



Minutes of the Meeting of the Board of Trustees
Monday, February 13, 2012

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:03 p.m. at the Smith Studio at the Idea Center, 1375 Euclid Avenue, Cleveland, Ohio.

The roll call showed Trustees Matthew Charboneau, Vickie Johnson, and Sari Feldman to be present. It was determined that there was a quorum.

Also present were: CAC Staff: Karen Gahl-Mills, executive director, Jill Paulsen, director of grant programs; Stacey Hoffman and Maria Miranda, program managers; Meg Harris, director of administration; and Jennifer Schlosser, communications manager.

1. APPROVAL OF MINUTES

There was a motion by Trustee Charboneau, seconded by Trustee Johnson, to approve the minutes of the December 12, 2011 Regular Meeting of the Board of Trustees. Discussion: None. Vote: all ayes. The motion carried.

There was a motion by Trustee Charboneau, seconded by Trustee Johnson, to approve the minutes of the January 31, 2012 Special Meeting of the Board of Trustees. Discussion: None. Vote: all ayes. The motion carried.

2. EXECUTIVE DIRECTOR'S REPORT

Ms. Gahl-Mills stated that the purpose of today's meeting was to discuss elements of the Project Support 2013 program; for the board to take action on the General Operating Support 2013-14 guidelines and ERS form; and for the board to take action on a proposed special initiative grant to The Cleveland Orchestra. ([See ED and Staff Reports](#)).

3. CONNECT WITH CULTURE

Ann Zoller and Greg Peckham from LAND studio gave a presentation on the merger of their organizations: ParkWorks and Cleveland Public Art. ([See LAND studio presentation](#)) Trustee Feldman asked whether CAC could have played a more helpful role, or done anything differently to support them in their work to merge. Ms. Zoller stated that in meetings throughout the process, CAC staff were helpful and provided honest feedback rather than just telling them what they wanted to hear. Ms. Zoller stated that she would be happy to help other organizations who are considering a merger to help them through the process. Mr. Peckham stated that Ms. Paulsen in particular was very helpful to them, as she had been Cleveland Public Art's program officer at the Gund Foundation, and also at the Cleveland Foundation before her current position at CAC.

4. INFORMATION AND DISCUSSION

Project Support 2013 Guidelines.

Ms. Paulsen and Ms. Hoffman reviewed the Project Support 2013 Guidelines memo. ([See PS13 Guidelines Memo](#).) There were no questions or discussion.

5. BOARD ACTION

General Operating Support 2013-14 Guidelines

Ms. Gahl-Mills gave an overview of the reasons why CAC recommends the refinements to the GOS program to the board. These refinements came out of the June 2011 board retreat, during which the board approved CAC's new mission statement. The biggest change is the shift to emphasize public benefit in the GOS application. Ms. Gahl-Mills stated that she is confident that everyone can succeed under this new funding formula, and that CAC will continue to streamline its processes.

Ms. Paulsen gave an overview of the refinements to the GOS program, reviewing the board memo in detail. ([See GOS 2013-14 Guidelines Memo.](#)) Trustee Johnson stated that the board agrees that Public Benefit should be the greatest factor in the scoring of applications for the GOS program. She stated that because CAC grants public dollars, it is CAC's responsibility to make sure that the services that cultural partners provide do benefit the public. Trustee Charboneau asked whether it would be possible, in an effort to help applicants be successful, for CAC provide additional assistance to applicants, such as suggestions or best practices on how best to convey public benefit. Ms. Paulsen agreed with Mr. Charboneau and stated that while CAC makes an effort not to dictate how applicants should answer application questions, in the past, CAC has had success in providing examples of the types of details that may be included in strong answers. Ms. Paulsen added that many organizations are making public records requests of CAC to see examples of high-scoring applications from past grant cycles as a way to see examples, and many have had success with this.

Motion by Trustee Johnson, seconded by Trustees Charboneau, to approve the General Operating Support 2013-14 Guidelines. Discussion: None. Vote: all ayes. The motion carried.

Re-authorization of the Eligible Revenue and Support Form

Ms. Paulsen stated that the board needed to take action to approve the 2012 Eligible Revenue and Support form. ([See 2013-14 ERS form.](#))

Motion by Trustee Charboneau, seconded by Trustee Johnson, to approve the ERS form for 2013-14 General Operating Support cycle. Discussion: None. Vote: all ayes. The motion carried.

Approval of Special Initiative Grant to the Musical Arts Association

Ms. Paulsen reviewed the board memo regarding the proposed Special Initiative grant to the Musical Arts Association for 2012. Ms. Paulsen added that, starting in 2013, all Special Initiative grants will go through a process that is more in line with CAC's values of accountability, transparency, impartiality and partnership. She stated that discussions around the potential program framework for Special Initiative grants would take place at the April 9, 2012 board meeting.

Motion by Trustee Johnson, seconded by Trustee Charboneau, to approve the Special Initiative grant in the amount of \$250,000 for the Musical Arts Association in 2012. Discussion: None. Vote: all ayes. The motion carried.

6. ADMINISTRATIVE MATTERS

Trustee Feldman stated that there were no contracts to come before the board at this time.

7. PUBLIC COMMENT

Bridget Mundy, grant writer for the Musical Arts Association, commented that when she was filling out answers on the 2011 Year-End Report, it was very helpful when, alongside a question, the application gave an example of an answer, and then provided an example of a better answer. Ms. Gahl-Mills stated that she has received similar feedback from other grantees and applicants. She stated that, however, CAC must be careful with using examples, because staff members are not the ones evaluating the applications; that is the job of the panelists.

Trustee Feldman stated that the next CAC board meeting is scheduled for Monday, April 9, 2012 at 4:00 p.m. in the Smith Studio at the Idea Center, 1375 Euclid Avenue, Cleveland Ohio.

Motion by Trustee Johnson, seconded by Trustee Charboneau, to adjourn. Discussion: None. Vote: All ayes. The motion carried, and the meeting adjourned at 4:57 p.m.

Sari Feldman, President, Board of Trustees

Attest:

Vickie Eaton Johnson, Secretary, Board of Trustees

**Executive Director's Report
Regular Meeting of the Board of Trustees
13 February 2012**

Welcome to our first regular board meeting of 2012.

2012 marks the halfway point in our ten-year funding cycle. Certainly much has changed in our 5 year history: board members and staff members have changed, grant programs have been built and implemented, and over \$80million of public money has been awarded to organizations (and artists) who continue to spark positive change throughout our community.

What hasn't changed is CAC's commitment to our mission. Our job is to inspire and strengthen our community, and we do that by investing in the arts and cultural assets that make our community great. Today's meeting brings to life several ways that CAC – and its partner organizations – continue this important work of strengthening community.

First, we'll hear from Ann Zoller and Greg Peckham, principals in LAND studio, the new entity created by merging together the expertise of Parkworks and Cleveland Public Art.

<http://www.parkworks.org/about/overview>

By combining forces, they have built an entity that can do more than either organization could alone, and hopefully have created model for a stronger and more resilient organization for the future. They will give us some "lessons learned" through the merger process and will be prepared to take your questions.

Then we'll hear from Stacey Hoffman and Jill Paulsen about the next iteration of our Project Support grantmaking. Our project grants provide the vehicle for investing in a broad and diverse collection of arts activities, and you will see that we are not recommending major changes to this effective and growing program. We will recommend that both PS1 and PS2 are offered in 2013, and we will suggest some procedural refinements to the programs rather than any policy changes. Stacey and Jill will welcome your questions and comments, and they will bring revised guidelines for these two programs to the April meeting for your approval.

The most important work of today's meeting is the review (and approval) of the GOS2013-14 guidelines. As you know, our team has been working on refinements to the Operating Support program since last summer, and this board has already acted on some of the elements of the guidelines that will be presented today.

Our guidelines function as the concrete expression of our mission, vision and values, and all of the changes that we will recommend today tie directly to that mission. Mindful of our role as the steward of public resources that must be invested for the public's benefit, we continue to refine our programs, not to make the process more difficult for applicants but to make sure that everything we do ties back to our focus on strengthening the community. Jill will take you through the specific changes for 2013-14, which have also been informed by the robust feedback that we have received from the organizations that we fund.

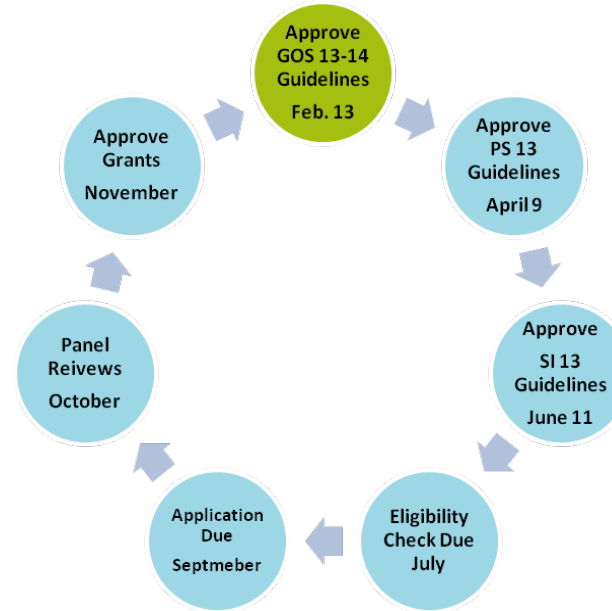
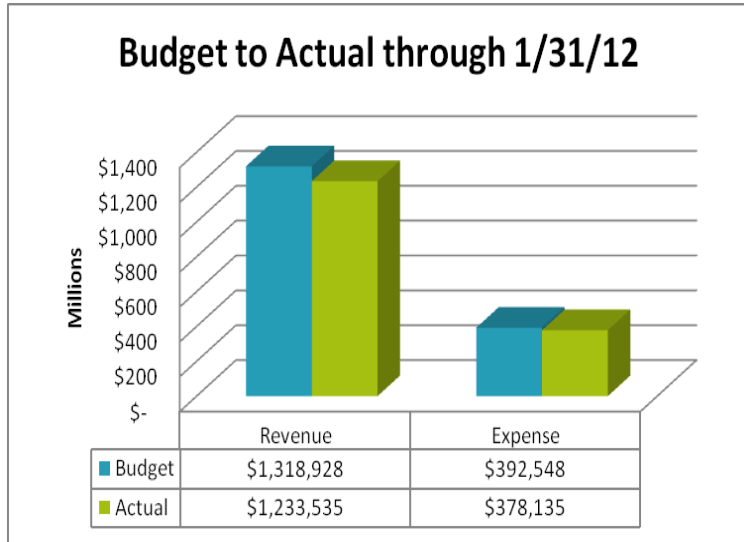
In addition to these agenda items, we will also address the following issues:

- We will ask trustees to approve a revised version of the Eligible Revenue and Support form (ERS Form), the vehicle that we use to capture the financial information needed to run the GOS formula

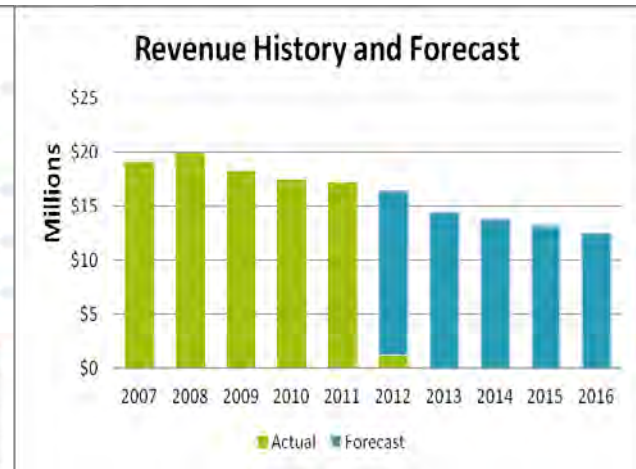
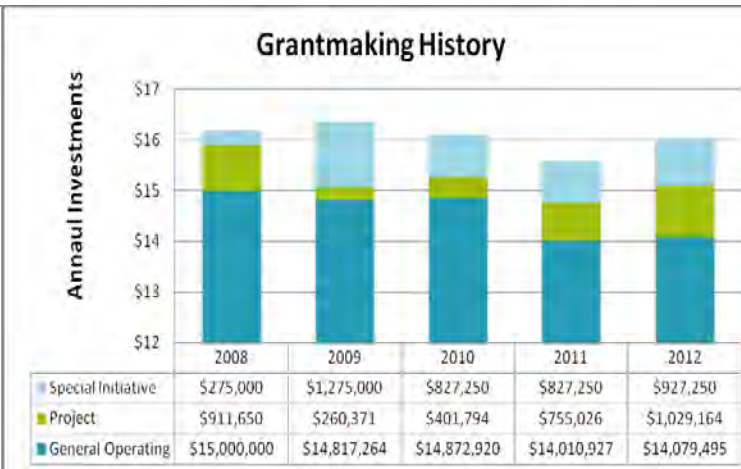
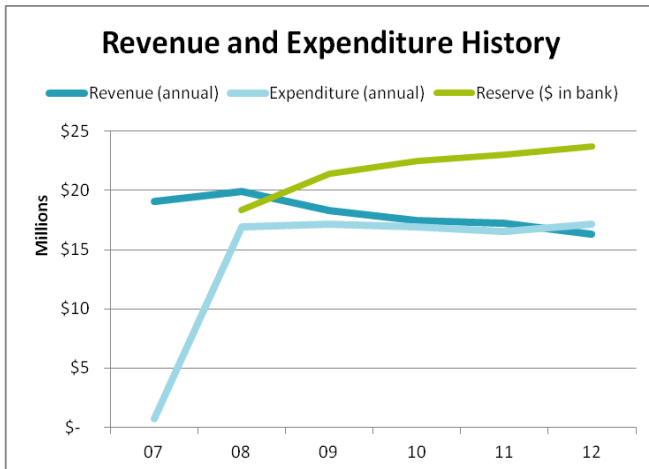
- We will ask trustees to approve a grant of \$250,000 to The Cleveland Orchestra for this summer's Star Spangled Spectacular at Public Square
- And we will ask the Board to approve a personnel report and other administrative matters, as is our custom.

Thank you, as always, for your thoughtful attention to the matters before the Board. Read on for much more detailed information about the staff's work and the issues that we will be asking you to act on today.

Grant Cycle Status



Key dates February through June	
13-Feb	Regular board meeting, 4pm, Idea Center
20-Feb	office closed
09-April	Annual board meeting, 4pm, Idea Center
11-June	Board meeting and annual retreat 4-9 p.m., Cleveland Restoration Society



**Reports from Staff
Regular Meeting of the Board of Trustees
13 February 2012**

GRANT PROGRAMS

PROJECT SUPPORT (PS)

Project Support 2011: The 2011 project Support grant period has ended (December 31, 2011). As of early February, 85% of the grants are complete, meaning that we have received and approved an organization's final report and issued all payments. We anticipate closing out the remaining grants by the end of February.

Project Support 2012: CAC has received signed grant agreements from 90% of the 2012 grantees. We've seen an increase in advance payment requests and projects are actively underway. This suggests that many of our cultural partners operate on a tight budget without a lot of flexible funds on hand.

In an effort to bring the Project Support program to life, staff would like to share information on a recent project, one that illustrates the diversity of cultural activities being funded through CAC's Project Support program.

- **Facing History and Ourselves** - Staff recently attended the project funded by a new cultural partner, Facing History and Ourselves (FHO). They are headquartered in Boston, but have a Cleveland office. FHO is an international educational and professional development organization whose mission is to engage students of diverse backgrounds in an examination of racism, prejudice, and anti-Semitism in order to promote the development of a more humane and informed citizenry.

FHO received a Project Support II (PS II) grant for their project, Bullying Prevention Summit: Changing School and University Culture and Climate. Staff attended the film screening of *Light in the Darkness: Not in Our Town* and a panel discussion. The film was a documentary about a town taking action after anti-immigrant violence devastated the community. The panel discussion covered issues in the film around civic participation and responsibility in addressing and "standing up" against violence in our own communities. The panel consisted of educators and students; they shared local and national resources to help prevent bullying and violence in schools.

Nearly 100 people attended the film screening and panel discussion. The audience was largely female educators who were also taking part in the day-long training summit. There were also a fair number of Cuyahoga Community College students there (CCC was a partner in the project), in addition to several Virginia Tech students who came up to facilitate a session at the day-long summit. Staff was most impressed with FHO's ability to get the audience to interact with each other following the film screening, to share what they related to and what surprised them. As people shared their thoughts the audience came together as a community all their own, discussing opportunities for change.

Project Support 2013: CAC surveyed over 165 applicants from our 2012 grant cycle, 56 responded. We are using this feedback to help guide the development of the 2013 Project Support guidelines. See the PS Memo in this packet for additional information.

GENERAL OPERATING SUPPORT (GOS)

2011 Year-End Reports: Nearly all GOS cultural partners have submitted their 2011 reports detailing their work and use of CAC funding over the past year. CAC is reviewing and commenting on each report. The goals in reviewing these reports are to:

- Understand what partners accomplished in 2011 with CAC funds;
- Ensure that public funds are being used for public benefit and in accordance with the grant agreements; and
- Engage partners in dialogue about 2012 goals and preparation for future grant cycles.

This is an opportunity to shift reporting from simple recounting of activities, to a platform for deeper partner/funder engagement.

GOS 2013-2014: Please see 2013-2014 GOS Application and Guidelines memo in this board packet for more information. At the February meeting, we will ask the Board to review, discuss and approve the GOS application/guidelines for the 2013-14 funding cycle.

Cultural Partner Listening Tour: To inform the development of CAC's next GOS grant cycle (2013-14), staff spent December and January gathering feedback from our cultural partners. We used a multi-layered approach that included listening roundtables, an online survey and site visits. The goal of this outreach was to gain an understanding of how our partners define public benefit and determine what CAC can do to improve the 2013-2014 application cycle. A diverse mix of partners participated, representing a wide swath of sizes and disciplines. The overall findings showed:

- Applicants value CAC staff technical assistance and agree that it makes the application process easier.
- It will be important for CAC to clearly define what we mean by "public benefit" for the next funding cycle. Cultural partners felt that each organization should be able to define who it sees as its community. In addition, respondents wanted CAC to develop an application that works for all disciplines and does not rely simply on measuring impact through quantitative data.
- Applicants remain focused on artistic and cultural efforts, but are open to defining what "quality" means.

Findings from this feedback have been used to shape how the 2013-2014 application and guidelines are constructed. It will also be used to guide staff's stewardship and technical assistance efforts moving forward in 2012.

SPECIAL INITIATIVES

See the Board memo in this packet that outlines the Cleveland Orchestra's \$250,000 request for its Star Spangled Spectacular July 2nd concert at Public Square.

Moving forward, the Board can expect early stage discussion at its April meeting on the evolution of CAC's special initiative grantmaking program for 2013. At that time, staff will bring forward a proposed framework to launch a special initiative grantmaking program that is aligned with CAC's core values of accountability, impartiality, transparency, and partnership.

FINANCE & ADMINISTRATION

2011 IN REVIEW

Revenue

- CAC had a surplus of \$695,619 in FY11.
- Excise tax revenue for 2011 was \$17,241,240. This is \$558,345 above forecast for the year.
- Tax revenue declined 1.23% from 2010, the smallest decline since CAC's inception.
- Interest income from STAROhio was \$11,088. This was \$18,912 below the budgeted figure for 2011.

Expenditure

- Total expenditure, including depreciation, for 2011 was \$16,567,838. This figure was \$302,217 below the Board approved expenditure allocation for the year.
- *Note:* CAC saw a significant increase in balance sheet liabilities at the end of 2011 due to the new payment schedule associated with the GOS grant program. (10% of the grant award is paid upon receipt/review of the 2011 Year-End Report, due January 31, 2012).

2012 FINANCIALS YTD

Revenue

- Actual revenue for January was \$1,235,807. This is \$82,371 below forecast.
- Interest income from STAROhio in January was \$490.
- CAC invested \$8million with Baird Public Investment Advisors in mid-January. Accrued interest income from Baird Investments is recorded as \$(2,762). The bonds in our portfolio were issued prior to CAC's purchase of the bonds; CAC's account was debited the interest accrued prior its purchase of the bonds. Future income from these bonds will offset this expense.

Expenditure

Expenditures in January were \$378,198. This figure is slightly under budget due to timing of payments and 2011 year end accruals. Grant payments represent cash expenditures towards 2012 grants. Payments made in January for 2011 grants reduced the liability on the balance sheet.

AUDIT

CAC staff worked with the Local Government Services division of the Ohio Auditor of State in order to complete the GAAP conversion of the 2011 financials. The next step is for the Audit Division to begin the annual audit. A start date for the audit has not been determined yet.

RECORDS COMMISSION

The Auditor of State and Ohio Historical Society approved CAC's Record Retention Schedule as submitted. During February and March, staff will review CAC records in order to determine what, if any records may be disposed of in accordance with the Schedule.

COMMUNICATIONS

Report to the Community: The 2011 Report to the Community will be released at the CAC annual meeting on April 9. Its key messages will demonstrate how CAC funding supports education, economic development, and quality of life in Cuyahoga County. We are working with CPAC to gather data about our cultural partners' activities from the Cultural Data Project.

Videos: We are in the process of creating three videos (each highlighting one of our cultural partners) which will be released on CAC's website along with the Report to the Community. The featured cultural partners, each highlighting one of the report's major themes, will be Inlet Dance Theatre (education), Cleveland Restoration Society (economic development), and Lake Erie Nature & Science Center (quality of life). We will post the three-minute videos on our website and plan to use them for additional purposes in the future.

Website: Updates and changes are coming to CAC's website before the end of February. New features will include the ability to list events from our cultural partners; and major updates to the "Who We Support" page, with updated content and a more user-friendly layout.

Media Relations: On January 23, *Crains Cleveland Business* ran a cover story by Jay Miller about the cigarette tax for the arts. His focus was to show where CAC and CPAC are halfway into the 10-year tax. Mr. Miller interviewed Tom Schorgl of CPAC, Karen Gahl-Mills, and Matthew Charboneau for the story.

E-Newsletters: In January, CAC launched a monthly a reformatted events-focused e-newsletter that shared featured events (both free and ticketed) from our cultural partners. This events e-newsletter replaced a previous monthly email promoting free events.

The goals of the is e-newsletter are:

1. For Cuyahoga County residents to see CAC as a resource and convener
2. To show the public value of CAC and our cultural partners
3. For cultural partners to see CAC as a resource (we're providing them with an additional marketing tool)
4. To communicate CAC's mission to a broader audience.

The January email featured events celebrating MLK Day. The second, sent on February 1, featured highlighted events happening this month. This events-focused e-newsletter will continue to be sent monthly.

The changes in format and focus have resulted in a more than doubling of the click-through rate and increased opens by 20 percent.

Additional work continues on a plan to create another e-newsletter which will have a focus on CAC. This newsletter will launch in the coming months.

Cuyahoga Arts & Culture
2011 Revenue & Expenditure (unaudited)

Accrual Basis	Through 12/31/2011	Through 12/31/2011	\$	%
	Actual	Budget	Over/Under Budget	of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 17,241,240	\$ 16,682,895	\$ 558,345	103.3%
Interest	\$ 11,088	\$ 30,000	\$ (18,912)	37.0%
Total Revenue	\$ 17,252,328	\$ 16,712,895	\$ 539,433	103.2%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 211,556	\$ 258,176	\$ (46,620)	81.9%
Program	\$ 95,943	\$ 97,796	\$ (1,853)	98.1%
Grants**	\$ 15,593,203	\$ 15,810,250	\$ (217,047)	98.6%
Total A&C Exenditures	\$ 15,900,702	\$ 16,166,222	\$ (265,520)	98.4%
General & Administrative				
Salaries, Wages and Benefits	\$ 342,061	\$ 349,773	\$ (7,712)	97.8%
Facilities, Supplies, Equipment	\$ 44,315	\$ 62,560	\$ (18,245)	70.8%
Professional Fees	\$ 269,630	\$ 291,500	\$ (21,870)	92.5%
Total G&A Expenditures	\$ 656,006	\$ 703,833	\$ (47,827)	93.2%
Total Expenditures	\$ 16,556,709	\$ 16,870,055	\$ (313,346)	98.1%
Net Ordinary Revenue	\$ 695,619	\$ (157,160)	\$ 852,779	

** Grants figure includes accrual amounts to be paid in early 2012.

Cuyahoga Arts & Culture
Balance Sheet
As of December 31, 2011

ASSETS

Current Assets

Checking/Savings

KeyBank 347,459.23

Star Ohio Excise Tax 23,394,866.46

Total Checking/Savings 23,742,325.69

Accounts Receivable

Accounts Receivable 1,585,877.43

Total Accounts Receivable 1,585,877.43

Other Current Assets

Prepaid Expenses 2,180.04

Total Other Current Assets 2,180.04

Total Current Assets 25,330,383.16

Fixed Assets

Furniture and Equipment 67,310.70

Software and Webdesign 23,866.67

Accumulated Depreciation -50,889.44

Total Fixed Assets 40,287.93

TOTAL ASSETS 25,370,671.09

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable 53,971.46

Total Accounts Payable 53,971.46

Other Current Liabilities

Payroll Liabilities 49,210.79

GOS Grants** 1,398,083.00

Project Support Grants** 149,498.00

Total Other Current Liabilities 1,596,791.79

Total Current Liabilities 1,650,763.25

Total Liabilities 1,650,763.25

Equity

Retained Earnings 23,024,288.41

Net Income 695,619.43

Total Equity 23,719,907.84

TOTAL LIABILITIES & EQUITY 25,370,671.09

** Accrued grant liabilities will be paid upon receipt and review of Year-End and Final Reports.

The full expenditure of these funds are included in the Revenue and Expenditure for 2011

Cuyahoga Arts & Culture
January 2012 Revenue & Expenditures

Modified Cash Basis	Through 1/31/2012	Through 1/31/2012	\$	%
	Actual	Budget	Over/Under Budget	of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 1,235,807	\$ 1,318,178	\$ (82,371)	93.8%
Interest	\$ (2,272)	\$ 750	\$ (3,022)	-302.9%
Total Revenue	\$ 1,233,535	\$ 1,318,928	\$ (85,393)	93.5%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 18,586	\$ 23,969	\$ (5,383)	77.5%
Program	\$ -	\$ -	\$ -	0.0%
Grants**	\$ 321,877	\$ 321,877	\$ -	100.0%
Total A&C Expenditures	\$ 340,463	\$ 345,846	\$ (5,383)	98.4%
General & Administrative				
Salaries, Wages and Benefits	\$ 19,926	\$ 25,966	\$ (6,040)	76.7%
Facilities, Supplies, Equipment	\$ 2,649	\$ 4,125	\$ (1,476)	64.2%
Professional Fees	\$ 15,161	\$ 16,612	\$ (1,451)	91.3%
Total G&A Expenditures	\$ 37,736	\$ 46,703	\$ (8,967)	80.8%
Total Expenditures	\$ 378,198	\$ 392,548	\$ (14,350)	96.3%
Net Ordinary Revenue	\$ 855,337	\$ 926,380	\$ (71,043)	

** Grants figure includes actual payments made in 2012. These include final payments for GOS and PS 2011 grants.

Cuyahoga Arts & Culture
Balance Sheet
As of January 31, 2012

ASSETS

Current Assets

Checking/Savings

Baird (U.S.Bank) 7,997,237.84

KeyBank 809,769.62

Star Ohio Excise Tax 15,981,234.19

Total Checking/Savings 24,788,241.65

Accounts Receivable

Accounts Receivable 1,235,807.10

Total Accounts Receivable 1,235,807.10

Other Current Assets

Prepaid Expenses 2,180.04

Total Other Current Assets 2,180.04

Total Current Assets 26,026,228.79

Fixed Assets

Furniture and Equipment 67,310.70

Software and Webdesign 23,866.67

Accumulated Depreciation -62,018.55

Total Fixed Assets 29,158.82

TOTAL ASSETS 26,055,387.61

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable 17,587.38

Total Accounts Payable 17,587.38

Other Current Liabilities

Payroll Liabilities 15,260.85

GOS Grants** 15,106,933.00

Project Support Grants** 1,049,282.00

Total Other Current Liabilities 16,171,475.85

Total Current Liabilities 16,189,063.23

Total Liabilities 16,189,063.23

Equity

Retained Earnings 23,708,778.73

Net Income -13,842,454.35

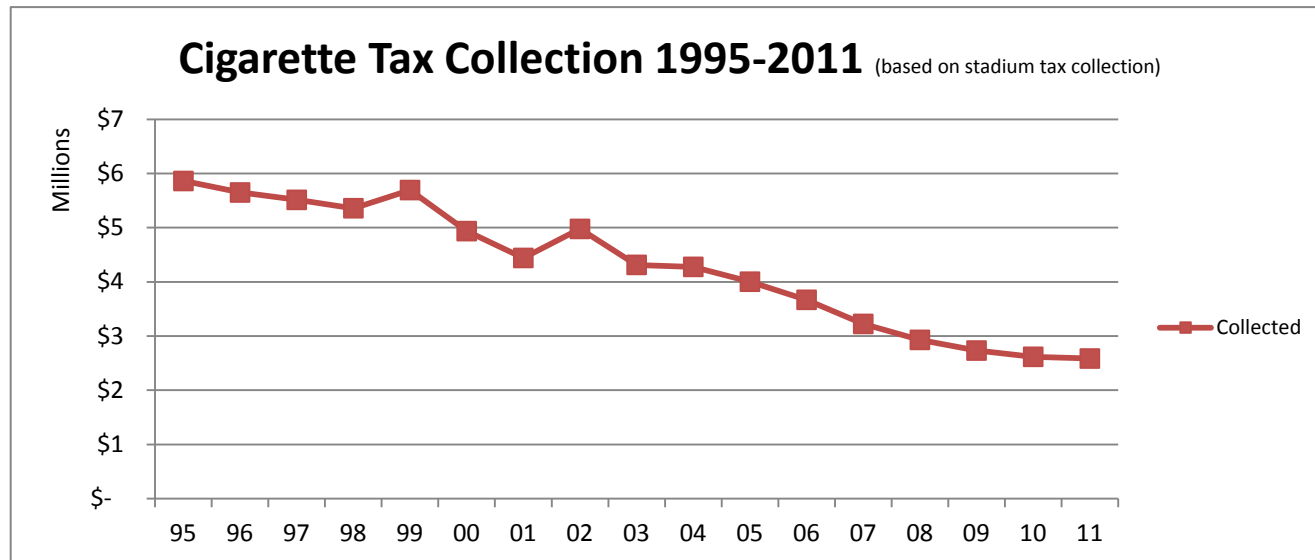
Total Equity 9,866,324.38

TOTAL LIABILITIES & EQUITY 26,055,387.61

** Accruals include remainder of 2011 grants and approved 2012 grants

CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2012 ACTUAL REVENUE

CIGARETTE TAX MONTHLY ANALYSIS for 2011 & 2012				
	2011		2012	
Month	Monthly Tax	10-11 % change	Monthly Tax	11-12 % change
JANUARY	\$ 1,393,423.02	-6.01%	\$ 1,235,807.10	-11.31%
FEBRUARY	\$ 1,156,877.63	0.84%		
MARCH	\$ 1,333,792.52	-12.04%		
APRIL	\$ 1,439,526.45	-9.09%		
MAY	\$ 2,600,959.94	8.17%		
JUNE	\$ 1,590,940.64	2.76%		
JULY	\$ 251,257.17	-54.01%		
AUGUST	\$ 1,555,208.35	17.00%		
SEPTEMBER	\$ 1,848,885.83	14.97%		
OCTOBER	\$ 1,231,977.00	-16.27%		
NOVEMBER	\$ 1,252,512.70	-5.92%		
DECEMBER	\$ 1,585,877.43	6.60%		
TOTALS	\$ 17,241,238.68	-1.23%	\$ 1,235,807.10	-11.31%





ParkWorks + Cleveland Public Art

MERGER: Rationale, Process, Transition, & Future Work

L | **A** | **N** | **D** studio

landscape art neighborhoods development

Parent Organizations

- **Cleveland Public Art:** 20+ years dedicated to improving public spaces by bringing design excellence and artistic talent to civic projects
- **ParkWorks:** 30+ years of leading thoughtful design, creating vibrant places, and promoting public spaces, largely through greenspace and parks-related projects

History of Collaboration

Orchard Elementary School

Euclid Avenue Planters

Perk Park redesign & rebuilding

Mall B public art installations x 2

Market Square Park

Saint Luke's Harvey Rice Campus

Art & Soul of Buckeye

Tremont Transit Waiting Environments

Morgana Run trail & artwork

Lake to Lake Trail

University East Plaza



Neighborhood collaboration



Morgana Run



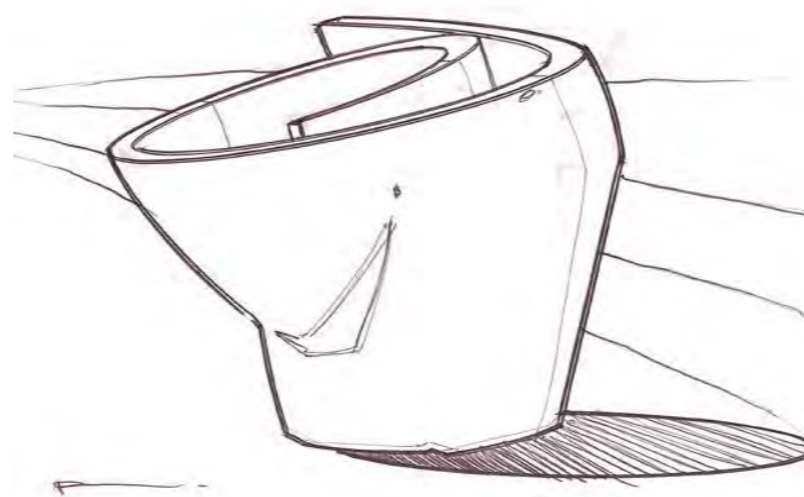
Broadway Arch



Art & Soul



Saint Luke's

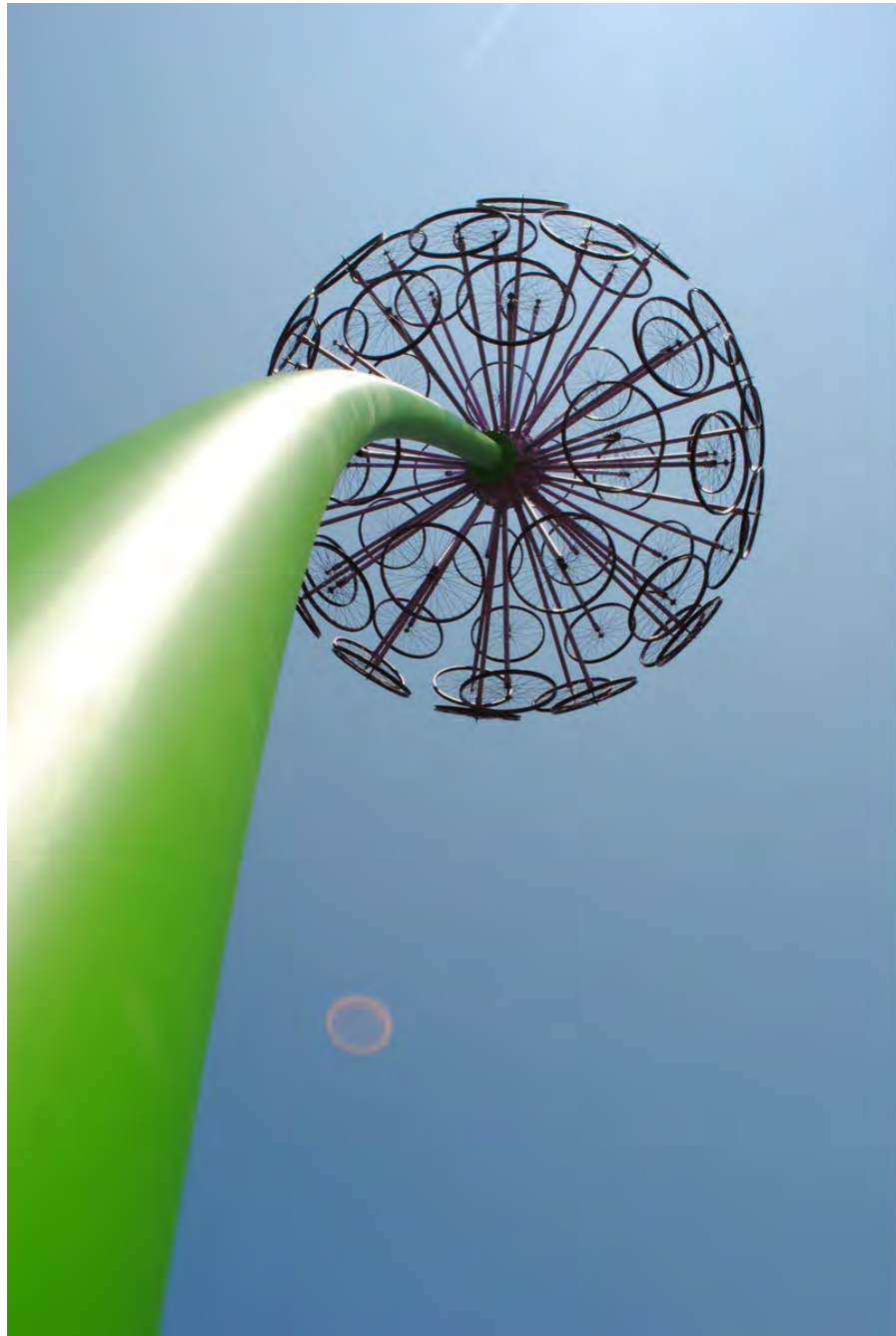


Euclid Planters



Market Square

Neighborhood collaboration



Morgana Run



Art & Soul



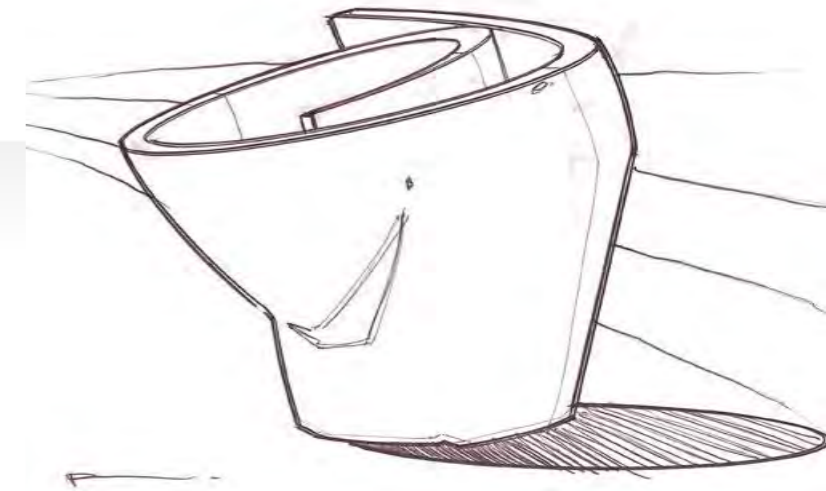


Market Square



st and Farm Tables provide seating for large groups of people coming together to share in communal eating and celebrate the harvest season



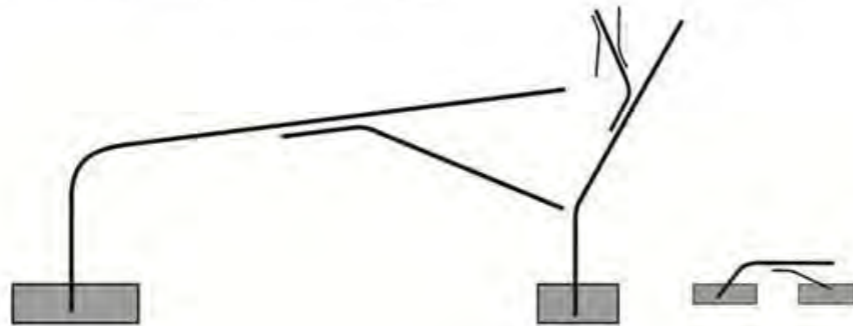


Euclid Ave Planters

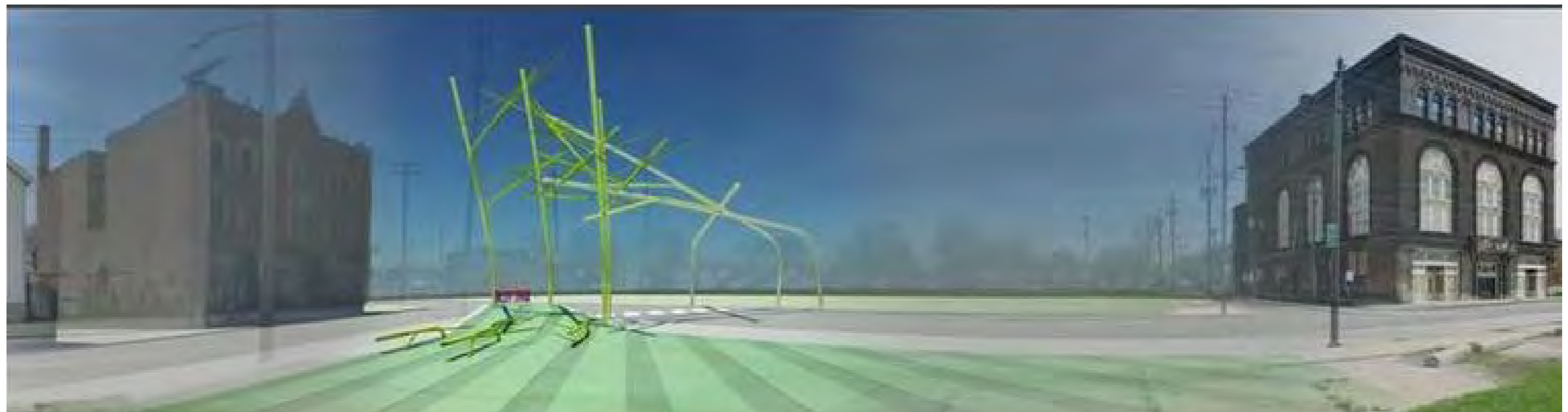


BROADWAY ARCH

This proposal for the Broadway Arch is not a single arch but many arches working in concert to create an experiential zone at the urban scale, it is an assembly of arch elements unified through a simple repetitive process and fractal-like patterning scaled to industry standards of production. It is meant to evoke allusions to nature as well as organize real physical nature.

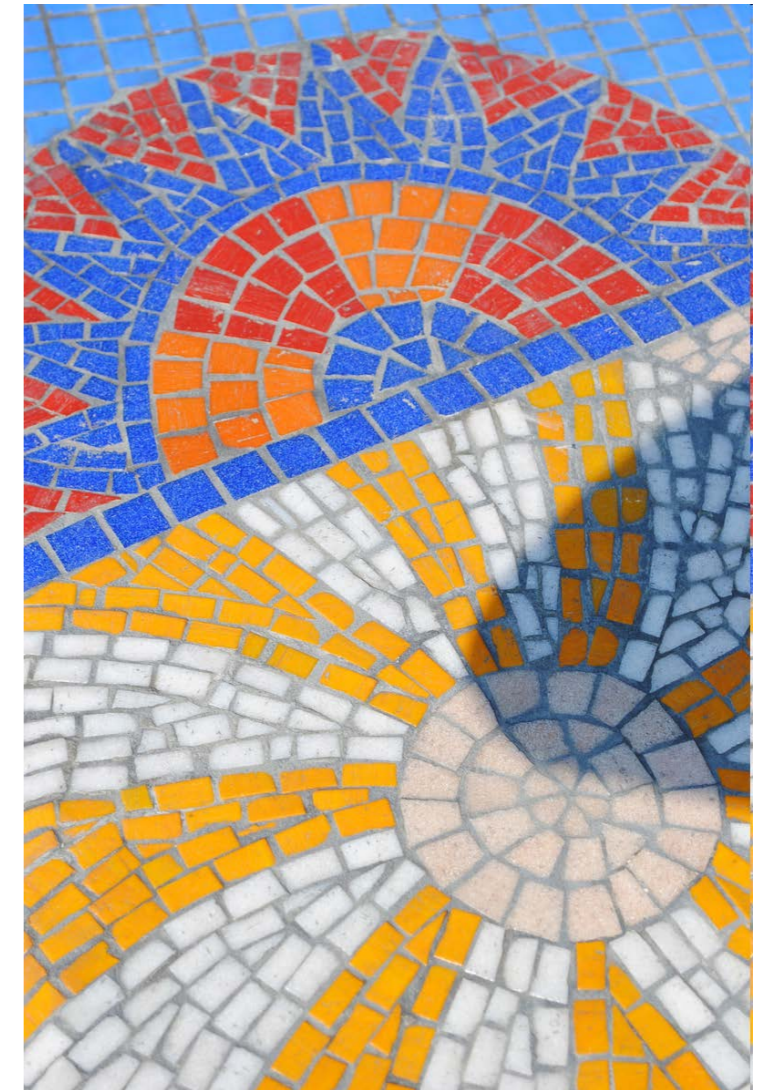


Broadway Arch





Saint Luke's Harvey Rice Campus



So Why Consider a Merger?

- Shared focus on improving Cleveland's public spaces
- Shared values & principles, and compatible missions
- Lengthy & successful history of joint projects
- Funder encouragement to explore strategic partnerships
- Opportunity to take on leadership role and achieve more for the community

CPA & PW Mission Statements

Cleveland Public Art is dedicated to **improving** the **quality of life** and **economic competitiveness** of **Cleveland** and its surrounding communities through the highest quality, **site-specific public art** and **creative urban design**. By actively **engaging** the public, designers, artists and **decision makers**, we work collaboratively to create unique places that revitalize **neighborhoods** and transform the way people see and experience the city.

ParkWorks' mission is to lead, promote and facilitate **creative** programs and **convene civic partners** around projects which **enhance** the **economic strength** and **quality of life** of the **Cleveland community** through: **park rehabilitation, recreation opportunities** for all citizens, **downtown beautification** and **green space development, environmental awareness, citizen engagement** and **stewardship**.

The Merger Exploration Process

- **Working Group:** trustees from each org. worked to gauge support using stakeholder interviews, env. scan, & analysis
- **Case for Change:** document laying out rationale for proceeding with a formal merger, presented to and ratified unanimously by both boards
- **Merger Roadmap:** laid out the joint committees, their duties and goals, and staggered timeline for completing the work
- **Committee Work:** 7-month process of visioning, due diligence, initial planning, staffing, budgeting and more
- **Merger Report:** 100+ page document laying out future vision for a merged organization with committee work attached

Transitional Work

- The merger was unanimously approved by a vote of each board in March, 2011
- But the work was far from over...
 - Administrative: banking, contracts, taxes, legal, etc.
 - Branding & Communications: name, look, web, message, etc.
 - Office: suited to new mission
 - Board Development
 - Finances

Lessons Learned

- A similar mission, values, and culture are key
- Getting buy-in on a new vision and mission early can create needed momentum
- Managing and respecting diverse viewpoints is a difficult, but crucial process
- Compromise on both sides is essential to gain trust
- Putting key staff and board from each org. in the same room early and often will build a sense of camaraderie
- Finances and staffing may be the biggest challenge

New Mission

To create places and connect people through public art, sustainable building and design, collaborative planning, and dynamic programming

4

Focus Areas



Landscape

We green our city's **LANDSCAPE** with attractive, active, and accessible public spaces;



Art

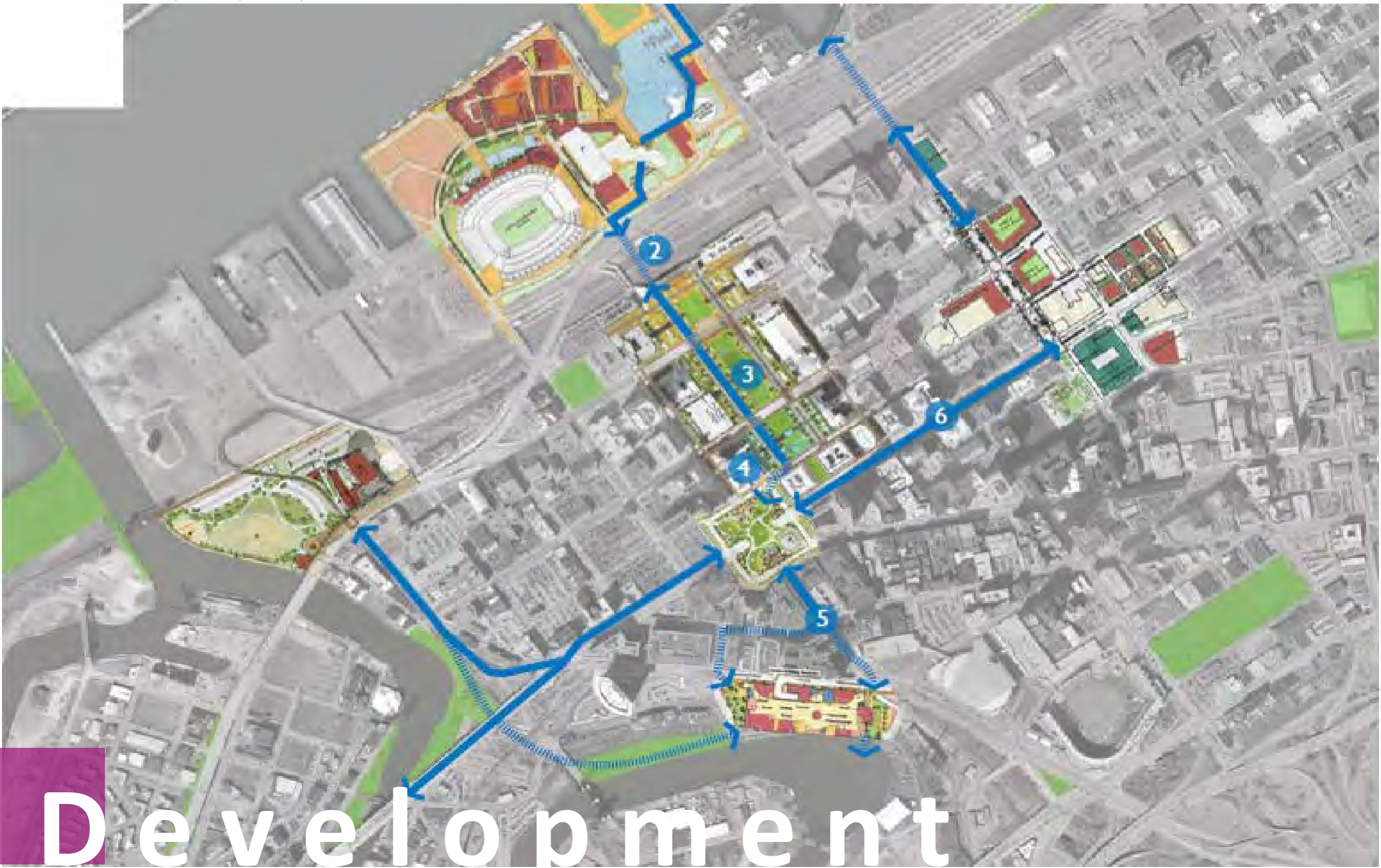
We inspire our city's people with temporary, permanent, and performance public **ART**;

Focus Areas



Neighborhoods

We unite **NEIGHBORHOODS** through collaborative planning and dynamic programming



Development



L | A | N | D studio

landscape art neighborhoods development

artists designers civic leaders community members

ideas solutions strong city healthy communities



Memorandum

Date: February 13, 2012
To: CAC Board of Trustees
From: Jill M. Paulsen, Director of Grant Programs
Stacey Hoffman, Program Manager
Re: Project Support 2013

EXECUTIVE SUMMARY: Building off the initial success of 2012, CAC proposes only modest, procedural refinements – no major policy changes – for Project Support 2013 (PS13). By keeping the Project Support consistent for another year, CAC will be able to better assess it and ensure that it's reaching its goals. **At the Feb 13th meeting staff will present early stage planning for PS13; there will be no formal Board action.** This discussion will inform the PS13 application, which will be ready for the Board's review and potential approval in April.

BACKGROUND

The goal of CAC's Project Support (PS) grant program is to *promote public access and encourage the breadth of arts and/or cultural programming in our community*. To achieve this goal, CAC significantly retooled and expanded its Project Support program for 2012. The changes were grounded in research and reflected community need. Evolutions included: 1) the launch of a pilot, small grants program that simplified the application process; 2) increased panel training; and 3) extensive community outreach to attract new applicants.

As you may recall, Project Support 2012 garnered the largest number of applications in CAC's history (up over 45% from 2011). Increased outreach, the new, small grants program (Project Support II) and a simplified application process appealed to organizations of all sizes and led to a jump in participation. Despite this jump in participation, there are untapped organizations in the County that may be eligible for CAC funding; moving forward we will continue our targeted outreach strategy to fill in any remaining applicant pool gaps (discipline, geography, audience, etc).

THREE AREAS FOR IMPROVEMENT IN 2013

To prepare for the PS 2013 grant cycle, CAC staff gathered feedback from over 56 PS 2012 applicants and our panelists. CAC surveyed panelists and applicants, and conducted several small group discussions with our 2012 grant recipients. We had great response rates and participation from applicants in both Project Support programs (43% response rate from both applicants and panelists). Based on this feedback, along with our board and staff discussions, CAC recommends only modest, procedural refinements for the 2013 Project Support program; no policy changes are proposed.

By keeping the Project Support program consistent for another year, CAC will be able to assess the program and ensure that it's reaching its goals. Specifically, we will be able to measure whether or not our two-pronged Project Support program is effective (PSI and PSII) and if organizations can meet the match requirement (and the new in-kind match). We will be also be able to determine if increased outreach strategies attract new applicants, especially in demographic groups that CAC is not currently reaching: southwest suburbs, many ethnic/cultural organizations and nature/science programs, among others.

Staff recommends three procedural refinements for 2013:

- First, we will continue to **streamline the application process**. We have identified ways to simplify the eligibility check for previous grantees through our online system. In addition, we will release the application questions earlier in the year so that applicants will know what is expected and are better prepared to tell their stories to panelists. We have already begun to make improvements to the online system that will improve the user experience. A clearer layout and complete instructions should make it easier for applicants and panelists.
- Second, our survey results and ongoing work with our 88 cultural partners clearly indicate that CAC should **offer additional application technical assistance for and more outreach to potential applicants**. To respond to this need, staff will create more content-specific workshops for applicants, some that can serve both Project Support and General Operating Support grant applicants (i.e. developing strong support materials, using the online system, etc.). We will also consider further Ohio Cultural Data Project (OCDP) training for both applicants and panelists to help them better understand the data in the report and how it is used.

In addition to content-specific trainings, CAC will attempt to offer geographic-specific trainings for the PS13 cycle. Data indicates that over half of our PS cultural partners are based in Cleveland and 29% are in eastern suburbs. One of our goals is to reach more organizations in the southwest suburbs. To do so, we will work with local partners, hyper-local media outlets and identify local champions who can spread the word about CAC's grant program. In addition, we will increase our outreach opportunities in these suburbs.

- Finally, CAC staff will use the Project Support 2013 application process to further **establish our role as a resource for our cultural partners**. In an effort to help build strength in our cultural partners, we will seek to provide more trainings and convenings outside the grantmaking cycle. Examples of this work include: developing a technology lending program that will give our cultural partners access to tools (a digital camera, video camera and tripod) they can use to document their work and create support materials for panelists; and creating a credit and publicity toolkit for our partners that will help them promote their activities while building awareness of CAC.

NEXT STEPS

At the February 13 meeting, staff will walk the Board through our proposed refinements to the Project Support program. Your feedback will shape our development of the Project Support 2013 guidelines, which we will bring forward for the board's review and potential approval at its April meeting.

Project Support 2013 Timeline	
Board Receives Overview for PS13.....	February 13, 2012
Board Reviews & Can Approve Guidelines & Application	April 9, 2012
Application Available (in PDF)*.....	April 2012
Online Application System Opens*.....	May 2012
Technical Assistance.....	Ongoing
Application Process	
Eligibility Check Deadline (formerly known as Intent to Apply)	June 28, 2012
Application Deadline.....	September 13, 2012
Panel Review.....	October 22-24, 2012
CAC Board Approves Scores & Grant Amounts	November 19, 2012
Grant Period.....	January 1, 2013 – December 31, 2013
* Pending Board Approval of PS13 Guidelines and Application	



Memorandum

Date: February 13, 2012
To: CAC Board of Trustees
From: Jill M. Paulsen, Director of Grant Programs
Maria Miranda, Program Manager

Re: General Operating Support 2013-14 Guidelines and Application

Executive Summary: CAC staff members recommend, for the Board's approval at its February 13 meeting, the policies within the General Operating Support (GOS) 2013-14 Guidelines & Application Instructions (see attached). This framework is based on CAC's mission to strengthen communities by shifting the emphasis to public benefit and by building financial health in our cultural partners.

Background

In 2011, CAC's Board of Trustees challenged staff to continually improve and refine our programs so that they align with our newly revised mission to: inspire and strengthen the community by investing in arts and culture. As such, we have spent the past several months reviewing the current General Operating Support (GOS) framework to guide policy for the next grant cycle, GOS 2013-14. The February 13 meeting is the culmination of work that staff presented to the Board in June and December 2011. It outlines the vital elements of the GOS 2013-14 grant program, made tangible in the Guidelines and Application Instructions that follow this memo.

CAC's recommended policy and procedural changes are based on feedback from many diverse stakeholders. We gathered extensive input from our cultural partners (surveys, personalized site visits and roundtable discussions) during a three-month outreach and listening tour. In addition, we relied on past panelists and current grant recipients to review draft materials. Finally, the January board working session focused our final refinements – ensuring that we developed a grant application that is clear for applicants and panelists.

What follows is a brief overview of the recommended policy and procedural issues embedded within the Guidelines. These highlights focus on what will stay the same from past cycles, what will change – and most importantly *why* these shifts are important and *how* they will be implemented if the GOS 2013-14 Guidelines are approved.

GOS 2013-14: What Will Remain the Same?

Commitment to arts and culture: CAC is fully committed to investing in arts and culture. If approved, GOS 2013-14 will be our largest 2013 financial commitment to the community and, per our Board-approved spending policy, will remain so throughout our existence.

Multi-year, core support grants: We recommend another two-year cycle grant cycle; CAC recognizes that two-year grants give our cultural partners the confidence and security to plan. A multi-year commitment also respects the substantial work that applicants put into the rigorous application process. As with the current cycle (2011-12), this two-year commitment (as opposed to anything longer) gives CAC's flexibility to address potential dips in future excise tax revenues while offering more frequent entry points for new organizations.

Firm Deadlines: CAC's grant deadlines have always been non-negotiable, a reflection of our values that demand accountability, impartiality and transparency. This will remain a constant for GOS 2013-14: June 28 for Eligibility Check and September 6 for the Application. We will communicate these key dates clearly and frequently.

Eligibility Requirements: With the benefit of core support comes the expectation that organizations have a history of public programming and are professional managed. The current eligibility requirements demand this, and, as such, should remain the same for GOS 2013-14. These standards will ensure that CAC remains a responsible steward of public funds.

Success Possible for All Organizations: CAC develops all its grant programs – Project Support, Special Initiative and General Operating Support -- to ensure that organizations of *all budget sizes and disciplines* can succeed. In the GOS 2013-14 Guidelines, applicants will notice simple language and clear definitions that allow all organizations, from theater and dance companies to historical societies and nature centers, to tell their stories to panelists.

GOS 2013-14: What Will Change?

CAC has an obligation to invest the public funds that we are entrusted with in ways that help the community evolve and develop, not just exist. At our June 2011 retreat – and in the subsequent board approval of our revised mission and vision statements – we solidified this idea in policy. We moved away from simply sustaining organizations through our work and toward building stronger and more resilient organizations. The following policy and procedural changes reflect this commitment.

Increased Emphasis on Public Benefit: If approved on February 13, the GOS 2013-14 grant program will require applicants to clearly demonstrate how they engage the public in their work, by weighting Public Benefit slightly higher than the other two funding criteria: Artistic and Cultural Vibrancy and Organizational Capacity. This shift in emphasis toward public benefit is directly aligned with our community-oriented mission.

To help applicants be successful, the Guidelines include detailed definitions of key terms and links to tip sheets with more detailed examples. The online application system has pop-up boxes with technical and content advice. In addition, CAC will hold an educational workshop in late April, open to all potential applicants, to help them understand the application. As with the Revised Funding Formula workshop we held in October (see below), this session will be highly interactive and should attract over 100 participants.

Revised Funding Formula: Approved at the September 2011 board meeting, CAC's revised funding formula ensures that an applicant's score matters and begins to measure financial health. For more information on the board-approved funding formula, see: [CAC Funding Formula Basics](#). While this component of the Guidelines is already approved, it is an important new element for GOS 2013-14 worth noting.

Procedural Changes: In addition to the two *policy* issues outlined above, the proposed GOS 2013-14 Guidelines include two notable *procedural* recommendations.

- 1) We recommend eliminating the Eligibility Check (formerly known as Intent to Apply) for current (GOS 2011-12) grant recipients. This will ease their administrative workload and allow our cultural partners to focus on the application. Once applicants submit their organizational documents, such as audits/reviews, articles of incorporation or certificate of good standing, they will not need to continually resubmit them for future reports and grant cycles.

- 2) We recommend returning to a later application deadline (September 6 at 4:30 pm ET), in place of the spring deadline used in the GOS 2011-12 cycle. This fall deadline will allow applicants to tell a more current story to panelists, as opposed to having to write about programming that is seven to nine months in the future and not likely confirmed. A September 6 application due date also allows a substantial time for technical assistance training. We anticipate holding webinars on financial health, in tandem with the Nonprofit Finance Fund, as well as a series of workshops.

Looking Forward: Next Steps

We look forward to a positive discussion of the policies included in the GOS 13-14 Guidelines and Application Instructions at our February 13 meeting. If the board moves to approve the policies, CAC staff members will move forward on the following timeline to officially launch the application and begin intensive education and technical assistance with our cultural partners.

General Operating Support 2013-14 Timeline

Board Reviews and Can Approve Guidelines and Application	February 13, 2012
Application Available (in PDF format)*	March 1, 2012
Eligible Revenue and Support form available	March 1, 2012
Online Application System Opens	May 2012
Technical Assistance	Ongoing
Eligibility Check Deadline (new applicants only)**	4:30pm ET, June 28, 2012
Application Deadline	4:30pm ET, September 6, 2012
Panel Review	October 8-10, 2012
CAC Board Approves Scores & Grant Amounts	November 19, 2012
Grant Period	January 1, 2013 – December 31, 2014

* Pending Board approval of guidelines & application.
 ** Organizations not receiving GOS 2011-12 grant funds.



**2013-2014 General Operating Support (GOS) Grant Program
ELIGIBLE REVENUE & SUPPORT FORM**

A1. Organization Information

Organization:	<input type="text"/>		
Address:	<input type="text"/>		
City:	<input type="text"/>	State: <input type="text" value="Ohio"/>	Zip: <input type="text"/>
Contact Name:	<input type="text"/>	Title:	<input type="text"/>
Business Phone:	<input type="text"/>	Email:	<input type="text"/>

A2. Operating Budget Summary

Operating income will automatically calculate as reported on Line 12 in Section A4 below.

Operating Income	Audit/Review Year (yyyy)
\$0	<input type="text"/>

A3. Signature

We hereby certify that we have read the accompanying information of Cuyahoga Arts & Culture's policy and the instructions for the ERS Form and that the financial information provided on the Form is true and correct to the best of our knowledge. We understand that this information is subject to audit and that records must be kept and made available for three years after the end of the fiscal year of CAC's funding.

<input type="text"/>	<input type="text"/>
Name (Executive Director/COO/CFO):	Date:

Signature

FOR OFFICE USE ONLY:

Application Number: _____

GOS Worksheet Figure: \$_____

A4. Financial Information
CAC Eligible Revenue and Support (ERS)

Audit/Review Year

From Date:

To Date:

REVENUES

1. Admissions	\$0
2. Memberships (individual, corporate)	\$0
3. Contracted Services Revenue (fees, net tuition, etc.)	\$0
4. Other Revenue (itemize)	
a. Concessions, Sales, Rentals, etc. (net)	\$0
b. Benefits (net)	\$0
c. Income on Investments and Endowments (net)	\$0
d. Portion of Museum Accessions from Definitions	\$0
e. <input type="text"/>	\$0
f. <input type="text"/>	\$0
5. Total Revenues (add lines 1 through 4f)	\$0

SUPPORT

6. Corporate Support	\$0
7. Foundation Support	\$0
8. Other Private Support (itemize)	
a. Individual Contributions/Sponsors	\$0
b. <input type="text"/>	\$0
c. <input type="text"/>	\$0
9. Government Support	
a. CAC Grant (See Line Item 22a)	
b. Other	\$0
10. Other Support (itemize)	
a. <input type="text"/>	\$0
b. <input type="text"/>	\$0
11. Total Support (add lines 6 through 10b)	

12. Total Eligible Revenue & Support (add lines 5 and 11) \$0

CAC Non-Eligible Revenue and Support

13. Revenue, support and transfers into the unrestricted fund for debt repayment.	\$0
14. Revenues and support recognized for contributed services, donated materials and property and barter transactions.	\$0
15. Any debt or other liabilities forgiven.	\$0
16. Revenues and support used for capital purposes.	\$0
17. Transfers into the unrestricted fund for non-operating purposes (i.e. used for capital expenditures; endowment funds; funds designated for other non-operating purposes; funds and pledges received in unrestricted funds hat the organization subsequently plans to transfer to a restricted fund; etc.)	\$0
18. Flow through revenues and support handled as a fiscal agent for another organization (i.e. funds received from national organizations that are subsequently distributed to local organizations.)	\$0
19. Unrealized gains (losses) and unrealized appreciation (depreciation) recognized on investments.	\$0
20. Revenues associated with subsidiary corporations that may be represented in a consolidated Audit or Review.	\$0
21. Portion of museum accessions not eligible under Guidelines.	\$0
22. Other (itemize)	
a. Cuyahoga Arts & Culture (CAC)	\$0
b. <input type="text"/>	\$0
c. <input type="text"/>	\$0
d. <input type="text"/>	\$0
e. <input type="text"/>	\$0
f. <input type="text"/>	\$0
23. Total Non-Eligible Revenue and Support (add lines 13 through 22f)	\$0
24. TOTAL Revenue and Support (add lines 12+23. This figure should equal the total figure recorded on the submitted Statement of Activities/ Revenues page(s) under the unrestricted column)	\$0