



Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees
Cleveland Public Library - Main Branch, Louis Stokes Wing, 2nd Floor
325 Superior Avenue, Cleveland, OH 44114
Wednesday, November 15, 2023, 4:00 pm

- 1. Opening of the Meeting**
 - a. Call to order
 - b. Roll call
 - c. **Action:** Motion to approve September 13, 2023 minutes
- 2. Public Comment on Today's Agenda**
- 3. Executive Director's Report**
- 4. Action Items and Reports – Finance and General Business**
 - a. Finance Report
 - b. **Action:** Approval of 2024 Board meeting schedule
- 5. Action Items and Reports – Grantmaking**
 - a. General Operating Support 2024-25
 - i. **Action:** Approval of scores and 2024 grants
 - b. Project Support 2024
 - i. **Action:** Approval of scores and 2024 grants
 - c. Cultural Heritage 2024-25
 - i. **Action:** Approval of scores and 2024 grants
- 6. Assembly for the Arts – Update**
- 7. Public Comment on CAC Business**
- 8. Adjourn**

Next Regular Meeting: Wednesday, December 13, 2023 at 3:30 pm



Minutes of the Regular Meeting of the Board of Trustees
Wednesday, September 13, 2023

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:03 pm at the Cleveland Public Library Main Branch, 2nd Floor Conference Room B, 325 Superior Ave., Cleveland, OH.

The roll call showed that Trustees Blakemore, Mendez, Scott Taylor, and Sherman were present. It was determined that there was a quorum. Trustee Isenhart was absent due to illness.

Also in attendance were: CAC Executive Director Jill Paulsen and CAC staff.

Board President Mendez welcomed Katie Semo from the Ohio Auditor State's office. She presented the Ohio Auditor of State Award to Cuyahoga Arts & Culture. Ms. Semo stated that only ten percent of audited entities receive this award annually and that it is an achievement.

President Mendez welcomed the audience to the meeting.

1. APPROVAL OF MINUTES

Motion by Trustee Scott Taylor, seconded by Trustee Blakemore, to approve the minutes from the April 19, 2023 Annual meeting.

Discussion: Trustee Sherman stated that she believes the recording of the meeting should serve as the meeting minutes rather than the current method of presenting typed minutes.

Vote: Ayes: Blakemore, Mendez, Scott Taylor; Nays: Sherman. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

Public comment was made by:

Liz Maugans, artist

Dale Heinen, BorderLight Theatre Festival, project support grant recipient

Rebecca Gruss, Valley Art Center, general operating support grant recipient

3. EXECUTIVE DIRECTOR'S REPORT

Ms. Paulsen thanked everyone for joining her and the Board. Ms. Paulsen's remarks can be found in the Board packet.

4. BOARD ACTION – Finance and General Business

Finance Report

Ms. Harris stated that tax revenue through August 31 was \$6,736,251. This is \$523,249 (7.2%) below forecast and \$678,531 (9.2%) lower than the same period in 2022. The rate of decrease over the prior year is 9.2% YTD. Interest revenue through August was \$348,541 which is \$53,541 (18.5%) over forecast. This

is the result of increases in interest rates. She stated that expenditures for non-grant expenses were \$624,059 and are tracking \$66,570 below budget primarily due to timing of payments.

Trustee Sherman asked where she could see the balance of the reserve in the financials. Ms. Harris responded that the general fund balance (or reserve) is on the balance sheet and is approximately \$10.5mil. Ms. Harris said grants are recorded at the beginning of the fiscal year which reduces available funds. Funds are then built back up with monthly tax receipts over the following year. She stated that CAC needs to have funds on hand to make grant awards (enter into contracts), after which the general fund or reserve will be reduced to approximately \$1.6mil.

Personnel Report

Ms. Paulsen stated that Dayvon Nichols joined CAC in June as a grants manager and referred the Board to the personnel report that she provided to the Board. She asked for a motion to approve the report.

Motion by Trustee Mendez, seconded by Trustee Scott Taylor, to approve the personnel report dated September 13, 2023.

Discussion: Trustee Sherman asked who Mr. Nichols replaced. Ms. Paulsen said he replaced Johnnia Stigall. Trustee Sherman requested an organizational report along with job descriptions for each staff person to understand how much work they do. Ms. Paulsen said she could provide this if the Board wished. Trustee Mendez asked that this be provided at the next board meeting.

Vote: Ayes: Blakemore, Mendez, Scott Taylor. Nays: Sherman. The motion carried.

5. OTHER UPDATES

R Strategy Update

Jeff Rusnak, Founder and Principal of R Strategy Group, provided the Board with an update on his work with CAC, Assembly for the Arts, and the Assembly for Action regarding the plans for a new levy. The update, including a recommendation for CAC's Board to consider a potential levy in November 2024, questions and answers and discussion with the Board lasted from approximately 4:33 p.m. until approximately 4:56 p.m.

Topics discussed and Mr. Rusnak's responses:

- Levy timing: 2024 primary is in March (not May) which is too soon for an arts levy. The groundwork is not yet done, building a campaign structure takes time. R Strategy does not advise doing a campaign in six months.
- Resources needed: previous campaigns \$1.4 – 1.5M. CAC cannot contribute as a public body.
- Roles: CAC makes decision, council approves it, advice comes from Assembly.
- Tax amount: Still needs to be determined.
- Need to demonstrate impact of arts on youth: use of data to demonstrate impact.
- Need to address public health: Taxation has strong public health benefit.

Board Discussion: 2024-2025 Allocation Scenarios

Ms. Paulsen presented the background of where CAC is today and what some possible future options are for next year's allocation and implications of each. The presentation of scenarios (see board materials) including questions, answers and discussion lasted from approximately 4:57 until approximately 5:57 p.m.

Ms. Paulsen's presentation included the following information, based on a memo in the Board packet:

- Anticipated tax revenue continues to decline. It is 50% less than when CAC first started and 9% less this year than last year, through August.

- The General Operating Support allocation has been the same for the past six years at: \$10.2mil annually. During this same period, CAC revenue has declined by 30%. Other grant areas have had cuts.
- The Ohio Revised Code states that CAC must have received the money it needs to cover its contracts (grant agreements) before making grants. This is a state law.
- A successful November 2024 levy would mean increased tax receipts starting in March 2025. Therefore, potential additional funds are not included in the models, given the timing and other considerations listed above.

Ms. Paulsen presented to the Board for its discussion three general scenarios for 2024 and 2025 funding approaches. She noted that staff is looking to the Board to set direction heading into grantmaking in November.

Trustee Sherman motioned to have Ms. Paulsen formalize notes and that the Board have two meetings in the next month for the cohorts of grantees to respond to what they want and to have Mr. Rusnak and Mr. Bidwell prepare forecasts of revenue from new levy. There was no second to the motion.

Trustee Blakemore motioned to proceed with scenario two: an estimated grant allocation for 2024 and 2025 of approximately \$11.1mil. per year, second Trustee Scott Taylor.

Discussion: Trustee Scott Taylor asked Ms. Paulsen to share the implications of moving forward with scenario two. Ms. Paulsen responded that this model is consistent with community feedback of a preference for consistent multi-year grants. This approach allows CAC to put the most money into the community over the two-year period. Trustee Scott Taylor asked what this meant for funding for artists. Ms. Paulsen said the funding would remain the same for the next two years [2024 and 2025].

Vote: Ayes: Blakemore, Mendez, Scott Taylor. Nay: Sherman.

Assembly for the Arts

Jeremy Johnson, President of Assembly for the Arts provided an update on their CAC grant for artist community planning and engagement. The update, including questions, answers, and discussion with the Board lasted from approximately 5:58 p.m. until approximately 6:07 p.m.

8. PUBLIC COMMENT

None

9. ADJOURNMENT

Motion by Trustee Sherman seconded by Trustee Blakemore, to adjourn the meeting at 6:07 p.m.

Vote: Ayes: All Nays: None. The motion carried.

Attest:

Michele Scott Taylor, Vice President

Executive Director's Report

Regular Meeting of the Board of Trustees: November 15, 2023

Welcome to our November meeting.

Today we celebrate our new and returning grant recipients. At this meeting, CAC will approve the majority of its 2024 grantmaking. I thank our applicants and CAC staff for the ten months of work it took to get to today. I appreciate the grantmaking team's focus on customer service and commitment to providing hundreds of supportive technical assistance touch points to applicants.

In preparation for our meeting, please focus your attention on the slate of Board actions, including review and approval of 2024 Project Support, 2024 Cultural Heritage, and 2024 General Operating Support grants.

As you will read in the memo that follows, we recommend 300 grants totaling \$10,750,487 for our core 2024 grant programs.

While not on the meeting agenda, I ask the Board to review the Staff Report for an update on the Support for Artists grants. Assembly for the Arts recently completed its listening process (funded, in part, by a CAC community listening and engagement grant) and is preparing to submit a proposal to CAC to manage and distribute 2024 artist funding for Board approval in December.

Respectfully,

Jill Paulsen
Executive Director

Updates from CAC Staff

November 15, 2023

CAC's work is rooted in our [10-year community planning process](#), that identifies the two constituents that we must serve as: 1) nonprofit arts organizations; and 2) the residents of Cuyahoga County. Every year, staff creates a [work plan](#) that is grounded in this framework and CAC's [Mission, Vision & Values](#).

What follows is a brief update on the progress made since the Board's last meeting in September.

1. GRANTMAKING: Connecting with and serving nonprofit organizations

2023 Grant Updates

2023 Grants: General Operating Support (GOS), Project Support (PS), Cultural Heritage (CH)

To prepare to close out 2023 grants, staff is finalizing General Operating Support and Cultural Heritage 2023 Year-End reports, as well as 2024 Goal Setting forms; both will become available to grantees on December 1. Staff continues to work with Project Support grantees as they carry out 2023 projects and complete reports. Following approval, CAC will issue 2024 grant agreements in December and finalize plans for technical assistance workshops for all grantees in January 2024.

Resident-Led Grantmaking

Neighborhood Connections recently hosted the fifth and final 2023 in-person Arts & Culture Network Night in locations across the community. Between 50-100 people attended each session. These gatherings bring the arts community together for relationship building and are co-led with support from staff at CAC and Assembly for the Arts. We anticipate co-funding a final round of Neighborhood Connections grants in late November 2023.

The 2023 ioby-CAC Match Fund is nearly complete. The fund provides a dollar-for-dollar match for funds raised by residents, up to \$3,000. So far, CAC has **supported over 40 projects** through the match program in 2023, bringing public funding to neighborhoods across the community.

Support for Artists Grants (SFA)

Karamu House, SPACES, Julia de Burgos Cultural Arts Center, and Assembly for the Arts have made their 2023 artist awards and are working with artists to carry out projects and provide support.

Assembly for the Arts completed their artist community listening sessions in October, facilitated and documented by Dr. Brea Heidelberg, an arts management educator, consultant, and researcher from Philadelphia, PA. A summary of the listening activities and a Scope of Work (proposal) for how Assembly will design and manage 2024 Support for Artist activities is due to CAC by mid-November.

As outlined in the April Board memo and the planning grant agreement, a successful Support for Artists 2024 (SFA24) Plan must:

- be the result of *engagement of hundreds of people* (artists, creatives, culture bearers, residents more broadly), representing the full diversity of our county.
- prioritize funding and resources for *historically underrepresented or marginalized artists*.

- continue to *address the five distinct needs* of artists identified by CAC’s support for artists planning team in 2017 (flexible funds, project funding, access to space, institutional connections, and professional development).
- consider, as the option or as part of a broader plan, *regranting to proven CAC-funded artist service providers (local arts nonprofits)* who have deep knowledge of community and expertise in delivering equitable artist support programs.
- include approaches that could be *expanded with additional funding sources* (beyond CAC).
- result in a *standing ongoing artist advisory group*, housed at Assembly, that informs and assesses all of Assembly’s artist programs and services, inclusive of SFA24.

Staff anticipates bringing 2024 Resident-Led grantmaking and Support for Artists grant recommendations to the December meeting.

2024 Grant Updates

2024 Grant Recommendations

In September, CAC held its public panel reviews and online written panel review in accordance with the grant guidelines for: 2024-25 General Operating Support, 2024-25 Cultural Heritage, and 2024 Project Support. Panel scores have been submitted and recommended grant amounts have been calculated. More information on 2024 grantmaking recommendations and the panel process are included in memos in this packet.

At the November meeting, the CAC Board will be asked to approve **300 grants totaling \$10,750,487 for the 2024 grant cycle**, distributed across 2024 General Operating Support, 2024 Project Support, and 2024 Cultural Heritage grants.

2. COMMUNICATIONS: Connecting with residents and promoting CAC-funded events

Media Relations and ClevelandArtsEvents.com

CAC is raising awareness of funded programs and events through coverage from WKYC Channel 3 and FreshWater Cleveland. This content helps drive traffic to ClevelandArtsEvents.com (which attracts more than 8,000 pageviews per month) and spotlights lesser-known grantees, with a focus on racial equity. See media placements below for recent examples.

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:

- [Cuyahoga Arts & Culture considers November '24 levy to expand cigarette tax | Ideastream Public Media](#) - Ideastream Public Media (September 13, 2023)
- [Celebrating Dia De Muertos in Cleveland!](#) – WKYC Channel 3 (October 19, 2023)
- [Word power: Five nonprofits that get creative in storytelling, writing, and music – FreshWater Cleveland](#) (October 19, 2023)

3. Effective TEAMWORK and OPERATIONS

Connecting with Community and Building Our Capacity

Since the last Board meeting, CAC staff presented at or participated in the following workshops, peer groups, and trainings.

- **Baldwin Wallace University’s Arts Innovation Summit** – Jill Paulsen, Jake Sinatra
The Arts Innovation Summit focused on the intersection of local arts organizations and LGBTQIA+ community in northeast Ohio. The event included a preview of the results of the LGBTQIA+ Artists Survey completed by the LGBT Community Center of Greater Cleveland and BW, which revealed a variety of needs and challenges that CAC has been working to address through its Support for Artists grantmaking. We look forward to continuing to learn how CAC can support a more interconnected arts ecosystem with LGBTQIA+ individuals and artists in our community.
- **Assembly’s Public Officials Breakfast** – Jill Paulsen, Jake Sinatra
- **Arts & Economic Prosperity 6 Launch, Americans for the Arts** – CAC grantmaking team
- **Government Alliance on Racial Equity Annual Conference** – Julia Carey
- **Greater Cleveland Funders Collaborative** – Julia Carey
- **Racial Equity Institute/Third Space Action Lab REI training** – Dayvon Nichols
- **AkoyaGO Grantmaking Software User Groups**– Dayvon Nichols

Effective Teamwork and Operations

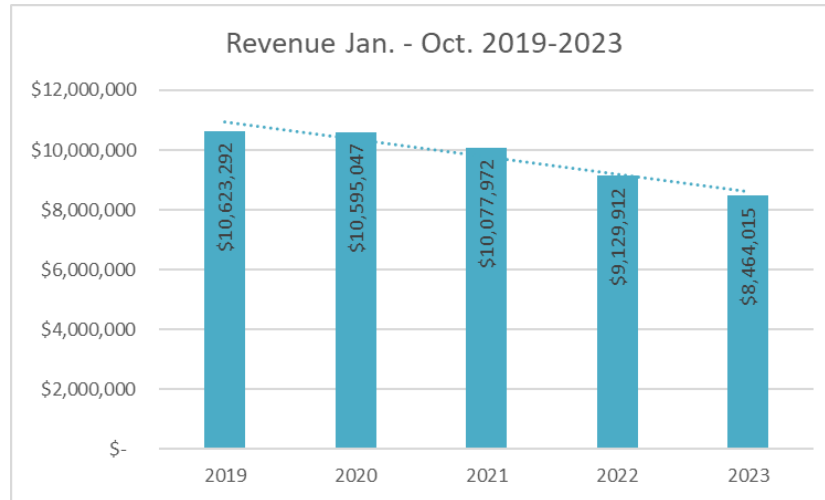
CREW Updates

The Core Racial Equity Working group (CREW) serves as the advisory and recommending body to CAC for internal racial equity initiatives that lead to a more racially equitable workplace. In 2023, the CREW updated its roles and responsibilities, to highlight ways that CREW can more regularly connect with the full CAC team. In addition, CREW set 2023 goals and track progress to move CAC along the Continuum on Becoming a Multicultural Organization, a framework we have been using since 2020.

FINANCIAL UPDATE

2023 YTD

Revenue. Tax revenue through October 31 was \$8,464,015. This is \$469,485 (5.26%) below forecast and \$665,897 (7.3%) less than the same period in 2022. Interest revenue through October was \$399,048 which is \$50,248 above forecast. This is the result of increases to interest rates since the beginning of the year.



Expenditure. The majority of CAC’s budget is comprised of grants which were approved in 2022. These grants are accrued at the beginning of the year and recognized on the balance sheet. Non-grant expenditures through October were \$797,108 and are tracking \$70,320 below budget primarily due to timing of payments.

Investments. As of October 31, CAC’s general fund is invested as follows:

- STAR Ohio: \$1,301,351 (yield 5.37%)
- RedTree Investment Group: \$11,227,202 (yield 3.69%)

Audit and Finance Advisory Committee

The committee met on October 17 to review and discuss CAC’s Investment Policy and its investment of the funds with RedTree Investment Group. The committee also received an update on the economy and CAC’s investments from Ryan Nelson of RedTree Investment Group. There were no recommended changes to the Investment Policy.

Budget Projections at Year End

It is projected that CAC will end 2023 with tax receipts of approximately \$10.2 million, which is \$740,000 less than 2022, and \$450,000 below the 2023 budget of \$10.65 million.

Total expenditures are close to budget for most major categories but will be slightly over budget in personal services due to year-end accruals for unused paid time off, which varies from year to year. CAC will use an estimated \$2.7 million from the general fund to balance the budget. This is an increase from 2022 where \$2.3 million was used. This use of the general fund is planned, albeit more than budgeted due to lower tax receipts in 2023.

2024 Budget Preview

At the November 15 meeting the Board will be asked to approve the majority of grants for 2024. These approvals provide the foundation for CAC's 2024 budget, with grants comprising more than 91% of the budget. In December, staff will finalize team goals and objectives for 2024. This work will help us build the remainder of the 2024 budget, which will be presented to the Board for approval on December 13.

With a decrease in grant funding of approximately \$1 million, the 2024 budget will be lower than the 2023 budget on the expense side and will use approximately \$2.1 million of the general fund in order to balance the budget and uphold CAC's contractual commitments. This is a long-term strategy implemented as CAC entered its second levy cycle. The goal is to ensure a more predictable level of grant funding year-to-year, knowing the year-over-year tax revenue would continue to decline.

Cuyahoga Arts & Culture				
Through 10/31/2023				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 8,464,015	\$ 8,933,500	\$ (469,485)	94.74%
Interest	\$ 399,048	\$ 348,800	\$ 50,248	114.41%
Other revenue			\$ -	
Total Revenue	\$ 8,863,063	\$ 9,282,300	\$ (419,237)	95.48%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 299,856	\$ 319,521	\$ (19,665)	93.8%
Grant Panel Expenses	\$ 6,159	\$ 5,250	\$ 909	117.3%
Grant Management Expenses	\$ 27,149	\$ 40,250	\$ (13,101)	67.4%
Awareness Activities	\$ 15,315	\$ 19,550	\$ (4,235)	78.3%
Grants**	\$ 12,324,395	\$ 12,345,795	\$ (21,401)	99.8%
Total A&C Exenditures	\$ 12,672,874	\$ 12,730,366	\$ (57,492)	99.5%
General & Administrative				
Salaries, Wages and Benefits	\$ 290,700	\$ 290,642	\$ 57	100.0%
Facilities, Supplies, Equipment	\$ 54,224	\$ 69,149	\$ (14,925)	78.4%
Professional Fees	\$ 103,706	\$ 123,066	\$ (19,360)	84.3%
Depreciation	\$ -		\$ -	
Total G&A Expenditures	\$ 448,629	\$ 482,857	\$ (34,228)	92.9%
Total Expenditures	\$ 13,121,503	\$ 13,213,223	\$ (91,720)	99.3%
Net Ordinary Revenue	\$ (4,258,440)	\$ (3,930,923)	\$ (327,517)	

** Outstanding 2023 grant obligations are on the balance sheet.

Non-grant cash disbursements YTD	\$ 797,108	\$ 867,428	\$ (70,320)
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Cuyahoga Arts & Culture
Balance Sheet as of

As of October 31, 2023

	<u>Total</u>
ASSETS	
Current Assets	
Bank Accounts	
KeyBank	\$ 147,181
RedTree (U.S.Bank)	\$ 11,227,202
Star Ohio	\$ 1,301,351
Total Bank Accounts	<u>\$ 12,675,734</u>
Accounts Receivable	
11000 Accounts Receivable	\$ 815,723
Total Accounts Receivable	<u>\$ 815,723</u>
Total Current Assets	<u>\$ 13,491,457</u>
Fixed Assets	
15000 Furniture and Equipment	\$ 870
17000 Accumulated Depreciation	\$ (360)
Total Fixed Assets	<u>\$ 510</u>
TOTAL ASSETS	<u>\$ 13,491,966</u>
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
24000 Payroll Liabilities	\$ 1,392
24200 GOS Grants	\$ 1,033,185
24300 PS and CH Grants	\$ 654,937
24400 SFA and Other (CC) Grants	\$ 145,500
Total Other Current Liabilities	<u>\$ 1,835,014</u>
Total Current Liabilities	<u>\$ 1,835,014</u>
Total Liabilities	<u>\$ 1,835,014</u>
Equity	
32000 General Fund	\$ 15,915,393
Net Income	\$ (4,258,440)
Total Unencumbered General Fund	<u>\$ 11,656,953</u>
TOTAL LIABILITIES AND EQUITY	<u>\$ 13,491,966</u>

NOTE for Balance Sheet:

Unencumbered Balance at 10/31/2023	\$	11,656,953
Estimated November Grant Commitments 11/15/2023	\$	(10,750,487)
Estimated non grant expense November	\$	<u>(85,000)</u>
Unencumbered General Fund Balance at 11/30/2023	\$	821,466
November additions	\$	<u>925,000</u>
	\$	<u>1,746,466</u>
December commitments for 2024	\$	(584,000)
December additions	\$	825,000
December non grant expense	\$	<u>(85,000)</u>
Est Unencumbered General Fund Balance at 1/1/2024	\$	1,902,466

CIGARETTE TAX RECEIPTS FY 22 VS FY 23 YTD				
Month	2022	2023	2023	
			\$VAR	22/23 % VAR
JANUARY	\$ 1,020,374.75	\$ 902,452.46	\$ (117,922.29)	-11.6%
FEBRUARY	\$ 672,520.40	\$ 661,798.93	\$ (10,721.47)	-1.6%
MARCH	\$ 835,735.13	\$ 935,437.39	\$ 99,702.26	11.9%
APRIL	\$ 1,027,927.45	\$ 758,029.32	\$ (269,898.13)	-26.3%
MAY	\$ 784,357.79	\$ 816,989.21	\$ 32,631.42	4.2%
JUNE	\$ 1,814,603.74	\$ 1,656,081.30	\$ (158,522.44)	-8.7%
JULY	\$ 229,478.81	\$ 120,575.75	\$ (108,903.06)	-47%
AUGUST	\$ 1,029,783.44	\$ 884,886.34	\$ (144,897.10)	-14%
SEPTEMBER	\$ 862,646.97	\$ 912,041.36	\$ 49,394.39	6%
OCTOBER	\$ 852,483.05	\$ 815,722.53	\$ (36,760.52)	-4%
NOVEMBER	\$ 954,067.95			
DECEMBER	\$ 847,393.00			
TOTALS	\$ 10,931,372.49	\$ 8,464,014.59	\$ (665,896.95)	-7.3%



MEMORANDUM

Date: November 15, 2023
To: CAC Board of Trustees
From: CAC Grantmaking Team
Re: 2024 Grants: approval of panel scores and grant amounts

SUMMARY

Earlier this year, CAC accepted applications to its three core grant opportunities: General Operating Support (GOS), Project Support (PS), and Cultural Heritage (CH).

Staff facilitated the 2024-25 General Operating Support, 2024-25 Cultural Heritage, and 2024 Project Support application and panel review processes as outlined in the Board-approved guidelines.

For 2024, CAC recommends **300 grants totaling 10,750,487, including:**

- 73 General Operating Support grants totaling \$9,180,000
- 214 Project Support grants totaling \$1,350,045
- 13 Cultural Heritage grants totaling \$220,442

BOARD ACTION

Approve grant panel scores and 2024 grant amounts.

I. BACKGROUND

At its April 2023 meeting, the Board [approved grantmaking guidelines](#) for 2024-25 General Operating Support, 2024-25 Cultural Heritage, and 2024 Project Support CAC grants. CAC launched the application and panel processes (on May 4, 2023) for all grants, as outlined in those documents and described below.

- [2024-25 General Operating Support](#) grants strengthen the community by deepening its access to arts and culture through meaningful, multi-year core support grants to arts and cultural organizations based in and serving Cuyahoga County.
- [2024 Project Support](#) grants promote public access and encourage the breadth of arts and cultural programming in our community by supporting Cuyahoga County-based projects.
- [2024-25 Cultural Heritage](#) grants support and strengthen the community by providing flexible support to organizations that are representative of a culturally specific population.

At its September 2023 meeting, the Board approved a grantmaking approach for 2024 and 2025 that:

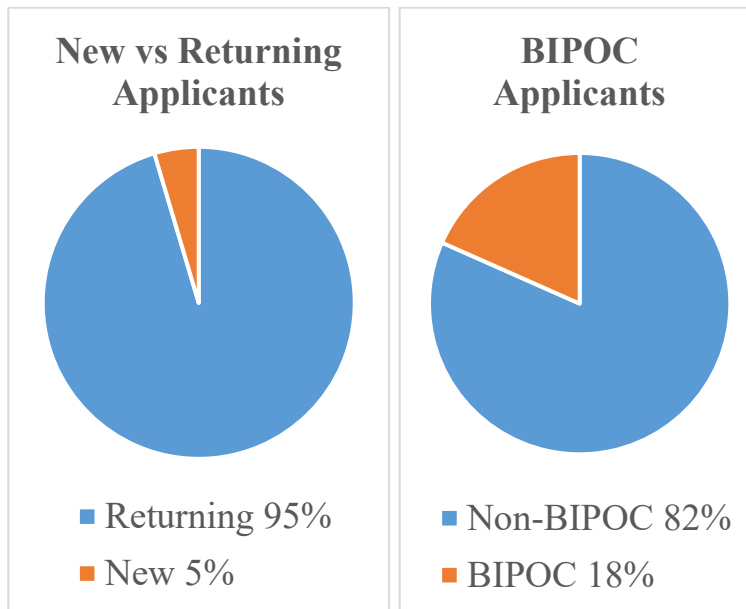
- Continues a commitment to consistent, multi-year funding, using the general fund to allow for larger grants. General Operating Support and Cultural Heritage grant amounts will be the same for 2024 and 2025.
- Is consistent with ongoing community feedback to decrease funding slowly over time, as CAC’s revenue declines.
- Enables CAC to earn additional investment income which can be used in 2025 to put the most money into the community over a two-year period.

II. APPLICANT TRAINING OPPORTUNITIES

CAC provides a variety of technical assistance opportunities to ensure applicants have the tools and information to be successful in the process. To ensure every applicant gets the help they need, the team recorded all online workshops, which can be found on [CAC’s YouTube channel](#). CAC staff provided a significant amount of technical assistance one-on-one via phone and email. This summer, those offerings included:

- Hundreds of one-on-one calls and emails with current and future grantees
- Grant opportunities workshop (108 participants)
- Application workshops for the GOS, CH and PS programs (32 participants)
- Workshop with Plante Moran on 990 and 990EZ (17 participants)
- SMU | DataArts Cultural Data Profile workshop (26 participants)
- Two rounds of virtual office hours where applicants meet with staff to address specific questions.
- Regular emails and personal phone calls regarding technical assistance and reminders fielded by the entire CAC team.

III. APPLICANT POOL OVERVIEW



2024 Grant Applicant Breakdown				
	General Operating Support	Project Support	Cultural Heritage	Total
Total Applicants	74	218	13	305
New Applicants	n/a	14	n/a	14
Steady Cohort/Bypass	67	126	12	205
Reviewed by Panel	7	92	1	100
BIPOC-Led and -Serving	1	43	12	56

100 organizations submitted applications deemed eligible to be reviewed by panelists. First-time CAC applicants must participate in the Project Support grant program before being considered eligible to apply for another grant program. GOS and CH guidelines require two years of successfully completed Project Support grants from CAC to apply.

56 applicants self-identified as BIPOC (Black, Indigenous, People of Color)-led and -serving organizations. This is the fifth time that CAC has asked applicants to self-identify, to track alignment to CAC’s organizational values. There are 12 BIPOC-led and serving organization in Cultural Heritage steady cohort and 1 BIPOC-led and serving organization in General Operating Support cohort.

67 current General Operating Support grantees and 12 current Cultural Heritage grantees were exempt from the full application and panel as part of the steady cohort model outlined in the 2024-25 GOS and 2024-25 CH guidelines, respectively. All GOS and CH grantees confirmed via the Eligibility Check that they meet the requirements necessary to be eligible for GOS or CH funding as outlined in the guidelines. New this year, **126 current Project Support grantees were exempt from the full application and panel process**, as outlined in the 2024 PS guidelines. These organizations are repeating their 2023 project in 2024 and confirmed their eligibility via the Eligibility Check.

IV. PANEL REVIEW PROCESSES

As outlined in the guidelines, a panel of experts reviewed the applications based on CAC’s funding criteria. Twenty-nine (29) qualified arts and cultural professionals served as panelists for the 2024 grant panel process;. See the Panelist Memo in this packet for details.

Using panel as an educational tool

Panelists deliberated and scored each application in accordance with the funding criteria in the 2024 grant guidelines. The 2024 panel review meetings were recorded for the public record and are accessible via [CAC’s YouTube page](#). All Project Support applicants for \$5,000 or less will receive their scores and written comments from panelists, which are also public. The recorded panel video and written feedback ensure a transparent and consistent review process and serve as educational tools for current and future applicants. CAC staff encourages all applicants, whether they are funded or not, to share the feedback with their staff and board.

Seeking feedback

CAC invited feedback from panelists via a panelist public comment period at the end of each review meeting, and through a panelist survey at the end of the process. For applicants, CAC invited comment via an online public comment form, and will send a post-panel survey at the end of the process as well. This panel is the fourth chance in the application cycle for applicants to provide feedback, which will inform the grant year, as well as the next application cycle.

V. CALCULATING GRANT AMOUNTS

CAC's Funding Criteria

The funding criteria for all three primary grants in 2024 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 three grant areas. Applicants are aware of the criteria via the grant guidelines, and panelists are trained to review applications using the criteria.

Calculating Grant Amounts

For all three grants (GOS, PS and CH), panelists reviewed each application against the funding criteria and provided a score using the scoring framework, as outlined in the guidelines. Applicants needed an average score of at least 75 (or a majority of “Yes” or “Somewhat” scores for Project Support grants of \$5,000 or less) to be recommended for funding.

- **General Operating Support** grant amounts were calculated using CAC's [funding formula](#) (the same formula used since CAC's inception, a formula the Ohio Arts Council created for its use). The formula is based on the three-year average of an organization's revenue. Six (6) applicants received a score of 75 points or higher; one (1) applicant did not receive a score high enough to be recommended for funding. The remaining 67 organizations are part of the steady cohort and did not need to reapply for funding. **In total, 73 organizations are recommended to receive grant amounts totaling \$9,180,000 in 2024.**
- **Project Support** grant amounts were calculated as a percentage of an applicant's requested grant amount, based on panel scores and available funds. **In total, 214 total projects have been recommended for funding with grant amounts totaling \$1,350,045 for 2024.** Of those 214 projects, 88 were applications that went to panel and received a score of 75 points or higher. 126 selected the bypass option and are approved to conduct the same project that they were granted for in 2023. Four (4) applicants did not receive a score high enough to be recommended for funding.
- **Cultural Heritage** grant amounts were calculated as a percentage of an applicant's revenue, per the guidelines. One new applicant organization received a score of 75 points or higher. **In total, 13 organizations are recommended for 2024 grants totaling \$220,442.**

NEXT STEPS: November 15 Board Meeting

At the November 15 meeting, CAC's Board will vote on 2024 grant amounts and panel scores.

Combined, this slate is 300 grants totaling \$10,750,487 for the 2024 grant cycle.

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

APPENDIX 1: Applicants Recommended for Funding (Scores and Grant Amounts)

† Indicates a BIPOC (Black, Indigenous, People of Color)-led and serving organization

* Indicates a first-time Project Support grant recipient

General Operating Support

Note: Scores are numerical (on a 0-100 scale). A score of 75 or above is required to be eligible for funding. Organizations without a score in the “Score” column are part of the steady cohort. Eligibility for all organizations is verified annually.

Organization	Score	Grant Amount
Apollo's Fire Baroque Orchestra		\$ 102,914
Art House		\$ 25,225
Art Therapy Studio		\$ 44,753
Artists Archives of the Western Reserve		\$ 23,028
Arts Impact		\$ 42,668
Assembly for the Arts		\$ 42,649
BAYarts		\$ 42,579
Beck Center for the Arts		\$ 115,525
Broadway School of Music and the Arts		\$ 24,967
Center for Arts-Inspired Learning		\$ 83,621
Chagrin Documentary Film Festival	78.50	\$ 31,383
Chagrin Valley Little Theater		\$ 25,182
Children's Museum of Cleveland		\$ 91,210
Cleveland Ballet		\$ 73,954
Cleveland Botanical Garden		\$ 149,843
Cleveland Classical Guitar Society		\$ 32,816
Cleveland Institute of Art		\$ 486,867
Cleveland Institute of Music		\$ 472,791
Cleveland International Film Festival		\$ 106,206
Cleveland Jazz Orchestra		\$ 17,263
Cleveland Museum of Natural History		\$ 437,584
Cleveland Play House		\$ 264,669
Cleveland Pops Orchestra		\$ 51,196
Cleveland Print Room	88.50	\$ 36,742
Cleveland Public Theatre		\$ 86,632
Cleveland Restoration Society		\$ 75,733
Collective Arts Network		\$ 23,551
Contemporary Youth Orchestra		\$ 23,704
DANCECleveland		\$ 38,611
Dancing Wheels		\$ 39,212
Doan Brook Watershed Partnership		\$ 33,053
Dobama Theatre		\$ 39,797
Dunham Tavern Museum & Gardens		\$ 15,670
Ensemble Theatre		\$ 15,226

FRONT International	76.50	\$ 82,204
Great Lakes Science Center		\$ 216,921
Great Lakes Theater		\$ 139,572
GroundWorks DanceTheater		\$ 40,117
Heights Arts		\$ 23,572
ICA - Art Conservation		\$ 63,512
Ideastream Public Media		\$ 537,116
Ingenuity		\$ 34,724
Inlet Dance Theatre		\$ 26,025
Karamu House†		\$ 113,918
Lake Erie Ink		\$ 26,583
Lake Erie Nature & Science Center		\$ 63,683
LAND studio		\$ 152,738
Literary Cleveland	92.75	\$ 23,208
Maltz Museum		\$ 109,938
Morgan Conservatory		\$ 30,665
Museum of Contemporary Art Cleveland		\$ 104,387
Musical Theater Project		\$ 34,744
Nature Center at Shaker Lakes		\$ 73,516
Near West Theatre		\$ 47,702
North Coast Men's Chorus		\$ 19,884
Ohio Contemporary Ballet		\$ 35,516
Piano Cleveland		\$ 58,031
Playhouse Square		\$ 872,438
Rainey Institute		\$ 70,645
Rock and Roll Hall of Fame and Museum		\$ 670,975
Roots of American Music		\$ 21,447
Sculpture Center	78.50	\$ 15,384
Shaker Historical Society		\$ 13,381
Singing Angels		\$ 16,505
SPACES		\$ 34,003
The Cleveland Museum of Art		\$ 869,265
The Cleveland Opera		\$ 11,760
The Cleveland Orchestra		\$ 863,659
The Music Settlement		\$ 177,229
Ukrainian Museum Archives		\$ 16,047
Valley Art Center		\$ 28,499
Western Reserve Historical Society		\$ 202,424
Zygote Press		\$ 21,239

Cultural Heritage

Note: Scores are numerical (on a 0-100 scale). A score of 75 or above is required to be eligible for funding. Organizations without a score in the “Score” column are part of the steady cohort. Eligibility for all organizations is verified annually.

Organization	Score	Grant Amount
AfricaHouse International [†]		\$ 19,780
Buck Out Foundation [†]		\$ 15,075
Cleveland Association of Black Storytellers [†]		\$ 5,000
CollectivExpress [†]	86.80	\$ 8,542
Djapo Cultural Arts Institute [†]		\$ 19,389
DuffyLit [†]		\$ 15,711
Foluke Cultural Arts [†]		\$ 30,000
Greater Cleveland Urban Film Festival [†]		\$ 30,000
Julia De Burgos Cultural Arts Center [†]		\$ 30,000
LatinUs Theater Company [†]		\$ 23,828
Mojuba! Dance Collective [†]		\$ 8,820
Sankofa [†]		\$ 7,714
Slovenian Museum and Archives		\$ 6,583

Project Support

Note: Scores are numerical for grants of more than \$5,000 (on a 0-100 scale). Scores are “Yes” or “No” for grants of \$5,000 or less. A score of 75 or above, or “Yes” is required to be eligible for funding. Organizations without a score in the “Score” column were eligible to bypass the panel this year. Eligibility for all organizations is verified annually.

Organization	Score	Grant Amount
Abrepaso Flamenco	Yes	\$ 4,265
Achievement Centers for Children	Yes	\$ 4,265
America Asian Pacific Islander Organization [†]		\$ 4,265
America SCORES Cleveland		\$ 14,880
American Hungarian Friends of Scouting		\$ 8,685
American Slovenian Polka Foundation		\$ 3,410
Aradhana Committee [†]	92.60	\$ 15,790
Art of Me [†]	85.60	\$ 13,135
Artful		\$ 3,410
Arts in Strongsville	Yes	\$ 3,410
Arts Renaissance Tremont (ART)		\$ 3,410
Arts Without Borders	Yes	\$ 3,410
Association of African American Cultural Garden [†]		\$ 4,265
Babel Box Theater ^{†*}	Yes	\$ 3,410
Baldwin Wallace University		\$ 15,815
Baseball Heritage Museum	Yes	\$ 2,730
Bay Village Community Band	Yes	\$ 2,730

Beachwood Arts Council	Yes	\$ 4,265
Bedford Historical Society	Yes	\$ 2,455
Benjamin Rose Institute on Aging		\$ 4,265
Berea Arts Fest	85.00	\$ 7,615
BigHearted Blooms		\$ 4,265
BlueWater Chamber Orchestra	75.60	\$ 12,890
BorderLight		\$ 15,305
Boys & Girls Clubs of Northeast Ohio*	Yes	\$ 4,265
Brite Cleveland		\$ 15,305
Brooklyn Heights Service Clubs		\$ 3,410
Canalway Partners		\$ 3,410
Carolyn L. Farrell Foundation	76.00	\$ 12,960
Case Western Reserve University		\$ 3,410
Cassidy Theatre	84.40	\$ 14,395
Cedar Fairmount Special Improvement District		\$ 3,410
Celebrate the Arts Performance Academy [†]		\$ 4,265
Center for Employment Opportunities*	Yes	\$ 4,265
Cesear's Forum		\$ 3,410
Chagrin Arts	90.00	\$ 15,345
ChamberFest Cleveland	84.60	\$ 14,425
Choral Arts Cleveland	Yes	\$ 3,410
City Ballet of Cleveland	78.00	\$ 9,975
City Club of Cleveland		\$ 15,090
CityMusic Cleveland	95.40	\$ 16,270
Cleveland Chamber Choir	82.60	\$ 9,740
Cleveland Chamber Collective	Yes	\$ 4,265
Cleveland Chamber Music Society		\$ 11,285
Cleveland Chamber Symphony	81.20	\$ 5,885
Cleveland Composers Guild		\$ 3,410
Cleveland Contemporary Chinese Culture Association [†]	82.00	\$ 9,385
Cleveland Dance Project Company		\$ 4,265
Cleveland Grays Armory Museum		\$ 3,410
Cleveland Inner City Ballet [†]		\$ 3,410
Cleveland Leadership Center		\$ 3,410
Cleveland Opera Theater		\$ 4,265
Cleveland Philharmonic Orchestra	Yes	\$ 3,410
Cleveland Photo Fest	Yes	\$ 4,265
Cleveland Pride Band	Yes	\$ 4,265
Cleveland Rape Crisis Center		\$ 4,265
Cleveland Repertory Orchestra		\$ 3,410
Cleveland Rocks: Past Present and Future		\$ 14,750
Cleveland School of the Arts Board of Trustees		\$ 14,610
Cleveland Seed Bank		\$ 3,410
Cleveland Shakespeare Festival		\$ 3,410
Cleveland Silent Film Festival and Colloquium		\$ 3,410
Cleveland TOPS Swingband		\$ 3,410

Cleveland Treatment Center	81.00	\$ 4,075
Cleveland Uncommon Sound Project		\$ 4,265
Cleveland Winds		\$ 3,410
Cleveland Women's Orchestra		\$ 3,410
Colors+ Youth Center		\$ 4,265
Community Cup Classic Foundation†		\$ 3,410
Connecting for Kids		\$ 4,265
convergence-continuum		\$ 10,895
Coventry PEACE Campus		\$ 3,410
Coventry Village Special Improvement District		\$ 3,410
Cuyahoga Valley Scenic Railroad	Yes	\$ 3,410
Dance Evert		\$ 4,265
Dancing Classrooms Northeast Ohio	Yes	\$ 2,935
Diversity Center of Northeast Ohio		\$ 3,410
Downtown Cleveland Alliance		\$ 14,920
East Cleveland Farmers' Market Preservation Society		\$ 2,140
Edward E. Parker Museum of Art†		\$ 3,410
Empowering Epilepsy		\$ 4,265
Encore Chamber Music Institute		\$ 6,340
Environmental Health Watch†		\$ 15,815
Euclid Beach Park Now		\$ 3,410
Far West Center		\$ 4,265
Folknet	Yes	\$ 3,410
Food Strong		\$ 4,265
Fostering Hope		\$ 4,265
Friends of the East Cleveland Public Library†		\$ 3,410
Friends of the McGaffin Carillon		\$ 6,310
From Me 2 U†		\$ 4,265
Front Steps Housing and Services		\$ 4,265
FrontLine Service		\$ 4,265
FutureHeights		\$ 4,265
Gardening in the District†		\$ 3,410
German Central		\$ 3,070
German Music Society		\$ 1,365
Golden Ciphers Youth Development & Cultural Arts Center†	Yes	\$ 4,265
Good Company: A Vocal Ensemble	Yes	\$ 4,265
Graffiti HeArt	Yes	\$ 3,410
Greater Cleveland Film Commission	Yes	\$ 4,265
Greater Cleveland Neighborhood Centers Association		\$ 14,710
Group Plan Commission		\$ 4,265
Harvard Community Services Center†	Yes	\$ 3,410
Hasani Management Inc†		\$ 3,410
Heights Youth Theatre		\$ 13,970
Henry Johnson Center†		\$ 4,265
Historic Gateway Neighborhood Corporation		\$ 9,920
Hospice of the Western Reserve		\$ 13,030

In Harmony Therapeutic Services		\$ 9,040
India Fest USA [†]		\$ 3,410
InMotion*	Yes	\$ 3,410
International Community Council	Yes	\$ 3,410
International Women's Air & Space Museum		\$ 3,410
Italian Cultural Garden		\$ 3,410
Jennings Center for Older Adults		\$ 14,750
Jewish Family Service Association of Cleveland Ohio		\$ 4,265
Jewish Federation of Cleveland		\$ 12,960
John Carroll University*	Yes	\$ 4,265
Jones Road Family Development Corporation		\$ 10,810
Kaboom Collective	80.20	\$ 13,675
Kings & Queens of Art [†] *	Yes	\$ 3,410
Kulture Kids		\$ 14,725
Lakewood Young Filmmakers Academy	85.60	\$ 7,185
LakewoodAlive		\$ 4,265
Larchmere PorchFest		\$ 3,410
Les Délices	90.00	\$ 15,345
LGBT Community Center Greater Cleveland		\$ 4,265
Little Italy Redevelopment Corporation		\$ 2,730
Little Lumpy's Center for Educational Initiatives [†]		\$ 11,165
Local 4 Music Fund		\$ 15,475
LYLESART [†]		\$ 4,265
M.U.S.i.C.	89.40	\$ 10,670
Maelstrom Collaborative Arts	80.20	\$ 13,675
Malachi Center		\$ 4,050
Mandel JCC		\$ 13,300
Mantles and Makers [†] *	Yes	\$ 3,410
May Dugan Center		\$ 3,410
Men of Independence		\$ 3,410
MidTown Cleveland	Yes	\$ 4,265
Museum of Creative Human Art [†]	Yes	\$ 4,265
Music and Art at Trinity		\$ 11,770
Naach Di Cleveland [†]	Yes	\$ 3,410
NAMI Greater Cleveland	Yes	\$ 4,265
New Avenues to Independence		\$ 2,970
NewBridge Cleveland Center for Arts & Technology	87.80	\$ 14,970
No Exit	Yes	\$ 3,410
North East Ohio Musical Heritage Association		\$ 4,265
North Pointe Ballet*	Yes	\$ 4,265
North Union Farmers Market		\$ 4,265
Northeast Ohio Hispanic Center for Economic Development [†]		\$ 3,070
Northwest Neighborhoods CDC		\$ 8,235
OCA Greater Cleveland [†]		\$ 4,265
Oh Sew Powerful [†]		\$ 4,265
Ohio City Incorporated	Yes	\$ 4,265

Old Brooklyn Community Development Corporation	Yes	\$ 4,265
One South Euclid	Yes	\$ 4,265
Open Doors Academy		\$ 15,475
Open Tone Music†		\$ 12,790
Pakistani Cultural Garden†		\$ 3,410
PALS for Healing		\$ 14,535
Parma Area Fine Arts Council	Yes	\$ 3,410
Polish Village Parma	Yes	\$ 3,410
Praxis Fiber Workshop	89.60	\$ 15,280
Radio on the Lake Theatre*	Yes	\$ 3,410
Reaching Heights		\$ 3,410
Refresh Collective		\$ 15,970
Refugee Response	82.80	\$ 14,120
Renovare Music	85.40	\$ 8,520
Restore Cleveland Hope	Yes	\$ 3,410
Ridna Shkola Cleveland*	Yes	\$ 4,265
Roberto Ocasio Foundation†		\$ 3,410
Rollin' Buckeye†		\$ 4,265
Schmooze Ohio†		\$ 1,705
School of Cleveland Ballet	86.60	\$ 14,770
Shaker Arts Council	Yes	\$ 3,410
Shore Cultural Centre	Yes	\$ 3,410
Slavic Village Development		\$ 3,410
SOS: Strengthening Our Students†	Yes	\$ 3,410
St. Clair Superior Development Corp.	Yes	\$ 4,265
Stellar Acrobatic Dance Academy†		\$ 3,410
Studio Institute*	Yes	\$ 4,265
STV Bavaria	Yes	\$ 4,265
Suburban Symphony Orchestra	Yes	\$ 4,265
Talespinner Children's Theatre	91.80	\$ 15,655
Tender Hearts Crusades†	Yes	\$ 4,265
The Foundry*	Yes	\$ 4,265
The Gathering Place		\$ 4,265
The Harvard Square Center†		\$ 3,410
The Movement Project		\$ 12,795
Thea Bowman Center†		\$ 3,410
Tremont West Development Corporation		\$ 7,640
Trobár Medieval	Yes	\$ 4,265
Ukrainian Cultural Arts Association of Greater Cleveland		\$ 2,560
Union Miles Development Corporation†		\$ 4,265
University Circle Inc.		\$ 13,580
Upcycle Parts Shop	Yes	\$ 4,265
UpStage Players		\$ 3,410
Ursuline College	Yes	\$ 4,265
VIVA Bavaria		\$ 3,410
Wake Up and Live's Actor's Studio†	Yes	\$ 3,410

Waterloo Arts	91.60	\$ 15,620
West Park Kamm's Neighborhood Development	Yes	\$ 4,265
West Side Catholic Center		\$ 4,265
West Side Community House†	91.40	\$ 15,390
Western Reserve Chorale		\$ 4,265
Western Reserve Fire Museum & Education Center	Yes	\$ 3,410
Western Reserve Land Conservancy		\$ 3,410
Westlake Chinese School†	Yes	\$ 3,410
Westown Community Development Corporation		\$ 3,410
Windsong, Cleveland's Feminist Chorus	Yes	\$ 4,265
Women in History	Yes	\$ 3,410
Writers in Residence		\$ 4,260
Youth Challenge		\$ 4,265

† Indicates a BIPOC (Black, Indigenous, People of Color) -led and serving organization

* Indicates a first-time grant recipient

APPENDIX 2: Applicants Not Recommended for Funding

Note: Scores are numerical for grants of more than \$5,000 (on a 0-100 scale). Scores are “Yes” or “No” for grants of \$5,000 or less. A score of 75 or above, or “Yes” is required to be eligible for funding.

2024 General Operating Support

Organization	Score
Cleveland Cultural Gardens	71.25

2024 Project Support

Organization	Score
Brecksville Theatre	70.4
Notre Dame College	68.6
Parma Symphony Orchestra	No
Poise Entertainment Education Inc. †	No

† Indicates a BIPOC (Black, Indigenous, People of Color)-identifying organization
 * Indicates a first-time grant recipient



MEMORANDUM

Date: November 15, 2023
 To: CAC Board of Trustees
 From: CAC Staff
 Re: 2024 Panelist Recruitment and Roster

SUMMARY
 Below is an overview of the 29 panelists who reviewed and scored applications for CAC’s 2024 Project Support (PS), Cultural Heritage (CH), and General Operating Support (GOS) panels, which took place in September 2023. No action is required.

Background

Panelists play a pivotal role in CAC’s grantmaking process, serving as the independent group of outside experts that review and evaluate applications. Staff works year-round to recruit and train a diverse and reputable roster of panelists from across the nation. Their biographies are on the following pages.

Panelist Selection

Staff identified, recruited, and vetted candidates through personalized outreach emails, references, and interviews to ensure alignment with CAC’s funding criteria and process. CAC also accepts panelist nominations through an open call on our website. This process resulted in a slate of respected regional and national leaders thoughtfully selected and qualified to evaluate grant applications. This year’s panels hosted a mix of returning (11) and new (18) panelists. The group is diverse in artistic/management expertise, race/ethnicity, gender, and age:

Panelist Race	
Asian or Asian American	10%
Black or African American	18%
Hispanic or Latino/a/x	18%
Multiracial	3%
White or European American	48%
Did not disclose	3%

Panelist Age	
25-30	21%
31-40	45%
41-50	21%
51-60	7%
61-70	3%
70 and over	3%

Panelist Gender	
Female-identifying	69%
Male-identifying	31%

Disability status	
Living with a disability	21%
Not living with a disability	72%
Prefer not to answer	7%

Panel Review Process

Panelists received all application materials and access to our online system in mid-August. Every panelist participated in training webinars and was provided with handbooks to ensure all were prepared to serve. Panelists deliberated and scored each application in accordance with the funding criteria in the 2024 grant guidelines. The live panel review meetings for General Operating Support, Project Support, and Cultural Heritage were held on September 19-20, 2023, as public live Zoom meetings. The panels were recorded and will be made accessible via [CAC's YouTube page](#). Written Project Support panel comments will be posted on CAC's website.

Panelist rosters were made available to the public on the first day of each public panel meeting in audience guides which are linked below.

- [General Operating Support & Cultural Heritage](#)
- [Project Support Live](#)
- [Project Support Written](#)

Panelist Feedback

At the end of each public panel review meeting, panelists are given a chance to provide general feedback, which is publicly available via the YouTube recordings. All panelists are also asked to complete a survey following the close of panel. Below is some of the feedback offered about CAC's process that we will use to inform and improve our process.

100% of panelists felt that CAC set clear expectations about their role and responsibilities as panelists, and that CAC was clear in explaining and defining the Funding Criteria.

"The panelist orientation was extremely well organized, and I was both impressed and inspired by how you emphasized that equity and compassion are essential to the grantmaking process. It's been a great learning experience, and I loved getting a sneak peek into what Cuyahoga County's organizations are creating. Thank you for the opportunity!"

"I really appreciated the instruction to "lead with trust" as I think our panelists sometimes get too focused on the scores and lose sight of projects' potential."

"Thank you for the opportunity to participate in this panel review. It was inspiring to read about all the good arts and culture work happening in Cleveland. And I appreciate the thorough communication and training for this experience."

"Thanks for always bringing together great panelists and providing a thought-provoking process. And for being so supportive and making this process easy."

Cuyahoga Arts & Culture 2024 Panelist Biographies

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



Anel Arriola, she/her
Phoenix, AZ

Anel E. Arriola is the grants and systems manager at the Phoenix Office of Arts and Culture and a practicing mixed-media artist and storyteller. Her experience encompasses project management and community-based academic research. She holds a Master of Arts in Creative Enterprise and Cultural Leadership from Arizona State University.



Diego Barbosa-Vásquez, he/him
Bloomington, IN

Maestro Diego Barbosa-Vásquez is a Colombian-born Opera, Orchestra, and Ballet Conductor. He is the General Director of the Ostrom Opera Camp/Laboratory and Music Director of The Americas Chamber Orchestra. Referenced as "Musical Genius" and "synonymous of energy, knowledge, and confidence of high artistic quality" by the international press, he is Official Ambassador of Colombia, and has gained international recognition through his performances across the globe, by representing Latin America in conducting competitions and conferences.



***Brad Carlin, he/him**
Beaverton, OR

Brad Carlin is a Senior Consultant for TRG Arts and works with organizations of all sizes and disciplines in the US, Canada, and the UK. He also serves as the part-time Managing Director for the New York City based ensemble theatre SITI Company where he leads their legacy activities following the company's sunset after 30 years of teaching and performing across the globe. Prior to joining TRG, Brad was the Managing Director of Fusebox Festival in Austin, TX and has 20 years of experience in general management and fundraising for arts organizations.



**Astrid Caruso-Lynch, she/her
Seattle, WA**

Astrid Caruso-Lynch currently serves as Constituency Relations Officer at the University of Washington School of Music in Seattle, WA. Originally hailing from the Philadelphia area, she spent many years living in the Midwest, most recently in Indiana, where she completed a Master of Arts in Arts Administration at the O'Neill School of Public & Environmental Affairs at Indiana University. Astrid brings a wide range of arts experience, having worked as a professional musician as well as in nonprofit marketing and communications, administration, and development.



***Karla Centeno, she/her
San Diego, CA**

Karla is the Director of Education & Engagement at the Museum of Contemporary Art San Diego (MCASD). In this role, she provides external and internal strategic leadership to develop the Museum's educational initiatives, public programs, and community engagement. She is also Co-founder of *alofus*, an artist-run collective and online gallery.



***Lisa Harper Chang, she/her
Madison, AL**

Lisa Harper Chang, MSW, has worked in the community arts and nonprofit spaces for over 29 years, having served as Director of Community Projects at the Pulitzer Arts Foundation and Director of the Community Arts Training (CAT) Institute at the Regional Arts Commission of St. Louis. More recently, she has served as an Assistant Director of Religious Education at the Unitarian Universalist Church of Arlington and a consultant for nonprofits, including global health organizations and faith-based organizations. Lisa has served on boards including Prison Performing Arts, Perennial STL, Encore Stage, and Huntsville Bail Fund.



**Jennifer Cohn, she/her
Pasadena, CA**

Jenny grew up in the cornfields of Iowa and now resides in Los Angeles with her husband and 5-year-old son. She began her theatre career as a props designer before transitioning to marketing and patron services for the past decade. As a Consulting Analyst, Jenny supports clients in maximizing their data to understand audiences, increase revenue, and grow sustainability. Jenny holds a B.A. in Theatre from Tulane University and credits Totem Pole Playhouse for giving her theatre profession its start.



**Caity Cook, she/they
Philadelphia, PA**

Caity Cook is a dramaturg and arts administrator based in Philadelphia, PA. Caity has worked with not-for-profit theatres including Pig Iron Theatre Company, Cleveland Play House, Manhattan Theatre Club, and WP Theater. She is a writer, critic, and dramaturg with a focus on new play development and an interest in exploring gender, identity, and sexuality on stage.



**Keya Crenshaw, she/her
Reynoldsburg, OH**

Keya Crenshaw is the founder of Black Chick Media, LLC, a boutique consultancy that supports small business and organizations by providing tools and resources for growth. Not only has she been an arts leader and administrator for over 15 years, but she is also an actor, writer, and yoga instructor. Keya's poetry chapter, "Unbought & Unbossed: Black Womanist Resistance and the Power of Holding Space," was featured in the book, *A Love Letter to This Bridge Called My Back*, which was published in 2021 by The University of Arizona Press.



**Sheryl Doades, she/her
Ellettsville, IN**

Originally from New York and now based in Bloomington, IN, Sheryl has performed in, directed, and taught theatre and musical theatre across the U.S., Canada, and overseas. Sheryl holds her B.A. and B.F.A. in theatre arts and is currently pursuing her master's degree in Arts Administration at the O'Neill School of Public and Environmental Affairs at Indiana University Bloomington.



**Dominique Feloss, she/her
Atlanta, GA**

Dominique is the Program Associate for Income, Wealth, and Arts for the Community Foundation for Greater Atlanta. Her previous experiences as a library senior, grassroots organizing associate, and horticulturist allows her to view the community through multi-perspective lenses. She continues to service the metro-Atlanta area through assisting to provide grant opportunities to organizations that center advocacy, racial equity, and arts/arts activism.



**Julia Franklin, she/her
Des Moines, IA**

Julia Franklin is an installation artist who uses found objects to tell the stories of what we leave behind. She creates at Mainframe Studios in downtown Des Moines, Iowa, and serves as the Community Investment Specialist for Operating Grants at Bravo Greater Des Moines.



***Michael Greer, he/him
Bainbridge, WA**

Michael Greer is the President & CEO at ArtsFund in Seattle, WA. ArtsFund's mission is to support the arts through leadership, advocacy, and grantmaking in order to build a more healthy, equitable, and creative Washington. Prior to his role at ArtsFund, Michael lead a number of nonprofit and for-profit organization across the world including India and China. He holds degrees in economics, education, and an M.B.A. from the Wharton School and also spent his early career as a professional ballet dancer, training and performing at many of the world's top institutions.



***Deonté Griffin-Quick, he/him
Linden, NJ**

Deonté is a nationally recognized, award-winning actor, arts administrator and consultant with a proven track record of envisioning and implementing change at the local and regional level. Currently, he serves as the inaugural Managing Director of External Affairs at the Artist Communities Alliance.



***Ruby Harper, she/her/ella
Silver Spring, MD**

Mexican, Mother, Wife, Dancer, Photographer, Poet and Social Justice Warrior. Ruby is the Executive Director of the Craft Emergency Relief Fund (CERF+). Ruby's work has included external equity strategies and field education, leadership development, local arts advancement, and cohort building for the local arts agency field, arts and culture administrators, and arts marketers. Ruby's background includes experience in supporting individual artists, community development, economic development, cultural tourism, and public art.



**Ethan Hayden, he/him
Erie, PA**

Ethan Hayden is a musician, educator, and arts advocate based in Erie, PA. He is the Program Officer of Arts & Learning at Erie Arts & Culture, where he administers creative arts-in-education initiatives aimed at learners of all ages. He is an champion of emerging, underrepresented, and experimental artists throughout the Rust Belt.



***Leslie Holt, she/her
Takoma Park, MD**

Leslie Holt is an artist and educator who exhibits internationally and is represented by David Lusk Gallery in Memphis. She has a BFA in Painting from Washington University in St. Louis and an MFA in Painting from Washington State University in Pullman, WA. She has taught on the college level for over 15 years and now primarily teaches in community settings. Leslie is also the creator of Neuro Blooms, a project which uses art to make mental health conditions visible and beautiful. She is Co-director of Red Dirt Studio, a warehouse studio for independently practicing artists and creative professionals in Mt. Rainier, MD.



***Celia Hughes, she/her
Austin, TX**

Celia Hughes has over 35 years of experience working in the arts - mainly focused in theater, film and music - as teacher, producer, artist and administrator. She has also worked alongside people with diverse disabilities for over 30 years. In her role as Executive Director of Art Spark Texas, she develops and oversees inclusive arts programs in partnership with organizations across Texas. Ms. Hughes is a professionally trained audio describer, and serves on the SME Committee that is developing certification criteria for professional describers. She holds a Master of Public Affairs from the LBJ School of Public Affairs, University of Texas at Austin, and a Bachelor of Arts, Speech Pathology from the State University of New York College at Plattsburgh.



**Maria Iafelice, she/her
Findlay, OH**

Maria Iafelice is a freelance consultant dedicated to making art accessible and building capacity with mission-driven organizations. She serves on the Board of Directors at the Collingwood Arts Center, the Artist Services Committee at The Arts Commission, the Board President at Public Works Collaborative, and is the Visual Arts Chair for the Black Swamp Arts Festival. She earned a M.A. and B.A. in art education from Kent State University.



Asif Majid is a scholar-artist-educator-consultant working at the intersection of racialized sociopolitical identities, multimedia, marginality, and new performance, particularly through devising community-based participatory theatre and addressing the nexus of Islam and performance. His performance credits include work with the Kennedy Center (US) and the Royal Exchange Theatre (UK), among others, and he can be found online at www.asifmajid.com.

***Asif Majid, he/him
Hartford, CT**



Karen Maner is a creative nonfiction writer and the Director of Grantmaking at Culture Works. Born and raised in Dayton, she completed her MFA at Eastern Washington University, where she served as the region's Poetry Out Loud coordinator and the assistant coordinator of Get Lit!—a nonprofit that engages the Inland Northwest in the celebration of the written word through educational outreach and community events. Since returning to her hometown, she's dedicated herself to organizations that unite the community through storytelling, arts, and culture, including the Friends of the Dayton Metro Library, UpDayton, and TEDxDayton.

**Karen Maner, she/her
Dayton, OH**



Lisa Much is currently a nonprofit events, fundraising, and operations consultant. Her background is predominantly in community development, having worked for Ohio CDC Association for nine years, and theatrical stage management. She has a BA in Sustainable Theater Management from Green Mountain College and is currently pursuing her Master's in Public Policy & Management from the John Glenn College at The Ohio State University.

**Lisa Much, she/they
Columbus, OH**



Penny is a New York-based playwright, producer and arts administrator, born and raised in Hong Kong. She has worked at organizations such as Theatre Communications Group and the Dramatists Guild.

**Penny Pun, she/her
Bronx, NY**



**Linda Ryan, she/her
Brooklyn, NY**

Linda Ryan is a choreographer, researcher, video artist, and facilitator based in Brooklyn, NY. She is currently an artist-in-residence in video art at BRIC. Outside of artmaking, her experience in the art ecosystem is broad and includes arts & cultural strategy, dance medicine, cultural equity, and creative placemaking for the digital world.



***Christopher Schram, he/him
Kalamazoo, MI**

Christopher Schram serves as the Director of Development for the Kalamazoo (MI) Symphony. He has served in nonprofit arts leadership and development positions for over 25 years. Christopher has served on grant review panels for the Southern Arts Federation, the states of Florida and Michigan and the cities of Chicago, San Diego, Indianapolis, and Miami Beach.



***Michael Smith, he/him
Wexford, PA**

Michael A. Smith is a Program Officer at The Fine Foundation, based in Pittsburgh, PA. Michael received his Ph.D. from Duquesne University, where his dissertation focused on geocriticism, placemaking, literature, and the American railroad. Michael serves on the board of PA Humanities, on the Modern Language Association's Committee on Honors and Awards, and on the Finance committee of the Franciscan Volunteer Ministry. He has served on review panels for The Whiting Foundation and previously worked at the Pittsburgh Cultural Trust in government relations and institutional philanthropy.



**Frances Tortorich, she/her
Memphis, TN**

Frances Tortorich, CFRE, has more than a decade of experience in nonprofit funding and administration. She has extensive knowledge in all aspects of fund development, with a focus on operational efficiencies, relationship building, and increasing giving across all channels. She earned her master's degree in arts administration from the O'Neill School of Public and Environmental Affairs at Indiana University (Bloomington, IN) and her bachelor's degree from Lyon College (Batesville, AR).



**Elena Velasco, she/ella
Alexandria, VA**

Elena Velasco is a theatre artist whose work is grounded in decolonized, consensus-organized processes, predominantly serving DC and Greater Boston. Her credits include Convergence Theatre (Founding Artistic Director), GALA Hispanic, 1st Stage, Synetic Theater, Keegan Theatre, NextStop Theatre, Arts on the Horizon, Kennedy Center’s New Visions New Voices, and Central Square Theatre. A commissioned playwright and researcher, she has written for Routledge, Intellect Books, and several TYA musicals. She was the 2023 recipient of the SDCF Barbara Whitman Award and is an associate theatre professor at Bowie State University.



**Levon Williams, he/him
Reston, VA**

Levon Williams is an Equity, Inclusion, and Antiracism Consultant for Nonprofit and Arts & Culture Organizations. He was formally a Diversity, Equity, Accessibility, and Inclusion (DEAI) Senior Fellow for the American Alliance of Museums’ Facing Change Initiative, working directly with museum boards to create more inclusive and equitable board cultures. Since 2020 Levon has collaborated with Arts & Culture nonprofit leaders and staff in support of reaching their equity, inclusion, and antiracism goals.



**Board of Trustees
2024 Meeting Schedule**

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

Date	Location
Wednesday, February 21	TBD
Wednesday, April 17 Annual Meeting	TBD
Wednesday, September 11	TBD
Wednesday, November 20 Approval of 2025 General Operating Support, Project Support, and Cultural Heritage grants	TBD
Wednesday, December 18 3:30pm, executive session for personnel matters	TBD