September and covers various topics including effective communications, cultural competency/managing unconscious bias, leading with emotional intelligence, developing capacity for change, negotiating, team development, among others. Roshi has attended three sessions to date and has found the program to offer helpful practical tools for use in her role as a manager.
- **Jake** has been selected to serve as a non-resident panelist for the Arts Culture & Heritage Funding Panel for St. John's County, Florida. Jake will serve as one of nine panelists (three of whom are from outside the region) to review applications from arts and culture organizations across the county and attend a one-day panel meeting in mid-July.
- **Dan** attended the Greater Cleveland Trails and Greenways conference on May 31. The conference was co-organized by the West Creek Conservancy, a first-time CAC cultural partner in 2018. The conference brought together Northeast Ohio people and organizations who are working to connect residents to their greenspaces and highlighted a number of local projects. The conference also included a session focused on assuring the inclusion of neighborhoods that have historically been excluded from parks and greenway development.
- **Luis** completed the Cleveland Leadership Center Civic Leadership Institute (CLI). Through six, 90 minutes sessions, participants of CLI gain a greater understanding of the interconnectedness of community assets, organizations and issues, as well as how they each impact the local public and

private landscapes. Some of the topics covered in the sessions included public health issues, economic development and arts and culture. **Jill** was a presenter at one of the CLI sessions.

- **Meg** attended a one and one-half day training offered by the Ohio Government Finance Officers Association in April. The topics covered at this training included: finance office & ethics, public records & open meetings, human resources, accounting principles, internal control, audits, banking & investments, purchasing & ORC compliance, revenues, expenditures and budgets.

### **Commitment to Equity.**

CAC's commitment to equity threads through all of our work. Here are some specific examples:

- **Bridging ability differences.** VSA Ohio works throughout the state to help make arts organizations more inclusive for people with disabilities and their support networks. CAC is participating in a consortium of organizations in Cuyahoga County who want to see increased access to arts and cultural experience for individuals with disabilities, with guidance from VSA.
- **Bridging language differences.** Luis met with a representative of Red Global MX, a nonprofit focused on connecting Mexican professionals with their current communities. The meeting was in Spanish, and though the organization is not eligible for CAC funding, Luis was able to help translate our information to help build understanding of our grant processes.
- **Bridging racial differences.** CAC staff have also met with United Black Fund to discuss ways we can cross promote and broaden our reach to members of the African American community.
- **Mapping Equity Practices of Cultural Partners.** Knowing that our over 250 cultural partners have taken a wide variety of steps to address equity in their work, we completed an environmental scan of equity work based on what cultural partners have reported to us. The scan revealed that most organizations are thinking about equity, diversity and inclusion, but most also crave more resources to help them advance that same work. We will use what we learned to inform future training to offer to cultural partners.
- **Racial Equity: Free Training Available to Cultural Partners.** In early 2018, Cuyahoga Arts & Culture announced that it was offering free admission to the half-day "groundwater" presentations by the Racial Equity Institute, in partnership with Cleveland Neighborhood Progress. To date 140 individuals representing 40 Cultural Partners have participated in or registered for this learning opportunity. Yet others participated in the program prior to this offer. With support from Cuyahoga Arts & Culture, up to five staff and/or board members from organizations who are currently receiving a CAC grant can attend free of charge through July. [View the upcoming workshops](#) and use code "CAC" to register. Space is limited. Have questions or need help registering? Contact CAC staff at 216-515-8303 or [info@cacgrants.org](mailto:info@cacgrants.org).

## FINANCIAL UPDATE

### 2017 Annual Audit

CAC's [2017 audit](#) was released by the Ohio Auditor of State on May 29, 2018. CAC received a clean audit with no modifications or comments and received the Auditor of State Award.

### 2018 YTD

**Revenue.** Revenue through May 31 was \$5,356,808. This figure is \$816,192 (13.2%) below forecast for the first five months of the fiscal year and \$959,542 (15%) below revenue for the same period in 2017. Interest revenue through May was \$98,113. This figure is slightly above forecast for the period.

**Expenditure.** Cash disbursements through May were \$7,750,178. 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 account as we remit payments to our cultural partners.

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

- RedTree Investment Group: \$15,339,791 (target yield 1.44% avg. maturity 1.28 years)
- STAR Ohio: \$2,237,571 (yield 1.9%)

<b>Cuyahoga Arts &amp; Culture</b>				
<b>Through 5/31/2018</b>				
	<b>Actual YTD</b>	<b>Budget YTD</b>	<b>\$ Over/Under Budget</b>	<b>% of Budget</b>
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 5,356,808	\$ 6,173,000	\$ (816,192)	-13.22%
Interest	\$ 98,113	\$ 95,500	\$ 2,613	102.74%
Other revenue	\$ 3,611	\$ -	\$ 3,611	
<b>Total Revenue</b>	<b>\$ 5,458,532</b>	<b>\$ 6,268,500</b>	<b>\$ (809,968)</b>	<b>87.1%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 185,405	\$ 195,929	\$ (10,523)	94.6%
Grant Panel Expenses	\$ 300	\$ 750	\$ (450)	
Grant Management Expenses	\$ 31,867	\$ 64,210	\$ (32,343)	49.6%
Awareness Activities	\$ 16,293	\$ 30,250	\$ (13,957)	53.9%
Grants**	\$ 11,969,721	\$ 12,323,410	\$ (353,689)	97.1%
<b>Total A&amp;C Exenditures</b>	<b>\$ 12,203,586</b>	<b>\$ 12,614,549</b>	<b>\$ (410,962)</b>	<b>96.7%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 146,711	\$ 169,227	\$ (22,517)	86.7%
Facilities, Supplies, Equipment	\$ 31,988	\$ 48,804	\$ (16,816)	65.5%
Professional Fees	\$ 64,863	\$ 80,374	\$ (15,511)	80.7%
Depreciation	\$ -	\$ -	\$ -	
<b>Total G&amp;A Expenditures</b>	<b>\$ 243,562</b>	<b>\$ 298,405</b>	<b>\$ (54,844)</b>	<b>81.6%</b>
<b>Total Expenditures</b>	<b>\$ 12,447,148</b>	<b>\$ 12,912,954</b>	<b>\$ (465,806)</b>	<b>96.4%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (6,988,616)</b>	<b>\$ (6,644,454)</b>	<b>\$ (344,162)</b>	

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

<b>Cash Disbursements YTD</b>	<b>\$ 7,750,178</b>	(This figure includes final payments for 2017 grants as well as 2018 grant payments remitted in 2018.)
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Cuyahoga Arts & Culture  
Balance Sheet as of

**May 31, 18**

**ASSETS**

**Current Assets**

**Checking/Savings**

**KeyBank**

53,755.94

**RedTree (U.S.Bank)**

15,339,791.10

**Star Ohio**

2,237,571.36

**Total Checking/Savings**

17,631,118.40

**Accounts Receivable**

**11000 · Accounts Receivable**

975,737.92

**Total Accounts Receivable**

975,737.92

**Total Current Assets**

18,606,856.32

**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**

6,256.43

**TOTAL ASSETS**

**18,613,112.75**

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

**20000 · Accounts Payable**

2,636.15

**Total Accounts Payable**

2,636.15

**Other Current Liabilities**

**24000 · Payroll Liabilities**

4,233.88

**24200 · GOS Grants**

5,099,983.00

**24300 · Project Support Grants**

1,402,273.00

**Total Other Current Liabilities**

6,506,489.88

**Total Current Liabilities**

6,509,126.03

**Total Liabilities**

6,509,126.03

**Equity**

**32000 · Retained Earnings**

19,094,103.31

**Net Income**

-6,990,116.59

**Total Equity**

12,103,986.72

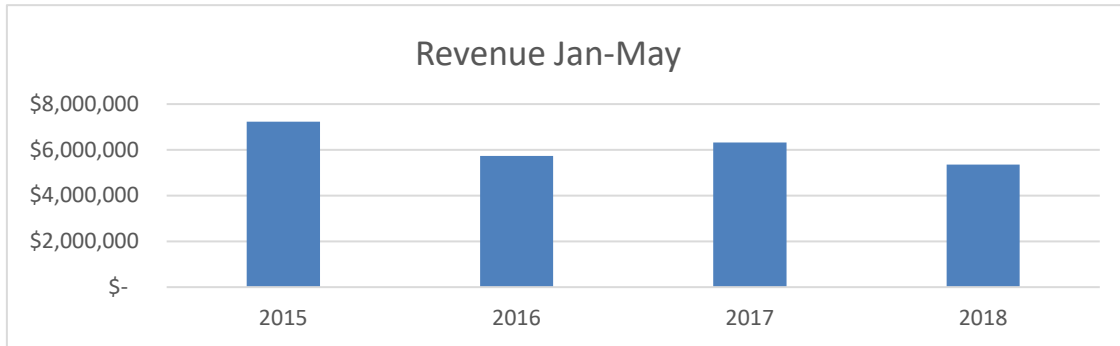
**TOTAL LIABILITIES & EQUITY**

**18,613,112.75**

**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			
JULY	\$ 156,576.58			
AUGUST	\$ 1,321,542.39			
SEPTEMBER	\$ 1,448,391.10			
OCTOBER	\$ 1,036,974.45			
NOVEMBER	\$ 1,250,948.89			
DECEMBER	\$ 995,231.02			
<b>TOTALS</b>	<b>\$ 14,533,030.97</b>	<b>\$ 5,356,807.78</b>	<b>\$ (959,542.05)</b>	<b>-15%</b>

Year	2015	2016	2017	2018
Revenue Jan-May	\$ 7,237,769	\$ 5,732,843	\$ 6,316,350	\$ 5,356,808





## MEMORANDUM

**Date:** June 12, 2018  
**To:** CAC Board of Trustees  
**From:** Jake Sinatra, manager – special projects & communications  
Roshi Ahmadian, identity & systems manager  
**Re:** Support for Artists Update

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### Background

At the February 13, 2018 meeting, the Board unanimously approved a workplan to develop and deliver support for individual artists in Cuyahoga County. The plan is informed by:

- 1) the [Board-approved key elements for support](#) for artists from December 2016;
- 2) the Support for Artists Planning Team’s [extensive recommendations](#) from December 2017;
- 3) review by CAC staff in 2018 including legal review, interviews with national peers;
- 4) a survey of Cuyahoga County artists, and public discussion at a Neighborhood Connections community meeting.

[View updates](#) from the most recent Regular Board of Trustees meeting on April 10, 2018. For more information about this process and the recommendations, visit [cacgrants.org/artists](http://cacgrants.org/artists).

### June Updates: CAC Support for Artists

**Since the April 10 Board meeting, staff has made progress in the following areas:**

- 1) ***Launched a public “call for partners” to identify nonprofit collaborators.***  
Affirmed by our legal team, CAC can only make grants to nonprofit organizations by law. In order to provide meaningful support to artists, CAC launched a public “call for partners” on May 22 to gather information and identify nonprofits that have the capacities and are eligible to work with CAC to serve in this capacity. [View the call for partners.](#)

We encourage the Board of Trustees to spread the word and have qualified nonprofits in their midst to contact CAC for more information and complete the call for partners by July 12. Partners will be selected by a diverse panel, including at least one CAC staff representative and several Cuyahoga County artists identified through CAC’s Artist Network Leaders program.

- 2) ***Launch an Artist Calendar & Directory.***  
Artists can join the network by creating a profile on CAC’s ClevelandArtsEvents.com website, which will be open to all county residents. Members will receive regular email updates and information about opportunities for funding and support, invitations to events and the option to share public events and programs with the community and to share their work. Staff is exploring an approach

where artists can be paid to sign up – providing a benefit to artists and valuable data to inform CAC’s investments. CAC plans to invest no more than \$10,000 to support these efforts in 2018. Additional dollars are allocated to support the marketing initiatives to ensure broad awareness and use of this platform and the growth of the Artists Calendar and Directory.

Staff aims to launch the Artists Calendar and Directory in July 2018.

3) ***Actively recruit 3-5 Artist Network Leaders.***

At the core of CAC’s artist network will be a team of leaders who build relationships, raise awareness about CAC’s initiatives to support artists, inform decisions and processes, and serve as partners and evaluators for CAC-supported arts and cultural organizations. CAC will launch a search for qualified contractors to support these efforts the week of June 11.

The launch of CAC’s Artists Calendar and Directory and network leader contractors will help CAC to gather information to inform its work, act differently, and build new relationships.

4) ***Propose a professional development and project-based funding program.***

At the June 12 meeting, CAC recommends a contract of up to \$36,000 to continue our partnership with the Center for Performance and Civic Practice (who most recently collaborated United Way of Greater Cleveland and Cleveland Public Theatre) to pilot a program for collaborative learning where artists and civic partners (community, nonprofit) may conceive and execute an arts-based project as a result of their partnership.

The “Learning Lab” program helps artists deepen their knowledge around equitable, community-based work and create opportunities for artists and civic partners to explore the potential for co-designed, collaborative work. This pilot program will ensure CAC can begin to respond to the stated needs of artists around professional development, equity, and institutional connections in 2018. CAC will continue to seek additional partners to provide professional development, project support and foster institutional connections through the Call for Partners, outlined above.

View a [short video](#) about the program and see the details of the proposed contract on page 23.

**Budget & Next Steps**

The Board-approved 2018 budget includes \$400,000 CAC for artist support work. Should funds not be fully expended in 2018, they will be carried over to the 2019 budget cycle to support individual artist programs. In budget projections, CAC plans for a consistent investment in individual artist programs in future years.

See the updated work plan on the following page for next steps and progress to date. While the Board’s next regular meeting is not until September, we will continue to make progress by identifying partners and building networks to create an ecosystem of support for artists. We plan to share a summer update which will include progress in these areas and along our shared workplan.

## Support for Artists Workplan

<b>Programmatic Recommendations from Support for Artists Planning Team</b>	<b>unrestricted monetary support</b>	<b>specific project support</b>	<b>physical spaces</b>	<b>institutional connections</b>	<b>professional development</b>
	<p>SfAPT recommends that CAC provide non-specific/unrestricted monetary support through the awarding of Individual Artist Fellowships, meant to reward artists for their work and their connection to the community. Fellowship artists will have the opportunity to contribute to a cohort model of building unity in the local arts community.</p>	<p>SfAPT recommends that CAC provide monetary support for specific projects or ideas and enable artists to create, connect, and share their work. This support is designed to provide artists the monetary support, tools, training, travel or other resources necessary to bring a project or idea to life in the community.</p>	<p>SfAPT recommends that CAC should support and offer brick and mortar artists spaces throughout the County, with a focus on historically excluded areas of the City. The need is two-fold: to create new spaces and activate and expand access to existing spaces.</p>	<p>SfAPT recommends that CAC provides opportunities and resources for artists who receive support so that they can connect to and access CAC supported institutions in ways that complement their existing infrastructure and/or challenge them to develop new practices.</p>	<p>SfAPT recommends that CAC provides professional development support for artists to empower them, help them grow, and connect them to other artists, residents, and opportunities in Cuyahoga County.</p>
<b>Role for Cuyahoga Arts &amp; Culture</b>	<p>Re-imagine individual artist fellowship support, in partnership with a nonprofit organization, to provide meaningful unrestricted dollars to Cuyahoga County artists.</p>	<p>Partner with a nonprofit to provide roject-specific support for Cuyahoga County artists to carry out their work and bring ideas to life. Ideally short, concise applications accepted on a rolling basis.</p>	<p>Activate and create physical spaces for artists to connect, collaborate and create. This includes partnerships to activate under/non-utilized spaces, and programs to connect artists to spaces they may not know of or have access to.</p>	<p>Foster connections between CAC-funded nonprofits and individual artists in Cuyahoga County. Creating space for collaboration, partnership and access. Reducing perceived barriers, building shared language.</p>	<p>Identify partners who offer existing programs or resources, evaluate national models, invest in opportunities or develop communications programs to share resources with artists.</p>
<b>Actions in 2018</b>	<ul style="list-style-type: none"> <li>• Q1: identify partners and collaboration models <a href="#">See April Update #1 and #2.</a></li> <li>• program development <a href="#">Staff reviewed detailed recommendations from the SFAPT.</a></li> <li>• national model input <a href="#">Staff conducted five</a></li> </ul>	<ul style="list-style-type: none"> <li>• Q1: program development <a href="#">See April Update #1 and #5.</a></li> <li>• national model input</li> <li>• <a href="#">Staff conducted five calls with funding peers and reviewed other programs / models.</a></li> <li>• legal guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Q1-2: conversation with potential partners/experts <a href="#">Ongoing.</a></li> <li>• legal guidance on CAC's authority <a href="#">Ongoing.</a></li> <li>• Q3: research, assessment of partners/venues</li> </ul>	<ul style="list-style-type: none"> <li>• Q1-2: gather input about what artists and orgs want/need in this space <a href="#">See April Update #2 and #3.</a></li> <li>• launch Artsopolis artist database platform</li> </ul>	<ul style="list-style-type: none"> <li>• Q1-2: identify partners who offer existing programs <a href="#">See April Update #2 and #5. See June Update #4.</a></li> <li>• evaluate national models <a href="#">Staff conducted five calls with funding peers and reviewed</a></li> </ul>

## Support for Artists Workplan

	<p>calls with funding peers and reviewed other programs / models.</p> <ul style="list-style-type: none"> <li>• legal guidance Legal review is ongoing informed April Updates.</li> <li>• Q2: aim to launch RFP or identify partner(s) Launched May 22. See June Update #1.</li> <li>• Q3-4: launch program/opportunity to apply for funding</li> </ul>	<p>Legal review is ongoing and informed April Updates.</p> <ul style="list-style-type: none"> <li>• Q2: launch funding opportunity Planning to launch Artist Calendar/Database in July, seeking Board approval for contract which includes project-based support in June. Seeking additional partners through Call for Partners to support this work. See June Update #2, #4.</li> </ul>	<ul style="list-style-type: none"> <li>• Q4: activate short-term space projects and/or partnerships</li> <li>• ongoing: discussion/feedback with CAC board of trustees</li> </ul>	<p>Complete February 2018. See June Update #2.</p> <ul style="list-style-type: none"> <li>• Q3-4: provide space for convening and conversation through quarterly Arts &amp; Culture Network Nights</li> <li>• ongoing: discussion/feedback with CAC board of trustees</li> </ul>	<p>other programs / models.</p> <ul style="list-style-type: none"> <li>• Q3-4: aim to invest in opportunities</li> <li>• develop / pilot communications programs to share resources with artists</li> </ul>
<b>Actions in 2019-2020</b>	<p><b>2019:</b> select fellowship recipients, use feedback to improve application process in 2019, monitor implementation.</p> <p><b>2020:</b> assess program impacts, gather community and stakeholder feedback.</p>	<p><b>2019:</b> assess impacts/utilization of program, iterate and continue efforts to increase awareness, impact, share results with the community.</p> <p><b>2020:</b> consider opportunities to grow and expand offerings, build connections between nonprofits and artists, increase public benefit.</p>	<p><b>2019:</b> assessment of potential partners, activation of existing spaces, community/stakeholder input feedback.</p> <p><b>2020:</b> evaluation of initial projects/activations, assess impact, determine need for additional spaces, etc.</p>	<p><b>2019:</b> offer a series of events / opportunities for institutional connections, or an ongoing cohort-based program.</p> <p><b>2020:</b> evaluate impact of initial programs and offerings, expand or adjust offerings accordingly.</p>	<p><b>2019:</b> identify a long-term partner, if feasible, or offer a recurring series of events/program to support artists in professional development, mentorship, etc.</p> <p><b>2020:</b> assess impact of full year of support, identify gaps, opportunities.</p>

<b>Contracts &amp; Grants for Board Approval at June 12, 2018 Meeting</b>				
<b>Contractor</b>	<b>Amount</b>	<b>Purpose</b>	<b>Term</b>	<b>Board Approval</b>
Center for Performance and Civic Practice	Up to \$36,000	Continued partnership with Center for Performance and Civic Practice (CPCP), a resource for artists and communities working together to develop local capacity for arts-based community-led transformation. This proposed partnership will offer a 2018 pilot opportunity for artist training/professional development and will facilitate connections with nonprofits (civic partners) resulting in co-designed collaborative work and the opportunity to access project-based funding. CAC has partnered with CPCP on various projects in the past, starting with its organizational planning in 2015.	6/1/2018 - 5/31/2019	Y

<b>Contracts Approved by Executive Director 1/1/18-2/7/2018</b>				
Bromelkamp	\$ 5,715	Purchase of new Customer Relationship Management database to replace Pearl, an Access database provided by the same company, Bromelkamp. This database is cloudbased and is designed specifically for grants management. Fee includes one-time set-up of templates that will be used for grant communications.	4/16/2018	N
Issue Media Group (Fresh Water Cleveland)	\$ 6,000	Continued media partnership designed to build interest and awareness for CAC programs and grantees through monthly feature articles, photos, vidoes and online advertisements.	6/1/2018 - 12/31/2018	N