



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
SPACES, 2900 Detroit Ave, Cleveland, OH 44113
Wednesday, September 12, 2018, 4:00 pm

- 1. Opening of the Meeting**
 - a. Call to order
 - b. Roll Call
 - c. Approval of Board Meeting Minutes
 - i. June 12, 2018
 - ii. August 31, 2018
- 2. Public Comment on Today's Agenda**
- 3. Executive Director's Report**
- 4. President's Update on ED Search**
- 5. Action Items and Reports – Grantmaking**
 - a. **Support for Artists**
 - i. Progress report on Support for Artists programs
 - ii. **Action item:** Amendment to the previously approved grant to the Center for Performance and Civic Practice to increase grant amount from \$36,000 to \$48,000 in order to include a stipend to artists as part of the program.
 - iii. **Action Item:** Approval of a slate of projects, managed by six nonprofit partners that will provide support to Cuyahoga County artists.
- 6. Action Items and Reports – Finance and General Business**
 - a. **Finance Report**
- 7. Public Comment**

Next Regular Meeting: November 13, 2018, 5:00 pm
Location TBD
- 8. Adjourn**



Minutes of the Regular Meeting of the Board of Trustees
Tuesday, June 12, 2018

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:01 pm in the Miller Classroom, Idea Center, 1347 Euclid Avenue, Cleveland.

The roll call showed that Trustees Avsec, Garth, Gibbons, and Sherman were present. It was determined that there was a quorum. Trustee Miller arrived at 4:10.

Also in attendance were: CAC staff: Jill Paulsen, interim CEO + executive director; Meg Harris; Roshi Ahmadian; Heather Johnson-Banks; Luis Gomez; Dan McLaughlin; and Jake Sinatra; Mike Sharb, attorney with Squire, Patton, Boggs; and Brian Broadbent and Judy Tobin with Business Volunteers Unlimited.

1. APPROVAL OF MINUTES

Motion by Trustee Gibbons, seconded by Trustee Avsec, to approve the minutes from the April 10, 2018 meeting. Discussion: None. Vote: all ayes. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

Sean Waterson (CPAC board member) made a comment about CAC's artists calendar and directory.

3. INTERIM EXECUTIVE DIRECTOR'S REPORT

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

4. FINANCE REPORT

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

5. CONNECT WITH CULTURE

Mr. Gomez introduced Kimberly Deichler, Executive Director of Contemporary Youth Orchestra, who spoke about the impact of CAC funding and a focus on diversity and equity on the organization.

6. BOARD ACTION

Motion to Approve Contract with CPCP for Artist Services

Ms. Harris asked the Board to approve a contract with Center for Performance and Civic Practice (CPCP) in an amount up to \$36,000 to continue the partnership with 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.

Motion by Trustee Gibbons, seconded by Trustee Garth, to approve a contract with CPCP for artist services. Discussion: None. Vote: All ayes. The motion carried.

7. PUBLIC COMMENT

There were no public comments.

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

8. WORK SESSION: PLANNING FOR A SEARCH PROCESS

Board members and staff, led by Trustee Avsec, engaged in dialogue with Brian Broadbent and Judy Tobin of Business Volunteers Unlimited (BVU) about best practices for a search process to fill the CEO + executive director role. Discussion ensued.

Trustee Gibbons moved to create a Search Firm Team—made up of Trustee Avsec, former Trustee Steven A. Minter and Trustee Sherman—to search for and interview firms to conduct a national search to replace the CEO + executive director. The search firms will preferably be expert in the public sector and more preferably in the public sector related to the arts. Trustee Avsec seconded the motion. Vote: all ayes.

Trustee Avsec moved that the Search Firm Team consider a Cuyahoga County-based firm in this search. Trustee Garth seconded. Votes: Avsec: aye; Garth: aye; Gibbons: aye; Miller: aye; Sherman: abstain.

9. BOARD ACTION

Resolution of Appreciation for Joe Gibbons

Staff and Board recognized Trustee Gibbons' tenure at CAC with a [resolution](#).

10. 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 6:26 pm

Joe Gibbons, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees



Minutes of the Special Meeting of the Board of Trustees
Friday, August 31, 2018

A special meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 12:01 pm in the Miller Classroom of the Idea Center at Playhouse Square, 1375 Euclid Avenue, Cleveland.

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

Also in attendance were: CAC staff: Jill Paulsen, interim CEO + executive director; Jake Sinatra and Meg Harris.

OATH of OFFICE

Trustee Sherman administered the oath of office to Gary Hanson who was appointed to the Board of Trustees on June 26, 2018 by County Executive Armond Budish. Mr. Hanson affirmed he would honestly, faithfully, and impartially perform his duties while serving as a Trustee of Cuyahoga Arts & Culture.

BOARD ACTION

Trustee Avsec provided an update on behalf of the Search Firm Team, which was comprised of Avsec, Trustee Sherman, and former CAC Trustee Steven A. Minter. Trustee Avsec stated that the Team had received and evaluated proposals from five executive search firms, including one located in Cuyahoga County. Based on the review of the proposals, the Team chose to interview two search firms. Trustee Avsec stated that while both firms had good proposals, Arts Consulting Group (ACG) provided extraordinary responses to the interview questions. Additionally, the commitment to diversity demonstrated by ACG not only in its proposal and interview but in the make-up of its staff, again confirmed that ACG was best situated to lead CAC's search for its next executive director. Trustee Avsec said that ACG was committed to providing a diverse pool of qualified applicants and had long, deep and broad experience in the area of executive searches in arts fields. Trustee Avsec stated that the Search Firm Team was unanimous in its recommendation to hire Arts Consulting Group to carry out the search on behalf of CAC.

Motion by Trustee Avsec, seconded by Trustee Miller, to approve the selection of Arts Consulting Group to conduct the search to fill the position of executive director for Cuyahoga Arts & Culture. Discussion: none. Vote: all ayes. The motion carried.

Motion by Trustee Avsec, seconded by Trustee Hanson, to approve a contract with Arts Consulting Group in an amount up to \$60,000, inclusive of direct expenses. Discussion: none. Vote: all ayes. The motion carried.

In addition, Trustee Sherman made a call for community input. She asked that CAC share contact information for ACG search lead Bruce Thibodeau and herself so that individuals interested in providing input may do so.

ADJOURNMENT

Motion by Trustee Hanson, seconded by Trustee Avsec, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 12:15 pm.

Charna Sherman, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees

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

Welcome to our September meeting.

It's been a busy summer at CAC and a lively one for arts in our County.

I am pleased to share with the Board that our small team has been working hard and going above and beyond in this time of transition to make real progress on all of our annual team objectives.

Today's meeting has two focal points. The first will be led by Trustee Sherman. She will give an **update on the executive director search process**, as well as introduce the selected search firm: Arts Consulting Group. Thank you for making time to attend the public special meeting last week to approve this contract.

Second, the CAC staff – led by Jake and Roshi - will present a brief **progress update on our Support for Artists work**. We will ask the Board to approve two action items at its meeting 1) a slate of six nonprofit partners who will help us deliver support/services and artists in 2018-19; and 2) amending a previously-approved contract to Center for Performance and Civic Practice to ensure that artists receive stipends for their participation in the program (which will launch later this fall). To learn more about these projects and all our work to support artists, see the Artist memo this is packet.

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

- The team is finalizing details for our **2019 Project Support panel** which will be held in early October. Luis, Heather, Dan and India have recruited and are busy training an impressive slate of nearly 30 panelists who will evaluate more than 200 applications. We encourage you to attend or listen online; I'll send details in advance.
- There is also a memo in the packet providing you an **update on our early-stage planning for 2020-21 General Operating Support**. We do not anticipate proposing major changes and will endeavor to keep the allocation at the previously recommended \$10.2 million annually, as tax receipts allow. See the GOS memo for additional details and kudos to Heather on our team for leading this initial work.
- Finally: CAC staff is committed to **living our organizational value of equity** – with a specific focus on racial equity. The Staff Report in this packet outlines multiple ways that we are moving from awareness to action, operationalizing our commitment to reducing inequities in our work. Interested in learning more? Please let me know. We welcome Board participation in this important work.

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

CAC Board Meeting September 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 June 2018 Board meeting.

GRANTMAKING / Connecting with artists and organizations

Project Support 2019. Applications for Project Support were due August 9th at 4:30 pm. We received a total of 230 Project Support (PS) applications (74 PS I and 156 PS II). This represents CAC's largest set of applicants ever and is the result of a full-team effort this summer, including:

- Five in-person workshops held at our cultural partners' locations, including an evening workshop and a weekend workshop. Total attendance: 131
- Nine rounds of office hours for applicants to meet one-on-one with CAC staff to address their organizations' applications and specific questions.
- Reminder emails and personal phone calls, fielded by the entire CAC team.
- Countless technical assistance phone calls and emails between CAC staff and applicants.
- Five technical assistance videos created to assist applicants with their application.
- A first for CAC: a live-streamed eligibility workshop broadcast via Facebook to help us reach potential applicants who could not attend in person.

Panels Slated for October. 29 panelists have been recruited for PS I and PS II. CAC's in-person, public grant review panel will be held in the Miller Classroom at Idea Center the week of October 1 (look for an invitation from CAC staff soon). For a third year, our Project Support II panel will be conducted completely online and does not meet in person.

General Operating Support. Mid-Year Reports for 2018 are received and undergoing review. Heather, Luis and Dan continue to conduct site visits – seeing cultural partners in action and sharing updates about CAC's work.

In addition to managing the cohort of 61 organizations currently receiving operating support we are already planning for the 2020-21 General Operating Support grant cycle. We anticipate that the program will remain mostly unchanged. Yet per our normal practice, we have already begun exploring how we can *continuously improve* the General Operating Support for 2020-21 (making it more accessible and/or predictable, as well as better integrating our value of equity into the program). To get us started in this work, Heather led thoughtful benchmarking research that compares the funding formula used by CAC to that of a dozen other public agencies nationwide. This information serves as important grounding as we look ahead. In addition, the full team will continue to seek feedback on the program from longtime, new and potential grant recipients before bringing the GOS 2020-21 guidelines to the Board for its review and approval in April of next year. For further details, see the GOS memo in this Board packet.

Neighborhood Connections. The deadline to apply for the latest cycle of Neighborhood Connections funding was August 10. Neighborhood Connections received more than 120 applications this round. A committee of Cleveland and East Cleveland residents is reviewing the applications and will select projects eligible for funding. CAC will select projects that are arts and cultural in nature for co-funding, and will announce these grants at the November Board meeting.



NC + CAC in Action: *LatinUs Theater's cabezones (big heads) were a prominent part of the Puerto Rican parade (August 6) and La Placita (August 18). Cabezones are popular at festivals in the Caribbean, Central America and throughout Latin America. LatinUs Theater's Big Cabezas Project is co-funded by CAC through a grant from Neighborhood Connections.*

Arts & Culture Network Night. On June 6, CAC and Neighborhood Connections co-hosted Arts & Culture Network Night at IngenuityLabs at the Hamilton Collaborative, the home of Ingenuity Festival. Over 50 people attended – representing 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. Discussion topics included support for artists, starting an artistic business and how cultural institutions can best engage with communities.

The final Arts & Culture Network Night of the year is the evening of October 18 at Near West Theatre. Please join us for this gathering!

During "Business of the Network" at Network Night, participants host a conversation around a question.

One of the conversations was, *"How can cultural institutions best engage with community to understand what they want and or need?"* This conversation included representatives from cultural institutions that receive GOS funding from CAC.

The conversation touched on issues of affordability. Not all residents can afford to visit arts or cultural institutions, and there are only so many "free days" per year. Lance Colie (Cleveland Museum of Natural History) mentioned that his museum offers free family passes through Cleveland Public Library branches. One of the residents in the conversation followed up with Lance this summer and shared with him that she used the free family passes to bring 12 kids from Riverside Park (CMHA) to visit the museum.

Neighborhood Connections' [community organizing practices](#) make these conversations between residents and cultural partners possible. These stories demonstrate how this new way of working helps CAC to connect residents and arts organizations.

Racial Equity Institute for Cultural Partners. In early 2018, Cuyahoga Arts & Culture announced that it would cover the cost of half-day "groundwater" presentations by the Racial Equity Institute, in partnership with [Cleveland Neighborhood Progress](#). Offering these trainings – and ensuring that all our board and staff participate - is an important action that affirms and begins to demonstrate our organizational commitment to equity. We extended this offer for up to five staff and/or board members from organizations who are currently receiving a CAC grants. To date, **140 people representing at least 40 cultural partners have participated** in or registered for this learning opportunity. Others participated in the program prior to this offer. Due to the popularity of the trainings and our desire to ensure that as many of our cultural partners as possible share this important grounding in racial equity, we will continue to offer free admission to the half-day "groundwater" training. CAC will also offer free admission to the 2-day "Phase I" and the full-day Latinx Challenge for the remainder of 2018. Interested or want to learn more? Contact project lead Luis.

Support for Artists: Initial Partners Selected. This summer, staff has taken steps to develop Support for Artists according to Board-approved workplan. This work culminated in late August with the selection of a short list of initial partners to deliver support and services to Cuyahoga County artists as outlined in the SFA memo in this Board packet. In addition, staff has:

- Confirmed and trained 5 Artist Network Leaders: a team of local leaders representing diverse communities (artistic disciples, race, age, gender), 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. Here's a bit about this robust group:



Sandra Albro, research associate, Holden Forests & Gardens

Sandra investigates how improving soil and plants can boost the ecological and social value of vacant lots in Great Lakes cities. She is project manager for Vacant to Vibrant, a project to develop low-cost, low-maintenance urban greening practices for vacant lots to manage stormwater and help revitalize communities. Sandra also serves as co-chair for the Cleveland Tree Coalition, a group of more than 40 businesses, organizations, and branches of local government that are working to implement the Cleveland Tree Plan.



Jason Estremera, associate director, Northeast Ohio Hispanic Center for Economic Development

Jason Estremera manages NOHCED's education and outreach programs, assisting entrepreneurs and small business owners with business development. Prior to his experience at NEOHCED, Jason worked in retail banking. Jason is a member of Teatro Publico de Cleveland and most recently joined Cleveland's LatinUS Theatre group. He also serves on the Board of Directors for the Cleveland Public Theatre, the Young Professional Advisory Council at JumpStart, the Gordon Square Economic Development Committee and on the Lakewood Citizens Advisory Committee.



Vince Robinson, pianist, photographer, poet

Vince Robinson is a multi-disciplinary artist. In 1997, he formed his group Vince Robinson & The Jazz Poets. The group has performed on various stages, including the Rock and Roll Hall of Fame and Museum, Nighttown and WVIZ-TV's television show *Applause*. He also serves as the Musical Director for Mwatabu Okantah's Muntu Kuntu Energy and is a member of the Latin-fusion group Timbara. Vince is the owner of

Larchmere Arts, a photography studio, art gallery and performance venue. Additionally, he is an accomplished poet, appearing in publications and on stages around Cleveland.

Kate Snow, printmaker, painter, and co-director, Zygoté Press



Kate Snow is a printmaker and painter with extensive experience in the nonprofit sector through both employment and executive board leadership. Previous work with organizations such as Heights Arts has included gallery and board management, development, and program coordination. In 2017 she joined the Collective Arts Network to lead development and outreach efforts for CAN Triennial. She has been a teaching artist for organizations throughout the city including Art House, Boys & Girls Club, Lake Erie Ink, CHUH public schools, Heights Arts, and Zygoté Press, among others.

Jacinda Walker, founder, designExplorr



Jacinda Walker is the founder of designExplorr, an organization that celebrates design learning by creating opportunities that expose youth to design. Recently, she served as Chair of AIGA’s Diversity & Inclusion Task Force. She earned both her AAB and BFA in graphic design from the University of Akron and her MFA in Design Research and Development from The Ohio State University. Her research explores diversity in design disciplines and investigates strategies to expose underrepresented youth to design careers. Jacinda is a strong advocate for young people and proudly mentors several design students on portfolio presentations, professional development and career planning.

- CAC also continued its planning with **Center for Performance and Civic Practice** to launch in Q4 the Learning Lab (a program for up to 12 artists and 12 nonprofit partners). Note that we are also asking the Board to approve an additional, modest amendment to this previously approved grant in order to support more artists and involve local nonprofits, as outlined in the enclosed memo.
- Launched the ClevelandArtsEvents.com **Artist Calendar & Directory**. CAC’s Artist Network Leaders (presented above) are in the process of announcing this opportunity to their networks of individual artists. All residents of Cuyahoga County who identify as artists can join the network by creating a profile on CAC’s ClevelandArtsEvents.com website. CAC plans to compensate each artist \$25 for creating a profile on our calendar and directory for a total investment of no more than \$10,000.

RAISING AWARENESS / Connecting with residents

Report from the Community. On July 10 we released our latest [Report from the Community](#) highlighting stories and impact numbers from the past year. Even with a simplified / shorter format, CAC staff ensured a widespread distribution to share stories of CAC-funded organizations and the agency’s impact:

- In addition to the online version, staff mailed hard copies to more than 550 cultural partners, key community leaders, media and elected officials.



- Staff used the report as an opportunity to meet with key stakeholders, including local funding peers, community leaders and elected officials.
- In its first two weeks of release, the report was viewed more than 1,100 times online.
- An additional 4,800 subscribers read about the report via e-mail and hundreds connected with the stories and data through an engaging social media campaign on our Twitter, Facebook and Instagram.

We will continue to pitch stories from the report to local media and share the print piece in meetings and at local events over the coming months and we invite you to share with your networks. To request additional print copies of the report, contact us at 216-515-8303 or visit www.cacgrants.org/2017.

ClevelandArtsEvents.com Summer Awareness Campaign. With the launch of our Report from the Community in early July (see above), staff kicked off a summer campaign to drive awareness of and engagement with our online events calendar and brand: www.ClevelandArtsEvents.com. Through the annual report, paid and earned media, a robust social media plan and videos, the campaign resulted in (from early July to late August):

- nearly 11,000 website visitors (an average 1,200 active visitors per week),
- nearly 30,000 pages viewed on the website,
- visitors stayed for an average of 90 seconds, on par with industry average.

For a new website (launched in Q1 2018), this is a strong result and demonstrates the value of our consistent and dedicated efforts to connect Cuyahoga County residents to the events we fund. In addition, the most visited pages during the campaign were the “classified” section listing job postings, the free event listing page, and many popular events, which benefited from up to 1,000 or more unique views.

In addition to the website, engagement was bolstered by our new Cleveland Arts Events pages on Facebook, Twitter and Instagram. These pages were created earlier in Q1 2018, and since have seen meaningful growth through regular posting led by our communications interns and through modest paid social campaigns. Key results from July-August include:

	Page Reach (Fans/Followers)	Engagement (Likes/Shares/Comments)
Facebook	567	101
Twitter	17	101
Instagram	997	857

We will leverage this data and the results of this campaign to inform our event / website promotions going forward. We encourage you to visit www.ClevelandArtsEvents.com for more information.



Star Spangled Spectacular. The Cleveland Orchestra receives a special grant to provide a free concert for the residents of Cuyahoga County called Star Spangled Spectacular. The 2018 concert took place on July 6, at Mall B. Thousands gathered to hear the Orchestra play patriotic classics and even more were able to experience the concert through ideastream’s live stream. There was extensive media coverage of the event and educational opportunities at two county library locations also contributed to community engagement in the event.

Greater Cleveland Interfaith Alliance Panel Participation. On June 11, Luis participated in a panel for the Greater Cleveland Interfaith Alliance. The purpose of the panel was to provide individuals from faith-based organization with information about funding opportunities. Luis spoke about our Project Support program, focusing on our eligibility criteria. The panel was led by Janus Small Associates. Other organizations that participated in the panel were Neighborhood Connections, ioby (In Our Backyards), Self-Development of People Committee, and the United Black Fund.

Videos. CAC staff members created two videos to connect with residents. The first video is a behind-the-scenes look at TapeScape-Sticky Science at the Great Lakes Science Center, hosted by CAC Program Manager, Heather Johnson-Banks. Our next video highlighted our CAC teammate, Luis Gomez, giving residents and cultural partners an opportunity to connect with the team. To view the videos visit <https://www.youtube.com/user/cacgrants>



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:

- [Cleveland Orchestra Announces Additional Details Of 2018 Star-Spangled Spectacular](#) – *BroadwayWorld.com* “This year's Star-Spangled Spectacular brought to you by Cuyahoga Arts & Culture and sponsored by KeyBank will be held on the spacious Mall B, located at 300 St. Clair Avenue, Cleveland,” (June 2018)
- [Your Red Hot Summer HeatMap: Cleveland’s 24 Hottest Festivals and Events](#) – *Fresh Water Cleveland* “...Check out Cleveland Arts Events by Cuyahoga Arts & Culture (CAC), which connects you to Cuyahoga County’s vibrant arts and culture scene.” (July 2018)
- [Cleveland embraces its rich tapestry of immigrants, with a little help from Cuyahoga Arts & Culture](#) – *Fresh Water Cleveland* “Take a visual journey through the great work of five organizations highlighting Cleveland’s immigrants with grants from Cuyahoga Arts & Culture.” (August 2018)
- [Cuyahoga Arts & Culture adds Gary Hanson to its board](#) – *Crain’s Cleveland Business* “The board of trustees for Cuyahoga Arts & Culture is back at full strength.” (August 2018)

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

BUILDING INTERNAL CAPACITY

Summer Internships. The end of summer brings the close of two successful communications summer internships with rising senior Kaitlyn Carr and recent graduate Cinthea Fields of Baldwin Wallace University. Throughout the summer, Cinthea and Kaitlyn worked to support a series of projects to enhance the visibility of ClevelandArtsEvents.com, and offered additional administrative support. CAC is pleased to have Cinthea accept an offer to extend her internship through the remainder of 2018. She will continue to increase CAC's social media promotion and visibility.



Cinthea Fields

Continuous Improvement/Commitment to Learning.

- **Jill** participated in a CEO session in St. Paul, MN at the end of July via Grantmakers for Effective Organizations. It was a good, invite-only opportunity to connect with a dozen other funding colleagues and highlight CAC on a national stage. The gathering focused on [shaping organizational culture at moments of change/transition](#) – a well-timed discussion for CAC.

Last month, Jill completed a Philanthropy Ohio's Putting Racism on the Table, a six-month program with funders from across the state committed to identifying and addressing systemic racism in their work. Jill also serves on this grantmaking association's diversity, equity and inclusion committee.

- **Jake** served as a panelist in July for the Arts & Cultural Council of St. John's County, Florida, where he reviewed and scored 38 diverse applications focused on tourism marketing. Through this experience he broadened his panel experience, learned about grantmaking practices, and connected with national peers.

In August, Jake also was selected to attend the Artists Thrive Summit in Berea, Kentucky with 150 fellow artists, funders, and nonprofit leaders. The second-annual summit focused on the needs and assets of artists in community and included workshops and seminars to develop and implement frameworks for continued growth and national best practice.

- **Luis and Dan** worked with City Parks Alliance (Washington, DC) and a committee of local partners to plan the [Cleveland Parks Study Tour](#). The tour was the weekend of September 6 - 8. A morning panel featured three of CAC's cultural partners (**Hispanic Business Center, Larchmere Porchfest, Mt. Pleasant NOW Development Corporation**) who presented to an audience of nearly 40 urban parks professionals from 19 cities. The panelists shared how their work is activating urban parks and other public spaces as well as offering culturally-relevant, neighborhood-specific programming and equitable access to safe, vibrant and active neighborhood spaces.

Commitment to Equity. Representatives from the Cuyahoga County Board of Developmental Disabilities led an inclusion presentation for the CAC staff. CCBDD offers this opportunity for free to

organizations interested in learning more about creating a culture of inclusion for individuals with disabilities. Staff participated for their own learning and to recommend to cultural partners interested in learning as well.

Team Learning. Cuyahoga County is fortunate to have many diverse organizations benefitting from CAC funding. In July the CAC team went to the Intermuseum Conservation Association to learn about their work and gain an understanding of their role in our arts and culture community. This visit is just one example of the dozens of site visits and cultural events that CAC's team conducts/attends every quarter.

Implicit Bias Tour at Cleveland Museum of Art. On June 6, CAC staff participated in an implicit bias tour at the Cleveland Museum of Art organized by Philanthropy Ohio. The group of over 30 funders participated in a discussion of art works to demonstrate how we all operate with implicit bias. The training is was a pilot that CMA will likely offer to others in the future. It was powerful to see how one of our cultural partners is working through its mission to understand and address implicit bias.

FINANCIAL UPDATE

Revenue. Revenue through August 31 was \$9,290,588. This figure is \$368,412 (3.85%) below forecast and \$4591,897 (6.0%) below revenue for the same period in 2017. Interest revenue through August was \$153,163. This figure is slightly above forecast for the period.

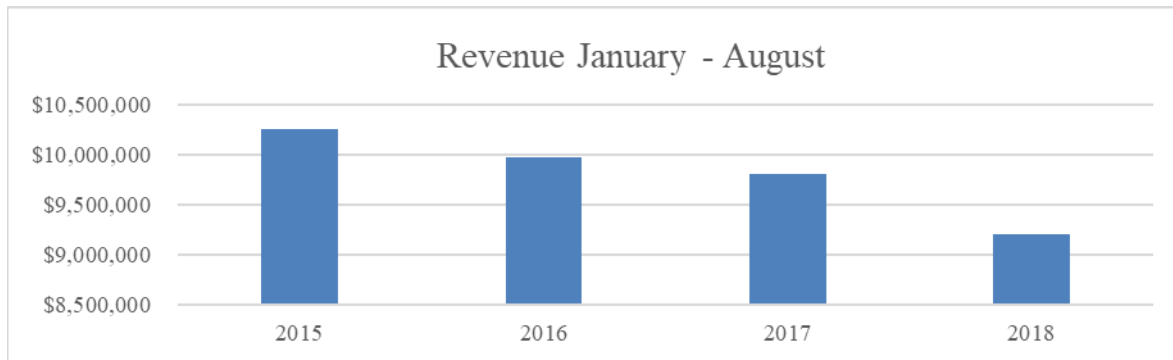
Expenditure. Cash disbursements through August were \$11,276,692. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2018 in January. We will draw down the balance sheet accounts as we remit payments to our cultural partners.

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

- RedTree Investment Group: \$15,377,437 (target yield 1.49% avg. maturity 1.06 years)
- STAR Ohio: \$2,222,823 (overnight yield 2.14%)

Budget Projections at Year End

Based on tax receipts to date, it is projected that 2018 tax receipts will be \$400k-500k below budget. Year-to-date revenue is 6.0% lower than it was through August 2017. Based on past revenue receipt trends for 2015, 2016 and 2017, year-over-year revenue changes for eight months tend to hold steady. Therefore, it is unlikely that we will see this trend reverse.



Year	2015	2016	2017	2018
Revenue Jan-August	\$ 10,254,015	\$ 9,965,236	\$ 9,801,486	\$ 9,209,588
Change for Jan-August	-4.2%	-2.8%	-1.6%	-6.0%
Change year-over-year @ YE	-4.4%	-7.6%	-1.6%	

Expenditures are tracking under budget due to a number of factors including the open ED position, timing of expenditures allocated for Support for Artists program as well as funds allocated for emergent programs related to our community planning. Please note that we have committed to carryover unexpended dollars related to the Support for Artists from 2018 to 2019. The budget for this program was \$400k in 2018 with the same commitment for FY19.

Looking forward to the FY2019 budgeting process, we anticipate a fairly similar budget to 2018 with commitments to the General Operating Support and Project Support programs holding steady at \$10.2mil and \$1.9mil. as well as continued status quo staffing levels and professional service contracts.

Cuyahoga Arts & Culture				
Through 8/31/18				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 9,209,588	\$ 9,578,000	\$ (368,412)	96.15%
Interest	\$ 153,163	\$ 139,900	\$ 13,263	109.48%
Other revenue	\$ 8,583	\$ -	\$ 8,583	
Total Revenue	\$ 9,371,334	\$ 9,717,900	\$ (346,566)	96.4%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 285,854	\$ 313,587	\$ (27,733)	91.2%
Grant Panel Expenses	\$ 2,183	\$ 4,250	\$ (2,067)	
Grant Management Expenses	\$ 46,256	\$ 86,210	\$ (39,954)	53.7%
Awareness Activities	\$ 24,532	\$ 49,500	\$ (24,968)	49.6%
Grants**	\$ 12,114,794	\$ 12,305,410	\$ (190,616)	98.5%
Total A&C Exenditures	\$ 12,473,619	\$ 12,758,957	\$ (285,338)	97.8%
General & Administrative				
Salaries, Wages and Benefits	\$ 232,703	\$ 261,587	\$ (28,883)	89.0%
Facilities, Supplies, Equipment	\$ 64,797	\$ 81,250	\$ (16,453)	79.7%
Professional Fees	\$ 105,681	\$ 134,054	\$ (28,373)	78.8%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 403,182	\$ 476,891	\$ (73,709)	84.5%
Total Expenditures	\$ 12,876,800	\$ 13,235,847	\$ (359,047)	97.3%
Net Ordinary Revenue	\$ (3,505,466)	\$ (3,517,947)	\$ 12,481	

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

Cash Disbursements YTD	\$ 11,276,692	(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

Aug 31, 18

ASSETS

Current Assets

Checking/Savings

KeyBank 174,574.95

RedTree (U.S.Bank) 15,377,436.81

Star Ohio 2,222,822.81

Total Checking/Savings 17,774,834.57

Accounts Receivable

11000 · Accounts Receivable 1,225,670.88

Total Accounts Receivable 1,225,670.88

Total Current Assets 19,000,505.45

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 **19,006,761.88**

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

24000 · Payroll Liabilities 14,070.90

24200 · GOS Grants 2,240,156.00

24300 · Project Support Grants 1,163,898.00

Total Other Current Liabilities 3,418,124.90

Total Current Liabilities 3,418,124.90

Total Liabilities 3,418,124.90

Equity

32000 · Retained Earnings 19,094,103.31

Net Income -3,505,466.33

Total Equity 15,588,636.98

TOTAL LIABILITIES & EQUITY **19,006,761.88**

CIGARETTE TAX RECEIPTS FY 17 VS FY 18 YTD

Month	2017	2018		
	2017	2018	\$VAR	17-18% VAR
JANUARY	\$ 1,257,349.49	\$ 1,489,490.74	\$ 232,141.25	18%
FEBRUARY	\$ 1,222,139.47	\$ 675,154.53	\$ (546,984.94)	-45%
MARCH	\$ 1,294,282.38	\$ 1,122,153.58	\$ (172,128.80)	-13%
APRIL	\$ 1,194,757.98	\$ 1,094,271.01	\$ (100,486.97)	-8%
MAY	\$ 1,347,820.51	\$ 975,737.92	\$ (372,082.59)	-28%
JUNE	\$ 2,007,016.71	\$ 2,399,933.00	\$ 392,916.29	20%
JULY	\$ 156,576.58	\$ 227,176.60	\$ 70,600.02	45%
AUGUST	\$ 1,321,542.39	\$ 1,225,670.88	\$ (95,871.51)	-7%
SEPTEMBER	\$ 1,448,391.10			
OCTOBER	\$ 1,036,974.45			
NOVEMBER	\$ 1,250,948.89			
DECEMBER	\$ 995,231.02			
TOTALS	\$ 14,533,030.97	\$ 9,209,588.26	\$ (591,897.25)	-6.0%



MEMORANDUM

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

Board Action Requested: At the September 12 meeting, we look to the Board to:

- 1) Approve a slate of projects, managed by six nonprofit partners, that will provide support to Cuyahoga County artists in 2018-19.
- 2) Approve an amendment to the previously approved grant to the Center for Performance and Civic Practice to increase the grant amount from up to \$36,000 \$48,000 in order to include a stipend to artists as part of the program.

Background

At its February 2018 meeting, the Board unanimously approved a workplan to develop and deliver support for individual artists in Cuyahoga County. The plan 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 and the workplan](#) from the June Board of Trustees meeting. For more information about this process and the recommendations, visit cacgrants.org/artists.

Progress Report

Since the June Board meeting, staff has made substantive progress toward providing funding and support for Cuyahoga County artists. Specifically, we:

- 1) ***Held a public “call for partners” to identify nonprofit collaborators; recommending six (6) organizations to provide programs and support in 2018-19.***

In order to provide meaningful support to artists, CAC launched a public “call for partners” in May to gather information and identify nonprofits to serve in this capacity. CAC staff met and held informational meetings with 16 organizations. In total, 20 nonprofits responded to the call; 18 of whom were eligible. View [more](#)

[information](#) about the call for partners, including detailed selection criteria (public benefit, commitment to equity, organizational capacity, and programmatic vibrancy).

CAC’s Network Leaders (see bios in the Staff Report in this Board packet) and additional local arts/philanthropy professionals including: Nelson Beckford, program director for neighborhood revitalization & engagement - The Cleveland Foundation; Heather Meeker, executive director - The Musical Theater Project; and CAC’s Jake Sinatra reviewed all submissions. This process informed our recommendations.

With Board approval, staff will work with all six organizations to finalize program details including deliverables to artists and grant amounts (likely between \$20,000 and \$100,000); each recommendation will be moved forward to the Board for its approval, starting in November. We look forward to launching these partnerships in 2018-19 and to working with our Network Leaders to assess the impact of these initiatives against the Board-approved plan.

The nonprofit partners are:

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

In addition to the above, CAC is in promising conversations about additional partnerships to deliver upon the stated goals of the Board-approved workplan, filling gaps not fully addressed by the call for partners:

	unrestricted monetary support	specific project support	physical spaces	institutional connections	professional development
Center for Performance and Civic Practice	X	X		X	X
The Cleveland Foundation*	X	X		X	
Cleveland Arts Prize**	X				

* CAC is in ongoing conversations for a partnership with The Cleveland Foundation/ Minority Arts Education Fund – which would help us achieve both artist support and equity goals.

** CAC is open to a potential partnership with Cleveland Arts Prize to expand its “Verge” fellowship for emerging in 2019.

2) ***Began development of “Cuyahoga Learning Lab,” a professional development and project-based funding program.***

Following Board-approval in June to continue our partnership with the Center for Performance and Civic Practice, staff has begun work to pilot a program for collaborative learning where artists and civic partners (community, nonprofit) conceive and execute an arts-based projects together. CPCP will recruit and select up to 12 artists and 12 community partners for the program this fall. The program will take place over three months in winter.

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.

View an [overview of the program](#), which provides the opportunity for selected artists to partner with a nonprofit (who will also learn alongside the artists) and receive up to \$7,500 to implement a civic practice project in 2019. Additionally, CAC plans to incorporate the expertise of local mentor organizations who ensure the program relevant, practice and tied into existing resources.

To localize and provide meaningful funding for participants to realize their civic practice projects, staff seeks the Board’s approval to amend the previously approved grant to include stipends for artists as part of the program. These dollars will be administered by the Center for Performance and Civic Practice and will offset costs for participating artists and administrators, which has resulted in a more diverse applicant pool in past iterations of the program.

This fall, we will kick off this program with a public informational session about the civic practice model, as well as a Q&A about the Learning Lab for interested participants. Additional details are forthcoming.



MEMORANDUM

Date: September 12, 2018
To: CAC Board of Trustees
From: CAC Staff: Heather Johnson-Banks, Dan McLaughlin, Luis Gomez, Jill Paulsen
Re: Early-stage planning for 2020-21 General Operating Support grant program

Executive Summary: This memo provides an update on early-stage work the team has done to plan for the next cycle of General Operating Support: GOS 2020-21. There will be no action taken at the September meeting. Ongoing Board and cultural partner feedback will continue to inform staff work over the next six months, leading to the presentation and approval the 2020-21 guidelines at the April 2019 Board meeting.

Background

As with every grant cycle, CAC staff is starting early to plan for the next round of General Operating Support: 2020-21. With input from the Board and cultural partners, including feedback gathered at the January 2018 community meeting, CAC staff will refine the next set of GOS guidelines for the Board's approval in April 2019. Feedback gathered during the current 2018-19 grant cycle has affirmed the importance of operating support for organizations of all sizes. It has also helped identify areas for continued improvement, which are outlined below. This upcoming grant cycle is an opportunity, once again, to incorporate community feedback into the General Operating Support grant program.

General Operating Support Grant Program Goals

CAC's commitment to General Operating Support remains strong. The GOS program will continue to provide flexible, substantive, multi-year support to arts and cultural institutions that provide a range of programs benefiting residents throughout Cuyahoga County.

What Will Remain the Same?

Given that the *goals* of the General Operating Support grant program will remain the same, we anticipate that the *key elements* that make up the grant program itself will remain unchanged in 2020. If tax receipts are sufficient, CAC plans to maintain an annual allocation of \$10.2 million to the program for both 2020 and 2021. (See the October 16, 2017 memo for further background on CAC's allocation and forecasting process). Once again, the program will provide two-year grants. The robust technical assistance, funding criteria, eligibility requirements, and the submission of a DataArts Cultural Data Profile will also remain the same. CAC will hold a panel in fall of 2019 wherein a diverse panel of arts and culture professionals from outside Northeast Ohio will score applications.

In response to feedback and questions regarding the formula that CAC uses to calculate operating support grant awards, CAC staff conducted a national scan of operating support grant programs earlier this spring. This work reaffirmed that the mathematical formula used by CAC is standard in the field. Of the fourteen

Local Arts Agencies that we examined (all peer funders of CAC's across the nation), every agency used a combination of grantee operating budgets, application scores and grant program allocation to determine grant amounts – just as CAC has always done. At this time, we don't anticipate proposing changes to the GOS formula for next cycle but do plan to have in-depth discussions with current and potential applicants to the program to gauge their understanding of the formula and to see if there are any common themes/questions that we can better understand and/or address in our work together.

Refinements Under Consideration for GOS 2020-21

Through multiple feedback loops including surveys, meetings and phone calls and best-practice benchmarking, we are exploring the following issues to *improve* the next set of guidelines:

- Continue “Steady Cohort”/Panel Exemption for Long-standing Grantees. For the 2018-19 application CAC piloted a steady cohort. Groups that consistently received funding were required to submit new goals for the upcoming year, but did not have to go through a panel process. Groups that were new to GOS funding completed a full application which was reviewed by an outside panel. We will explore the possibility of continuing with this model.
- Offer a Simplified Application for Smaller Organizations. We have heard that the General Operating Support application is too time-intensive for smaller organizations. We will explore the possibility of developing a shorter application for these groups, while balancing the need to do our due-diligence in evaluating all groups receiving public funds.

In addition, we will continue to thread our value of equity through the General Operating Support grant application, technical assistance and funding period, ensuring that GOS is consistent with our other grant programs – most notably, 2019 Project Support and recent Support for Artist Call for Partners.

Next Steps

In the coming weeks and months, staff will continue to test the ideas two ideas above with our cultural partners through surveys and conversations to further refine our recommendations. We look forward to bringing the Board fully developed guidelines for the Board's review and approval in April.

Contracts & Grants for Board Approval at September 12, 2018 Meeting				
Contractor	Amount	Purpose	Term	Board Approval
Center for Performance and Civic Practice	\$48,000 (amended from \$36k)	An increase in the previously approved grant to CPCP from \$36,000 to \$48,000. This increase provides funds for a stipend to artists, an important part of this program. Stipends will be paid by CPCP.	6/1/2018 - 5/31/2019	Y

Contracts Approved by Executive Director 6/12/18-9/12/18				
Meltwater, Inc.	\$6,000	Meltwater is an online tool that helps our team to make informed decisions and develop content that is valuable to our online community and audience. It is used to track media mentions and to raise awareness of our Cleveland Arts Events website, in line with our 2019 organizational objectives. This early renewal keeps a flat rate from 2018 to 2019, returning cost savings to CAC.	1/1/2019-12/30/2019	N