



**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
Brown Lab - Lower Level, Idea Center at Playhouse Square  
Wednesday, December 11, 2019, 3:30 pm

- 1. Call to order, approval of minutes**
  - a. Call to order
  - b. Call the roll
  - c. Motion to approve November regular and special meeting minutes
  
- 2. Executive Session** – Motion to enter into executive session to consider the compensation of public employees
  
- 3. Public Comment on Today’s Agenda**
  
- 4. Executive Director’s Report**
  
- 5. Action Items and Reports – Other 2020 Grantmaking**
  - a. Support for Artists grants
  - b. Resident-led arts and culture projects
    - i. ioby grant and Neighborhood Connections grant
  - c. Downtown orchestra concert grant
  
- 6. Action Items and Reports – Finance and General Business**
  - a. Finance Report
  - b. Presentation, discussion and approval of 2020 Budget
  - c. Approval of contracts for 2020
  - d. Executive Director search
  
- 7. Public Comment**
  
  
- 8. Adjourn**

Next Regular Meeting: February 12, 2020, 4:00 pm  
Location: Mt. Pleasant NOW Development Corporation,  
13815 Kinsman Road, Cleveland OH 44120



**Minutes of the Regular Meeting of the Board of Trustees**  
Wednesday, November 13, 2019

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A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 5:00 pm at the Children’s Museum of Cleveland, 3813 Euclid Ave, Cleveland, OH 44115.

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

Trustee Sherman thanked Ken Miller for serving on CAC’s Board of Trustees and wished him well.

Also in attendance were CAC staff: Jill Paulsen, interim CEO + executive director; Luis Gomez; Meg Harris; Heather Johnson-Banks; Dan McLaughlin; India Pierre-Ingram; and Jake Sinatra.

**1. CONNECT WITH CULTURE**

Maria Campanelli, Executive Director of The Children’s Museum of Cleveland shared information about the space, the organization, and CAC’s contribution.

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

There were no comments on the meeting agenda items.

**3. APPROVAL OF MINUTES**

Motion by Trustee Hanson, seconded by Trustee Mendez, to approve the minutes from the September 11, 2019 meeting. No Discussion. Motion to approve minutes. Vote: Garth: aye; Hanson: aye; Mendez: aye; and Sherman: aye. The motion carried.

**4. INTERIM EXECUTIVE DIRECTOR’S REPORT**

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

**5. BOARD ACTION**

**Approval of Project Support 2020 Scores and Grants**

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Mr. Gomez presented the Board with the slate of panel-approved 2020 Project Support grantees and highlighted two of the 20 new organizations; Hispanic Police Officer Association and Graffiti HeArt. Mr.

McLaughlin presented an overview of the 2020 Project Support Memo provided to the Board in advance of this meeting and walked them through action items.

The following actions were taken:

Motion by Trustee Hanson, seconded by Trustee Mendez, to approve the 2020 Project Support grants:

Program	Organization	Panel Score	Grant
PS I	Jewish Federation of Cleveland	81.4	\$ 20,350
PS II	BorderLight Festival of International Theatre Cleveland	Somewhat	\$ 4,000

Discussion: None. Vote – Ayes: Garth, Hanson, Mendez. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee Garth, seconded by Trustee Hanson, to approve the Project Support 2020 Scores and Grants as listed in the Board handout (below). Discussion: None. Vote All Ayes. Motion carried.

Program	Organization	Panel Score	Grant
PS I	America SCORES Cleveland	90.6	\$ 12,485
PS I	American Hungarian Friends of Scouting	82.6	\$ 8,883
PS I	Aradhana Committee	84.6	\$ 21,150
PS I	Baldwin Wallace University	80.8	\$ 20,200
PS I	Boys & Girls Clubs of Cleveland	85.6	\$ 21,400
PS I	Brite Cleveland	89	\$ 22,250
PS I	Carolyn L. Farrell Foundation	92.4	\$ 13,450
PS I	Cavani String Quartet	80.4	\$ 10,682
PS I	Chagrin Foundation for Arts & Culture	76.8	\$ 11,826
PS I	ChamberFest Cleveland	82.2	\$ 20,550
PS I	CityMusic Cleveland	92.6	\$ 25,000
PS I	Cleveland Ballet	79.2	\$ 19,800
PS I	Cleveland Chamber Music Society	81.8	\$ 11,452
PS I	Cleveland Classical Guitar Society	92.2	\$ 25,000
PS I	Cleveland Contemporary Chinese Culture Association	90.4	\$ 14,006
PS I	Cleveland Cultural Gardens Federation	89.2	\$ 11,144
PS I	Cleveland Print Room	95.2	\$ 25,000
PS I	Cleveland School of the Arts Board of Trustees	91.2	\$ 13,948
PS I	convergence-continuum	83.4	\$ 8,608
PS I	Detroit Shoreway Community Development Organization	83.4	\$ 9,977
PS I	Doan Brook Watershed Partnership	87.8	\$ 21,950
PS I	Downtown Cleveland Alliance	84.4	\$ 21,100
PS I	Duffy Liturgical Dance Ensemble	80.8	\$ 11,433
PS I	Fevered Dreams Productions	85.6	\$ 21,400

PS I	Foluke Cultural Arts Center	85.4	\$ 9,262
PS I	Fred and Laura Ruth Bidwell Foundation	78	\$ 19,500
PS I	Greater Cleveland Neighborhood Centers Association	85.2	\$ 14,065
PS I	Greater Cleveland Urban Film Foundation	83.8	\$ 11,125
PS I	Heights Youth Theatre	79.8	\$ 15,609
PS I	Hospice of the Western Reserve	90.2	\$ 22,550
PS I	Jennings Center for Older Adults	88.6	\$ 9,119
PS I	Jones Road Family Development Corporation	89.4	\$ 13,225
PS I	Judson Services	85.6	\$ 21,400
PS I	Julia De Burgos Cultural Arts Center	89	\$ 7,982
PS I	Kulture Kids	87.6	\$ 13,287
PS I	Lakewood Historical Society	85.8	\$ 12,674
PS I	Les Délices	82	\$ 20,500
PS I	Lexington-Bell Community Center	87.2	\$ 15,160
PS I	Literary Cleveland	89.2	\$ 12,488
PS I	Maelstrom Collaborative Arts	83.8	\$ 8,833
PS I	Mandel Jewish Community Center	79.4	\$ 19,850
PS I	Mercury Summer Stock	89.6	\$ 22,400
PS I	MidTown Cleveland, Inc.	84.4	\$ 6,457
PS I	Music and Art at Trinity Cathedral	82.4	\$ 14,291
PS I	Musical Upcoming Stars in the Classics	78.4	\$ 6,272
PS I	Newbridge Cleveland	91	\$ 22,750
PS I	Open Doors Academy	90.8	\$ 22,700
PS I	Playwrights Local	89.2	\$ 6,478
PS I	Praxis: Integrated Fiber Workshop	91.2	\$ 11,272
PS I	Shore Cultural Centre	87.6	\$ 7,264
PS I	Slavic Village Development	84.8	\$ 11,497
PS I	Talespinners Children's Theatre	92.6	\$ 13,055
PS I	The Brecksville Theatre	77.8	\$ 12,593
PS I	The Cassidy Theatre	82.4	\$ 17,168
PS I	The City Club of Cleveland	87.6	\$ 16,667
PS I	Tremont West Development Corporation	87.4	\$ 6,163
PS I	University Circle Inc.	80	\$ 20,000
PS I	University Hospitals	83.2	\$ 20,800
PS I	Waterloo Arts	91.8	\$ 15,442
PS I	West Side Community House	93.6	\$ 25,000
PS II	AfricaHouse International	Somewhat	\$ 4,000
PS II	America Asian Pacific Islander Organization	Somewhat	\$ 4,000
PS II	Art Song Festival	Somewhat	\$ 4,000
PS II	Arts in Strongsville	Yes	\$ 5,000
PS II	Arts Renaissance Tremont	Somewhat	\$ 4,000

PS II	ATNSC: Center for Healing & Creative Leadership	Somewhat	\$ 4,000
PS II	Baseball Heritage Museum	Yes	\$ 5,000
PS II	Bay Village Community Band	Somewhat	\$ 2,800
PS II	Beachwood Arts Council	Somewhat	\$ 3,668
PS II	Beachwood Historical Society	Somewhat	\$ 4,000
PS II	Benjamin Rose Institute on Aging	Somewhat	\$ 4,000
PS II	Berea Arts Fest	Somewhat	\$ 4,000
PS II	Bethlehem Community Health	Somewhat	\$ 4,000
PS II	Big Creek Connects	Somewhat	\$ 2,000
PS II	Blazing River Arts Group	Somewhat	\$ 1,000
PS II	Bodwin Theatre Company	Somewhat	\$ 4,000
PS II	Brooklyn Heights Service Clubs	Somewhat	\$ 4,000
PS II	Burning River Baroque	Somewhat	\$ 4,000
PS II	Burten, Bell, Carr, Development	Somewhat	\$ 4,000
PS II	Campus District Inc.	Yes	\$ 2,500
PS II	Case Western Reserve University	Yes	\$ 5,000
PS II	Catholic Charities Corporation	Somewhat	\$ 4,000
PS II	Cedar Fairmount Special Improvement District	Yes	\$ 5,000
PS II	Celebrate the arts performance academy Inc.	Somewhat	\$ 4,000
PS II	Cesear's Forum	Yes	\$ 5,000
PS II	Choral Arts Society of Cleveland	Yes	\$ 5,000
PS II	Cleveland Chamber Choir	Somewhat	\$ 4,000
PS II	Cleveland Chamber Collective	Somewhat	\$ 4,000
PS II	Cleveland Chamber Symphony	Yes	\$ 5,000
PS II	Cleveland Clinic	Yes	\$ 5,000
PS II	Cleveland Composers Guild	Yes	\$ 5,000
PS II	Cleveland Grays Armory Museum	Somewhat	\$ 4,000
PS II	Cleveland Kids' Book Bank	Yes	\$ 3,000
PS II	Cleveland Leadership Center	Yes	\$ 5,000
PS II	Cleveland Philharmonic Orchestra	Somewhat	\$ 4,000
PS II	Cleveland Rape Crisis Center	Yes	\$ 5,000
PS II	Cleveland Rocks: Past Present and Future	Yes	\$ 5,000
PS II	Cleveland Shakespeare Festival	Somewhat	\$ 4,000
PS II	Cleveland TOPS Swingband	Yes	\$ 5,000
PS II	Cleveland Treatment Center Inc.	Yes	\$ 5,000
PS II	Cleveland Uncommon Sound Project	Yes	\$ 5,000
PS II	Cleveland Vegan Society	Yes	\$ 5,000
PS II	Cleveland Women's Orchestra	Somewhat	\$ 4,000
PS II	CollectivExpress	Somewhat	\$ 4,000
PS II	Connecting for Kids	Yes	\$ 5,000
PS II	Coventry Village Special Improvement District	Yes	\$ 5,000

PS II	Cudell Improvement	Somewhat	\$ 4,000
PS II	Cuyahoga River Community Planning	Yes	\$ 5,000
PS II	DANCEVERT	Somewhat	\$ 4,000
PS II	Dancing Classrooms Northeast Ohio	Somewhat	\$ 3,444
PS II	Earth and Air: String Orchestra	Somewhat	\$ 3,200
PS II	Edward E. Parker Museum of Art	Somewhat	\$ 4,000
PS II	Eliza Bryant Village	Yes	\$ 5,000
PS II	ENCORE Chamber Music Institute	Somewhat	\$ 4,000
PS II	Environmental Health Watch	Yes	\$ 5,000
PS II	Errin Ministries	Yes	\$ 5,000
PS II	Esperanza	Yes	\$ 5,000
PS II	Euclid Beach Park Now	Somewhat	\$ 4,000
PS II	Famicos Foundation	Yes	\$ 4,900
PS II	Far West Center	Yes	\$ 5,000
PS II	FOCUS ON EDUCATION	Somewhat	\$ 4,000
PS II	Folknet	Yes	\$ 4,000
PS II	Food Strong	Yes	\$ 5,000
PS II	Friends of Euclid Creek Watershed	Somewhat	\$ 1,080
PS II	Friends of the East Cleveland Public Library	Somewhat	\$ 4,000
PS II	From Me 2 U	Yes	\$ 5,000
PS II	FrontLine Service	Yes	\$ 4,980
PS II	Front Steps Housing and Services	Yes	\$ 5,000
PS II	FutureHeights	Yes	\$ 5,000
PS II	Gardening in the District	Somewhat	\$ 4,000
PS II	Good Company: A Vocal Ensemble	Yes	\$ 5,000
PS II	Graffiti HeArt	Somewhat	\$ 4,000
PS II	Harvard Community Services Center	Yes	\$ 5,000
PS II	Hasani Management	Somewhat	\$ 4,000
PS II	Henry Johnson Center	Yes	\$ 5,000
PS II	Hispanic Alliance	Yes	\$ 5,000
PS II	Hispanic Business Center	Somewhat	\$ 4,000
PS II	Hispanic Police Officers' Association	Somewhat	\$ 4,000
PS II	Historic Gateway Neighborhood Corporation	Yes	\$ 5,000
PS II	Hummingbird Project	Yes	\$ 5,000
PS II	iN Education Inc.	Somewhat	\$ 4,000
PS II	India Festival USA	Somewhat	\$ 4,000
PS II	International Community Council	Yes	\$ 5,000
PS II	International Women's Air & Space Museum	Yes	\$ 5,000
PS II	Italian Cultural Garden Foundation	Somewhat	\$ 4,000
PS II	Jewish Family Service Association of Cleveland Ohio	Yes	\$ 5,000
PS II	Joseph's Home	Yes	\$ 1,000

PS II	Joyful Noise Neighborhood Music School	Somewhat	\$ 3,600
PS II	Lake City Fuse	Yes	\$ 5,000
PS II	Lake Erie Native American Council	Yes	\$ 5,000
PS II	Lake View Cemetery Foundation	Somewhat	\$ 4,000
PS II	LakewoodAlive	Somewhat	\$ 4,000
PS II	Larchmere PorchFest	Yes	\$ 5,000
PS II	LatinUs Theater Company	Yes	\$ 5,000
PS II	LGBT Community Center of Greater Cleveland	Yes	\$ 5,000
PS II	Little Italy Redevelopment Corporation	Somewhat	\$ 3,600
PS II	Little Lumpy's Center for Educational Initiatives	Somewhat	\$ 4,000
PS II	LYLESART	Yes	\$ 5,000
PS II	Malachi Center	Yes	\$ 3,600
PS II	May Dugan Center	Yes	\$ 5,000
PS II	Merrick House	Somewhat	\$ 4,000
PS II	MorrisonDance	Yes	\$ 5,000
PS II	Mt.Pleasant NOW Development Corporation	Yes	\$ 5,000
PS II	NAMI Greater Cleveland	Yes	\$ 5,000
PS II	Negative Space Gallery	Somewhat	\$ 4,000
PS II	New Avenues to Independence	Yes	\$ 4,354
PS II	No Exit	Yes	\$ 5,000
PS II	North Union Farmers Market	Yes	\$ 5,000
PS II	Northeast Ohio Alliance for Hope	Somewhat	\$ 4,000
PS II	Notes for Notes	Yes	\$ 5,000
PS II	Ohio City Incorporated	Somewhat	\$ 4,000
PS II	Organization of Chinese Americans Greater Cleveland	Yes	\$ 5,000
PS II	P.A.L.S. for Healing	Yes	\$ 5,000
PS II	Parma Area Fine Arts Council	Somewhat	\$ 2,000
PS II	Parma Heights Historical Society	Somewhat	\$ 4,000
PS II	Polish Village Parma	Yes	\$ 5,000
PS II	Quire Cleveland	Somewhat	\$ 4,000
PS II	Reaching Heights	Yes	\$ 5,000
PS II	Refresh Collective	Yes	\$ 5,000
PS II	Restore Cleveland Hope	Somewhat	\$ 4,000
PS II	RollinBuckeyez Foundation	Yes	\$ 5,000
PS II	Sankofa Fine Art Plus	Yes	\$ 5,000
PS II	Schuhplattler und Trachtenverein Bavaria	Somewhat	\$ 4,000
PS II	Shaker Arts Council	Yes	\$ 5,000
PS II	Slovenian Museum and Archives	Yes	\$ 5,000
PS II	SOS: Strengthening Our Students	Somewhat	\$ 3,600
PS II	Suburban Symphony Orchestra	Somewhat	\$ 4,000
PS II	Symphony West	Somewhat	\$ 4,000

PS II	Tender Hearts Crusades Inc.	Yes	\$ 5,000
PS II	The Harvard Square Center	Somewhat	\$ 4,000
PS II	The Movement Project	Somewhat	\$ 4,000
PS II	The Refugee Response	Yes	\$ 5,000
PS II	The Roberto Ocasio Foundation	Somewhat	\$ 4,000
PS II	Thea Bowman Center	Yes	\$ 5,000
PS II	Union Miles Development Corporation	Yes	\$ 5,000
PS II	UpStage Players	Yes	\$ 5,000
PS II	Ursuline College	Yes	\$ 5,000
PS II	Wake Up And Live's Actors Studio	Somewhat	\$ 4,000
PS II	West Creek Conservancy	Somewhat	\$ 4,000
PS II	West Shore Chorale	Yes	\$ 5,000
PS II	West Side Catholic Center	Yes	\$ 5,000
PS II	Western Reserve Chorale	Somewhat	\$ 4,000
PS II	Western Reserve Fire Museum	Yes	\$ 5,000
PS II	Western Reserve Land Conservancy	Somewhat	\$ 4,000
PS II	Westlake Chinese Culture Association	Somewhat	\$ 4,000
PS II	Westlake-Westshore Arts Council	Somewhat	\$ 2,230
PS II	Westown Community Development Corporation	Yes	\$ 5,000
PS II	Windsong, Cleveland's Feminist Chorus	Yes	\$ 5,000
PS II	Women In History	Somewhat	\$ 2,400
PS II	Woodland Cemetery Foundation of Cleveland Ohio	Somewhat	\$ 4,000

### **Approval of General Operating Support 2020 Grants**

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Ms. Johnson-Banks stated that today the Board would be asked to approve the grant amounts for the 65 General Operating Support groups with a total allocation of \$10.2 million per the 2020 General Operating Support Memo.

The following actions were taken after the presentation:

Motion by Trustee Mendez, seconded by Trustee Hanson, to approve the 2020 General Operating Support panel scores:

<b>Organization</b>	<b>Total Score</b>
Art Therapy Studio	94.8
Collective Arts Network	74.4
Dunham Tavern Museum	84.8
Ensemble Theatre	90.8
Ingenuity	89.6



Discussion: Trustee Garth asked for clarification around the required minimum score to be funded. Ms. Johnson-Banks shared that only applicants with a panel score of 75 or higher were recommended for funding. Vote: All ayes. The motion carried.

Motion by Trustee Garth, seconded by Trustee Hanson, to approve the 2020 General Operating Support grants:

<b>Organization</b>	<b>Grant Amount</b>
Cleveland Institute of Art	\$ 548,585
Cleveland Museum of Art	\$ 936,686
Cleveland Public Theatre	\$ 104,107
DANCECleveland	\$ 48,961
GroundWorks DanceTheater	\$ 44,633

Discussion: None. Vote – Ayes: Garth, Hanson, Mendez. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee Mendez, seconded by Trustee Sherman, to approve the 2020 General Operating Support grants:

<b>Organization</b>	<b>Grant Amount</b>
Cleveland Institute of Music	\$ 547,099
The Cleveland Orchestra	\$ 1,045,644

Discussion: None. Vote – Ayes: Garth, Mendez, Sherman. Nays: None. Abstain: Hanson. The motion carried.

Motion by Trustee Garth, seconded by Trustee Mendez, to approve the 2020 General Operating support grants as listed in the Board handout (below). Discussion: None. Vote: All ayes. The motion carried.

<b>Organization</b>	<b>Grant Amount</b>
Apollo's Fire	\$ 104,031
Art House	\$ 19,641
Art Therapy Studio	\$ 45,545
Artists Archives of the Western Reserve	\$ 23,401
Arts Cleveland	\$ 54,131
BAYarts	\$ 57,017
Beck Center for the Arts	\$ 129,016
Broadway School of Music and the Arts	\$ 19,553
Center for Arts-Inspired Learning	\$ 95,371

Chagrin Valley Little Theatre	\$	31,854
Children's Museum of Cleveland	\$	69,804
Cleveland Botanical Garden	\$	193,947
Cleveland International Film Festival	\$	151,398
Cleveland International Piano Competition	\$	56,170
Cleveland Jazz Orchestra	\$	27,492
Cleveland Museum of Natural History	\$	492,147
Cleveland Play House	\$	313,809
Cleveland POPS Orchestra	\$	62,803
Cleveland Restoration Society	\$	71,797
Contemporary Youth Orchestra	\$	29,216
Dancing Wheels	\$	37,315
Dobama Theatre	\$	45,877
Dunham Tavern Museum	\$	20,370
Ensemble Theatre	\$	14,201
Great Lakes Science Center	\$	250,265
Great Lakes Theater	\$	181,437
Heights Arts	\$	25,111
ICA - Art Conservation	\$	80,198
ideastream	\$	618,996
Ingenuity	\$	37,379
Inlet Dance	\$	25,634
Karamu House	\$	90,349
Lake Erie Ink	\$	24,076
Lake Erie Nature & Science Center	\$	77,226
LAND Studio	\$	157,993
Maltz Museum of Jewish Heritage	\$	132,993

Morgan Conservatory	\$	24,830
Museum of Contemporary Art Cleveland	\$	139,190
Nature Center at Shaker Lakes	\$	73,567
Near West Theatre	\$	60,049
North Coast Men's Chorus	\$	25,341
Playhouse Square	\$	1,164,989
Progressive Arts Alliance	\$	49,127
Rainey Institute	\$	79,915
Rock and Roll Hall of Fame and Museum	\$	748,681
Roots of American Music	\$	20,873
Shaker Historical Society	\$	13,475
SPACES	\$	34,197
The Cleveland Opera	\$	16,693
The Music Settlement	\$	180,052
The Musical Theater Project	\$	43,848
The Sculpture Center	\$	16,624
The Singing Angles	\$	29,610
Ukrainian Museum-Archives	\$	15,280
Valley Art Center	\$	33,940
Verb Ballets	\$	39,864
Western Reserve Historical Society	\$	216,835
Zygote Press	\$	29,743
<b>Total 2020 GOS grants</b>		<b>\$10,200,000</b>

Trustee Sherman thanked the applicants and CAC staff for their diligent work and thanked the Cuyahoga county residents for their generous support.

## **6. FINANCE REPORT**

Ms. Harris' financial report can be found [here](#). Trustee Mendez requested clarification around forecasting and how that guides us moving forward, especially as lower tax receipts will necessitate significant

decreases to future GOS allocations. Ms. Harris stated that in 2017 CAC created a 10-year budget model in order to anticipate tax receipts and estimated corresponding expenditures for the full 10-year time period of the second levy. The forecast is updated annually in order to reflect current and more accurate revenue forecasts. Ms. Harris noted that while the 2017 model anticipated a GOS allocation for 2022-2023 of \$9.2 million, CAC now anticipates future allocations will be lower than that amount due to accelerated decreases in tax revenue. As CAC has done in past cycles, decreases in allocation and the impact on grants to organizations will be consistently communicated to grantees as far in advance as possible.

**7. EXECUTIVE DIRECTOR SEARCH**

Trustee Hanson updated the Board on the current status of the Executive Director search.

**8. PUBLIC COMMENT**

Lance Colie, Cuyahoga County Resident

The next meeting will be held at 3:30 pm on Wednesday, December 11, 2019, at the Idea Center at Playhouse Square. The meeting will begin with an executive session at 3:30 pm.

**9. ADJOURNMENT**

Motion by Trustee Hanson, seconded by Trustee Mendez, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 5:33 pm.

\_\_\_\_\_  
Charna Sherman, President, Board of Trustees

Attest:

\_\_\_\_\_  
Gwendolyn Garth, Secretary, Board of Trustees



**Minutes of the Special Meeting of the Board of Trustees**  
Thursday, November 21, 2019

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A special meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 1:48 pm at Trinity Commons, 2333 Euclid Ave, Cleveland, OH 44115. The purpose of the meeting was to hear from WolfBrown on the status of Phase I of the strategic alliance project.

The roll call showed that Trustees Garth, Mendez and Sherman were present. It was determined that there was a quorum. Trustee Hanson listened via phone.

Also in attendance were CAC staff: Jill Paulsen, interim CEO + executive director; Luis Gomez; Meg Harris; Heather Johnson-Banks; India Pierre-Ingram; and Jake Sinatra.

**PRESENTATION BY WOLFBROWN**

WolfBrown presented on Phase I of the strategic alliance project and allowed for questions and discussion from the Board.

**ADJOURNMENT**

Motion by Trustee Garth, seconded by Trustee Sherman, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 3:30 pm.

Attest:

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Gwendolyn Garth, Secretary, Board of Trustees

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Charna Sherman, President, Board of Trustees

**Interim Executive Director's Report  
Regular Meeting of the Board of Trustees  
11 December 2019**

Welcome to our final CAC Board meeting of 2019.

Congratulations on a productive and positive year! I thank each Board and staff member for your ongoing support and commitment to our mission.

We did all this by working together – alongside the nearly 300 groups we fund and the thousands of residents we reach every month. To see a more complete picture of CAC's 2019 accomplishments, please review the Staff Report in this packet.

For today's meeting, you will be asked to take several actions, including the approval of:

- three Support for Artists grants;
- Neighborhood Connections grant and contract;
- ioby grant;
- downtown orchestra concert grant;
- our 2020 budget; and
- several administrative matters, including contracts for 2020 that will help us achieve our programmatic and communications goals.

While not an action item at this meeting, know that our strategic alliance work with Arts Cleveland and the Arts & Culture Action Committee continues. By the time we meet on the 11<sup>th</sup>, the strategic alliance working group will have met again to continue exploring ways that our three organizations can work together to serve our arts community and all residents. I look forward to having every Board member contribute to this work in 2020.

Finally, while this meeting wraps up key work for 2019, we're already deep into planning for next year. Our team formalized its [2020 team objectives](#) and will share progress with and seek feedback from each of you throughout next year.

As always, I thank you in advance for spending time in the materials and preparing for a positive meeting.

## CAC Board Meeting December 11, 2019 Updates from Staff: 2019 Highlights

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](#). Once again, our team objectives fell into three areas: 1) grantmaking – connecting with artists and organizations; 2) communications – connecting with residents; and 3) effective teamwork and operations. **What follows is a summary of the work the team accomplished in 2019.**

### 1. GRANTMAKING: Connecting with artists and organizations

Our 2019 objectives were to 1) continue to build strong working relationships and connections with the 282 groups we fund; 2) build community by co-hosting Arts and Culture Network Nights; 3) seek feedback and work with grant recipients to increase equitable access to and improve our grant programs; 4) offer racial equity learning opportunities for our grant recipients to spark change; and 5) continue our Support for Artist initiatives.

**Managed the Portfolio and Built Stronger Relationships.** To better understand our grant recipients' work and steward public funds, CAC:

- Managed a portfolio of **282 grant recipients** in its two primary grant programs (PS19 and GOS19), offering personalized customer service.
- Held **five workshops** for new Project Support grantees in early 2019. These meetings were held at our grantees' locations, which allowed them to highlight their work, their communities and their neighborhoods. **Over 50 people** from **36 organizations** attended.
- Conducted in-person meetings with **over 100 grant recipients**, including technical assistance, report feedback meetings and site visits. Attended **hundreds of cultural events** – a vital step in understanding our grant recipients and informing our work.
- Trained **approximately 100 people** at in-person workshops for our 2020 Project Support program to allow for success at all levels of our process. Our workshops included an updated section highlighting the importance of respecting the communities that our grant recipients are serving, along with some tips to begin to implement this work.
- Continued to offer **in-person “office hour” sessions**, through a revised approach, in order to provide personalized support and feedback to applicants.
- Conducted strong outreach and consistent technical assistance to existing grant recipients and new applicants, in both PS and GOS, resulting in a 2020 portfolio of **277 grant recipients**.
- Developed new working relationships with **20 first-time grant recipients**. We look forward to sharing their stories on our digital platforms and introducing thousands of residents to new organizations.
- Continued our investment as presenting sponsor of The Cleveland Orchestra's Star-Spangled Spectacular for the 12th consecutive year. At the board's December meeting, CAC will bring before

the board a recommendation to renew support of this community concert for the 13<sup>th</sup> year in 2020. See the contracts table at the end of this packet for more details.

**Expanded Our Technical Assistance Offerings.** In response to requests, and in an effort to be of service to our grant recipients, CAC:

- Worked with SMU DataArts to present “Data + Stories”, a workshop for arts & cultural organizations to learn **how to connect Cultural Data Profile data to stories about their mission and impact.** Representatives from 23 arts organizations attended, learning how to use the DataArts system as a powerful tool to help tell their stories.
- Built upon our work with racial equity training expert Erica Merritt to revise and continue offering “The Power of Words” – an addition to our applicant workshop that stressed the **importance of respecting the communities** that our grant recipients are serving. This information was also shared with General Operating Support grant recipients.
- Building upon positive results from last cycle, and responding to previous applicant feedback seeking online options for technical assistance, staff created **a series of four technical assistance videos** that covered both Project Support and General Operating Support application processes and included a video version of “The Power of Words”. Technical assistance **videos were viewed more than 150 times** on CAC’s YouTube channel.
- Continued to offer “Cultural Partner Connection,” a newsletter for our grant recipients (**12 issues** sent in 2019 to more than **800 individuals each month**), that responds to the interest of the groups we fund, connecting them to resources, additional funding opportunities, trainings and trends in the field. This newsletter continues to receive higher than average open and click ratings.

**Conducted Public Panels.** In order to review and recommend grants in a transparent and impartial manner, CAC staff recruited **25 panelists** from around the country. Staff trained panelists in the review process and funding criteria, and stressed the connection between respecting community and public benefit. Panelists read, reviewed and scored 221 Project Support applications in September. Staff worked to prioritize panelist diversity across age, race, gender and discipline. What follows is a self-identified breakdown by race/ethnicity, gender, and age of our 2020 panelists:

Race/Ethnicity	
Asian	8%
Black/African American	40%
Caucasian	44%
Hispanic/Latino	4%
Two or more	4%

Gender	
Female	48%
Male	52%

Age	
20-29	20%
30-39	28%
40-49	32%
50 and above	20%



- The **General Operating Support panel** was held October at 25<sup>th</sup> at Idea Center.
  - 5 panelists reviewed 5 applications, recommending 4 for funding.
  - Each applicant had 1-2 representative during the panel review process which included an interactive Q&A with each applicant.
  - Panel was a full-team effort, with Luis, Heather and Dan chairing the panel proceedings while India, Allison managed day-of logistics and communications.
  
- The **Project Support I panel** was held October 23<sup>rd</sup> -24<sup>th</sup> at Idea Center.
  - 5 panelists reviewed 66 applications, recommending 61 for funding.
  - 7 people attended the in-person review at Idea Center, 100 listened to the online audio livestream.
  - Panel was a full-team effort, with Luis, Heather and Dan chairing the panel proceedings while India and Allison managed day-of logistics and communications.
  
- The smaller **Project Support II** panel was conducted completely online, as it has been in previous years.
  - 15 panelists reviewed 155 applications in late September recommending 151 for funding.
  - Panelists wrote comments, along with their scores, which have been shared with applicants as feedback and as an educational tool for future applications.
  - Though this panel was conducted online, it still represented a team effort. India managed technical assistance to panelists using the FluidReview online system, while Luis, Heather and Dan monitored and managed panelist feedback. Jake and India finalized the creation of the comments/scoring documents.

**Highlighting 20 New Grant recipients.** 20 Project Support II grant recipients will be receiving CAC funding for the first time in 2020. CAC will work to promote their work through a social media campaign in December. Luis, Heather, Dan and India will lead new grant recipient meetings early in 2020 to help ensure our newest grant recipients are successful during the grant period.

These new organizations (listed below) and their projects cover a range of programming that reflects the arts & cultural ecosystem of Cuyahoga County.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• ATNSC: Center for Healing &amp; Creative Leadership</li> <li>• Bethlehem Community Health</li> <li>• Bodwin Theatre Company</li> <li>• Cleveland Uncommon Sound Project</li> <li>• Earth and Air: String Orchestra</li> <li>• Food Strong</li> <li>• Gardening in the District</li> <li>• Graffiti HeArt</li> <li>• Hasani Management</li> <li>• Henry Johnson Center</li> </ul> | <ul style="list-style-type: none"> <li>• Hispanic Police Officers Association</li> <li>• iN Education</li> <li>• Joseph's Home</li> <li>• Little Lumpy's Center for Educational Initiatives</li> <li>• Northeast Ohio Alliance for Hope</li> <li>• Parma Heights Historical Society</li> <li>• Refugee Response</li> <li>• Tender Hearts Crusades</li> <li>• Westlake-Westshore Arts Council</li> <li>• Windsong, Cleveland's Feminist Chorus</li> </ul> |
|---|--|



**Pictured from left to right:** The Refugee Response, Hispanic Police Officers Association and Windsong, Cleveland’s Feminist Chorus (all three will receive CAC funding for the first time in 2020)

**Continued Grantmaking Partnership with Neighborhood Connections.** In 2013, CAC formed a partnership with Neighborhood Connections, a grassroots grantmaking program affiliated with the Cleveland Foundation. Since then, **CAC has funded over 340 resident-led arts and culture projects** in Cleveland and East Cleveland. In 2019, **our \$75,000 investment helped co-fund 24 neighborhood projects.** Through our investment in Neighborhood Connections, CAC co-funded grants of up to \$5,000 twice a year in May and November to groups of residents in Cleveland and East Cleveland who organize projects to improve the quality of life in their neighborhoods. Groups are encouraged to work with their neighbors to propose creative solutions to challenges in their community.

This year, Dan worked closely with Neighborhood Connections throughout its Round 33 and Round 34 grantmaking processes. Dan met with newly co-funded organizations to help introduce them to CAC and served as a liaison on Neighborhood Connections Round 34 grantmaking committee. In this role, he helped to focus the committee on the criteria and purposes of the grant program.

At the December meeting, CAC will bring before the board a contract to continue our work with Neighborhood Connections to co-fund arts and culture, resident-led, grassroots projects in 2020. This work is in addition to the Arts & Culture Network Nights that we will continue to co-host with Neighborhood Connections. See the contracts table at the end of this packet for more details.

**Supported Resident-Led Arts & Culture Projects with ioby.** In early 2019, the board approved a \$60,000 grant to [ioby](#), which created the Cuyahoga Arts & Culture Match Fund. In its first year, 18 resident project leaders from across Cuyahoga County were able to make use of the match funds as well as take advantage of ioby's crowdfunding platform and fundraising coaching to raise a total of \$102,580 for resident-led arts & cultural projects. The CAC Match Fund launched in April and was drawn down by August.

Building off of a successful first grant to ioby, CAC will bring before the board at its December meeting a contract to continue to match the crowdfunding efforts of resident-led arts and culture projects throughout Cuyahoga County. For 2020, CAC is recommending a modest increase to its grant to ioby of \$72,000, with the goals of keeping the matching campaign open longer and increasing the number of supported projects. See the contracts table at the end of this packet for more details.

**Offered Opportunities to Bring Together the Arts & Cultural Community.** Working with Neighborhood Connections, CAC offered quarterly opportunities to convene our grant recipients, artists and residents:

- In 2019, CAC continued to work with Neighborhood Connections to offer **four Arts & Culture Network Nights** (February, June, August and November). These events were well attended by representatives from CAC-funded organizations, individual artists and residents engaged in the arts

& cultural community. The goal of these quarterly organizing events is to spark connection and inspire collective action among our arts and cultural community. Each Network Night was attended by 50-60 participants and fostered inspiring conversations and connections. A few “community-building wins” include:

- Collective Express, Summer of Sisterhood, and Mama Fasi Cultural Experience, all Neighborhood Connection and/or CAC grant recipients performed at Network Night. Their performances provided our event with live music but also exposed participants to their organizations and artists.
- Based on conversations hosted by participants, we identified three themes that ran through all of the four events hosted in 2019: building racial equity in arts and culture; economic development through the arts; and a need for support with grant-writing and access to funding. Through follow-up and network weaving we were able to push one of these topics toward action. *Make Art Talk Race: Decolonizing Wealth* is a book discussion group that will culminate in an art piece created collectively by participants
- Multiple individuals made connections that assisted them with furthering their arts and culture project or programming. Participants helped one another with grant writing, donations, transportation, collaborations and much more.

**Racial Equity Institute for Grant Recipients.** CAC continued to raise awareness about the need for racial equity in the arts by fully funding the participation of CAC-funded organizations in Racial Equity Institute (REI) learning sessions, in partnership with Cleveland Neighborhood Progress and ThirdSpace Action Lab. As of September 2019, over 130 individuals have participated in the two-day Phase I session or the half-day Groundwater session. We look forward to continuing to offer this opportunity to our grant recipients. Visit our [equity page](#) to see the list of organizations who have attended REI through our offer.

**Moving Toward Equity.** CAC hosted a series of four racial equity workshops facilitated by Erica Merritt of Equius. These workshops were offered to General Operating Support grant recipients to help them move from learning to action and implement racial equity strategies and practices in their organizations. Each session sold out and addressed different topics including 1) assessing and implementing racial equity strategies 2) equity competent leadership 3) tools for evaluating challenges within your organization 4) based on the feedback of participants.

**Race Forward.** CAC hosted a 1.5 day Building Racial Equity training on October 17-18 by [Race Forward](#), a national organization leading innovative approaches to help people take effective action towards racial equity. The training was open to all CEOs and Executive Directors from organizations receiving General Operating Support funding. In all, 53 executive leaders from 46 grantee organizations attended the training. The interactive training connected attendees to racial equity concepts *especially as they pertain to the arts*. In addition to exploring core concepts about race and racism, the training provided space to explore how implicit bias affects institutional practices, provided tips for cultural leaders as they plan to create organizational equity commitments, and share tools for advancing racial equity in day-to-day activities.

The majority of the attendees rated the training as excellent to very good. Attendees also noted that the training created a safe place for people to talk about the impact of racism and implicit bias. Other general evaluation comments included:

- Clearly defined the difference between equity, diversity and inclusion and that diversity and inclusion doesn't equal equity.

- Participants gained a lot of new information that opened up their eyes.
- Trainings and staff were very knowledgeable in the topic of diversity, inclusion and equity.

To see the slides from the training, handouts and additional resources. Please visit our [website](#).

**Made Seven Grants to Provide Support and Funding to Over 150 Local Artists.** Throughout 2019, Cuyahoga Arts & Culture staff worked with seven nonprofits to provide a range of support and funding opportunities for Cuyahoga County artists. These included fellowships, project-based funding, access to physical spaces to create and display artworks, professional development, relationship-building and collaboration between artists and nonprofit organizations, and more. In all, more than 150 artists connected with a CAC-funded program or funding opportunity in 2019.

**2019 Support for Artists Grant Recipients**

	unrestricted monetary support	specific project support	physical spaces	institutional connections	professional development
<b>Center for Performance and Civic Practice</b>	X	X		X	X
<b>Cleveland Arts Prize</b>	X				
<b>Cleveland Public Theatre</b>	X	X	X	X	X
<b>Hispanic Business Center</b>		X		X	X
<b>Karamu House</b>	X	X	X	X	X
<b>LAND studio</b>		X		X	X
<b>SPACES</b>	X	X	X	X	X

In a memo that follows in this packet, staff outlines recommendations to continue to provide (and improve) offerings to serve the diverse spectrum of artists in our community. For more information about this process and Support for Artists partners, visit [cacgrants.org/artists](http://cacgrants.org/artists).

## 2. COMMUNICATIONS: Connecting with residents

Our 2019 objectives were to: 1) Develop and grow our calendar and events and artist calendar/directory ClevelandArtsEvents.com to connect residents with the groups we fund; 2) utilize earned media, media partnerships and social media to build community and promote groups we fund, using a racial equity lens; 3) serve as a marketing resource for our partners; and 4) build positive awareness of CAC and promote transparency with all of our stakeholders.

**Showcasing our Grant Recipients and Connecting with Residents.** In 2019, staff aimed to tell the stories of our grant recipients in meaningful and compelling ways, in conjunction with the promotion of ClevelandArtsEvents.com. In partnership with Compelling Communications, staff continued to connect with CAC's two audiences: the nonprofit organizations we support as part of the broader arts and cultural community, and the residents of Cuyahoga County. Key projects in 2019 to support this objective included:

**2018 Annual Report.** At the April 2019 meeting, we released the annual Report to the Community in print and online at [cacgrants.org/2018](http://cacgrants.org/2018).

Focusing on shared experiences and the unifying power of arts and culture, the report summarizes Cuyahoga Arts & Culture's annual activities and highlights a number of CAC-funded organizations across our grant programs, including support for artists. Key results include:

- In addition to the online version, staff mailed hard copies to more than 550 grant recipients, key community leaders, media and elected officials.
- The report has been viewed online more than 1,000 times since its release.
- An additional 15,000 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.



**Media Partnerships Highlight Grantees, Connect Residents to CAC.** As part of our media partnership with Fresh Water Cleveland, **twelve features were issued** to raise awareness of CAC's grant recipients and other initiatives. Each piece shared a unique perspective on CAC-funded activities and invited the public to connect with CAC to learn more. These stories **received over 5,000 views** on Fresh Water Cleveland's website. In addition, CAC ads are featured prominently on their website, driving **nearly 1,000 additional visits** to our events calendar.

In addition, CAC continued its successful digital media with Raycom Media, managed by CBS/Channel 19 Cleveland and launched a **new partnership with WKYC Channel 3**. In addition to creating a high-quality promotional video, we reached new audiences and markets through both locally-aired commercials and monthly appearances alongside CAC-funded groups on Live on Lakeside.

**Digital Presence Continues to Build Connections.** CAC continued its efforts to maintain a bold and engaging digital presence in 2019, bolstered by our summer communications intern and varied campaigns to raise awareness of the Cleveland Arts Events brand. Again in 2019, we grew or maintained participation across all our social platforms.

From June through August, staff implemented a summer campaign to drive awareness of and engagement with our online events calendar and brand: [www.ClevelandArtsEvents.com](http://www.ClevelandArtsEvents.com). The campaign included paid and earned media, a robust social media plan, and online ads. The campaign resulted in:

- More than 35,000 website visitors (an average 3,000 active visitors per week),
- nearly 100,000 pages viewed on the website,
- visitors stayed for an average of 90 seconds, on par with industry average.

#### ClevelandArtsEvents.com Website

	Dec 2018	Dec 2019
<b>Website Visitors</b>	35,118	101,436

This is an increase of more than 114% from the previous year (2018), which reflects the concerted efforts of our team to amplify the awareness of the site. Notably, the site also saw an increase in new visitors to the website over the summer period – bringing new residents and visitors to connect with local arts and culture events. In addition, the most visited pages during the campaign was the “jobs” section listing job postings, calls for artists, and other opportunities for artists and creatives. This page alone saw more than 7,300 views.

#### Cuyahoga Arts & Culture Social Media Awareness

	Dec 2016	Dec 2017	Dec 2018	Dec 2019
<b>Facebook Followers</b>	12,198	13,749	14,245	14,453
<b>Twitter Followers</b>	145,958	143,977	133,000	130,834
<b>Instagram Followers</b>	141	565	1,122	1,348

Our Cleveland Arts Events brand proved to be a strong platform for driving website traffic to ClevelandArtsEvents.com, noted by the more than 188% increase in traffic over 2018. Separate and distinct social media pages on Facebook, Twitter, and Instagram, provide a hub of information to share CAC-funded events. These platforms saw substantial awareness and engagement in 2019:

#### Cleveland Arts Events Social Media Awareness

	Dec 2018	Dec 2019
<b>Facebook Followers</b>	637	899
<b>Twitter Followers</b>	49	134
<b>Instagram Followers</b>	1,024	1264

#### Promoted the Portfolio and Public Events of Regional Artists.

Throughout 2019, we have promoted and curated our Artist Calendar and Directory portion of our website at ClevelandArtsEvents.com. Artists have the opportunity to be viewed by thousands of visitors, share events and find opportunities all on ClevelandArtsEvents.com. Our directory currently has over 170 artist profiles and as of December, we have sent out 172, \$25 cash cards, totaling in over \$4,000 in thanks to artists for sharing their profiles and work with the residents of Cuyahoga county. We are continuously thinking of ways we can connect residents to artists, and at the end of 2019, we added an Artist spotlight to our bi-weekly event newsletter. We look forward to collaborating with existing artist networks/directories, sharing artist events, and promoting this resource further in 2020.

#### Artist Spotlight

Did you know ClevelandArtsEvents.com has a free artist directory with over 160 artists? It's a space for artists to create profiles and share their events. A space for arts and cultural organizations and residents to find new artists to work and collaborate with. Check it out today!



**Blanca Fields - Visual Artist**

Blanca Fields is a contemporary painter from Cleveland, Ohio. Field's work introduces a manifestation of her perceived imagination and material sensibilities within the paint itself.

**Rebecca Burcher - Dancer, Choreographer, and Teaching Artist**

Rebecca Burcher was born and raised in the San Francisco Bay Area and attended Slippery Rock University (SRU) in Western

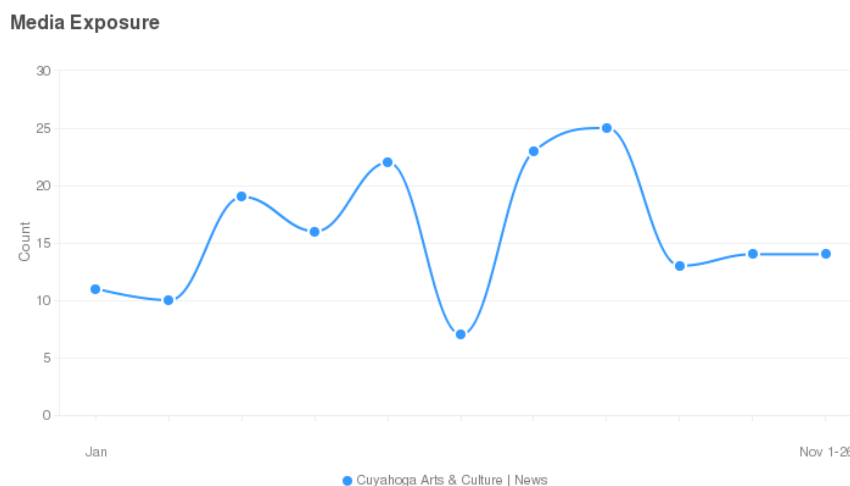
**Les Hunter - Writer and Teaching Artist**

As a playwright Les Hunter's work contemplates the way that theatre specifically can shed new light on emerging problems of selfhood. His plays include Down

Snapshot of November 2019 Event Newsletter  
Artist Spotlight

**Media Placements.** Cuyahoga Arts & Culture continues to see steady and broad-reaching traditional media coverage in print, radio, and on broadcast media.

**CAC Media Exposure in 2019, by Month**



In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below are a sampling of the **hundreds of media placements focused on or mentioning CAC’s work or support in 2019**, that contributed to continued awareness of CAC:

- [\*\*Racial equity trainings aim to build awareness about structural racism\*\*](#) “...Cuyahoga Arts and Culture challenges [implicit] bias by paying for its grantees to attend the REI workshops. Since the scholarships began in 2018, 282 people have participated, Paulsen says...” (July 25, 2019) – *Fresh Water Cleveland*
- [\*\*Arts and Culture Night Offers NE Ohio’s Creative Community the Chance to Meet and Mingle\*\*](#) “...The event is an informal networking evening for artists and creatives, people involved with arts organizations and those just interested in furthering the arts in northeast Ohio...” (August 20, 2019) – *CoolCleveland*
- [\*\*CAC, ioby collaboration raises money for grassroots artistic endeavors\*\*](#) “When Cuyahoga Arts & Culture and ioby Cleveland put their heads together, they support some great individuals doing some inspiring projects in Cleveland.” (August 29, 2019) – *Fresh Water Cleveland*
- [\*\*A changing Cuyahoga Arts and Culture makes few changes in organizational grants\*\*](#) “Cuyahoga Arts and Culture keeps going through changes, but not in its main work: funding operations and projects of local arts groups.” (November 13, 2019) – *Cleveland Plain Dealer*
- [\*\*Arts Groups Share \\$11.8M In Funding From Cuyahoga Arts & Culture\*\*](#) “Just under \$12 million in grant funding is going to area orchestras, dance groups and other cultural organizations in 2020 from the cigarette tax revenue distributed by Cuyahoga Arts and Culture (CAC).” (November 15, 2019) – *ideastream*

### 3. EFFECTIVE TEAMWORK AND OPERATIONS

Our 2019 objectives were to: 1) continue our commitment to professional development for all team members and use our new CRM to its fullest, ensuring good customer service and share agency knowledge; 2) consistently use our racial equity primes to guide our decision-making; 3) continue to steward public funds in a responsible and transparent manner; 4) expand CAC's capacity by offering internship opportunities.

- India was chosen for AFTA's Arts and Culture Leaders of Color Fellowship, one of four from Cleveland. CAC was pleased to recognize India's leadership, contributions and increased responsibility with a promotion to Senior Associate – grant programs + communications. **Congratulations and thank you, India.**
- **We also said goodbye** to Roshi Ahmadian in early January when she moved to Chicago to take on a great opportunity at the Pritzker Traubert Foundation. Her role has been folded into the existing team members' work; we are grateful for staff flexibility and willingness to go above and beyond to cover key grants management and communication functions.
- **Set and Measured Goals.** All CAC staff members tracked progress against their personal professional development plans each quarter, concentrating on ways to work smarter, not just harder, resulting in a team that stayed focused on key objectives.
- **Maintained a Commitment to Learning, with a Focus on Racial Equity. Internal Equity Team.** CAC has been on continuous journey of learning and action around our organizational value of equity. This year we hosted a capacity building program for our General Operating Support grantees called *Moving Towards Equity*. As participants in these sessions, CAC staff completed an internal assessment using the "[Continuum on Becoming an Anti-Racist Multicultural Organization](#)." We identified ourselves as between Stage 3 (Symbolic Change) and Stage 4 (An Affirming Institution). As a result, CAC formed an Internal Equity Team (IET) of three staff members; India Pierre-Ingram, Luis Gomez and Heather Johnson-Banks; who volunteered to further this effort.

The IET will guide the full staff through next steps and ensure accountability to continuing our racial equity work. We welcome the Board's feedback regarding where you think we are on the "Continuum on Becoming an Anti-Racist Multicultural Organization," and looking forward to continuing this work as a full board and staff team.

- **Implemented new CRM system: Akoya.** CAC continues to refine its use of its new CRM Akoya to automate notifications and track its entire grant process. The system continues to increase efficiency around reporting and application deadlines and provide grant program analytics.
- **Received the Auditor of State Award.** Once again, CAC received the highest opinion that the Auditor of State gives: no findings and no material weaknesses for our 2018 financial audit, which led to CAC once again receiving the Auditor of State Award, an award received by fewer than 5% of public agencies in Ohio. Thanks to Meg for her longstanding attention to this work.



## **FINANCIAL UPDATE 2019 YTD**

**Revenue.** Tax revenue through November 30 was \$12,681,718. This is \$399,642 (3.3%) below budget year-to-date and \$1,081,386 (8.5%) below revenue for the same period in 2018. Interest revenue through November was \$325,995. This exceeds YTD forecast by \$75,000.

As of November 30, CAC investment of inactive monies were as follows:

- RedTree Investment Group: \$15,741,196 (target yield 2.1%)
- STAR Ohio: \$2,998,875 (yield 1.88%)

**Expenditure.** Expenditures through November were \$13,737,320 and are tracking under budget by \$663,000 primarily due to open positions and timing of expenditures.

### **2019 Year End Outlook**

As noted above, revenue to date is \$1,081,386 (8.5%) below revenue for the same period in 2018. This decline in tax receipts is significantly below revenue projections for 2019 and we do not expect December's tax receipts to make up this difference. Expenses have also been below budget which is primarily related open staff positions and lower spending across several grant programs. We will finish the year with expenses approximately \$650,000 below budget and will draw \$961,000 from the reserve to balance the expenditures vs revenue for the year.

<b>Cuyahoga Arts &amp; Culture</b>				
<b>Through 11/30/19</b>				
	<b>Actual YTD</b>	<b>Budget YTD</b>	<b>\$ Over/Under Budget</b>	<b>% of Budget</b>
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 11,681,718	\$ 12,081,360	\$ (399,642)	96.69%
Interest	\$ 325,995	\$ 251,000	\$ 74,995	129.88%
Other revenue	\$ -	\$ -	\$ -	
<b>Total Revenue</b>	<b>\$ 12,007,713</b>	<b>\$ 12,332,360</b>	<b>\$ (324,647)</b>	<b>97.4%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 347,896	\$ 391,184	\$ (43,288)	88.9%
Grant Panel Expenses	\$ 22,590	\$ 31,600	\$ (9,010)	
Grant Management Expenses	\$ 69,572	\$ 80,850	\$ (11,278)	86.1%
Awareness Activities	\$ 46,297	\$ 55,500	\$ (9,203)	83.4%
Grants**	\$ 12,873,617	\$ 13,247,544	\$ (373,927)	97.2%
<b>Total A&amp;C Exenditures</b>	<b>\$ 13,359,973</b>	<b>\$ 13,806,678</b>	<b>\$ (446,705)</b>	<b>96.8%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 222,617	\$ 338,444	\$ (115,826)	65.8%
Facilities, Supplies, Equipment	\$ 63,200	\$ 90,649	\$ (27,449)	69.7%
Professional Fees	\$ 121,529	\$ 194,829	\$ (73,300)	62.4%
Depreciation	\$ -	\$ -	\$ -	
<b>Total G&amp;A Expenditures</b>	<b>\$ 407,347</b>	<b>\$ 623,922</b>	<b>\$ (216,575)</b>	<b>65.3%</b>
<b>Total Expenditures</b>	<b>\$ 13,767,320</b>	<b>\$ 14,430,600</b>	<b>\$ (663,280)</b>	<b>95.4%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (1,759,607)</b>	<b>\$ (2,098,240)</b>	<b>\$ 338,633</b>	

\*\* Outstanding 2019 grant obligations are on the balance sheet.

Cuyahoga Arts & Culture  
Balance Sheet as of

**Nov 30, 19**

**ASSETS**

**Current Assets**

**Checking/Savings**

**KeyBank**

37,917.98

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

15,741,196.48

**Star Ohio**

2,998,875.45

**Total Checking/Savings**

18,777,989.91

**Accounts Receivable**

**11000 · Accounts Receivable**

1,058,425.84

**Total Accounts Receivable**

1,058,425.84

**Total Current Assets**

19,836,415.75

**Fixed Assets**

**15000 · Furniture and Equipment**

75,222.56

**15001 · Software and Webdesign**

10,000.00

**17000 · Accumulated Depreciation**

-80,849.10

**Total Fixed Assets**

4,373.46

**TOTAL ASSETS**

**19,840,789.21**

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Other Current Liabilities**

**24000 · Payroll Liabilities**

887.84

**24200 · GOS Grants**

1,015,098.00

**24300 · Project Support Grants**

760,801.00

**24400 · Other Grants/Program Contracts**

86,500.00

**Total Other Current Liabilities**

1,863,286.84

**Total Current Liabilities**

1,863,286.84

**Total Liabilities**

1,863,286.84

**Equity**

**32000 · Retained Earnings**

19,737,109.29

**Net Income**

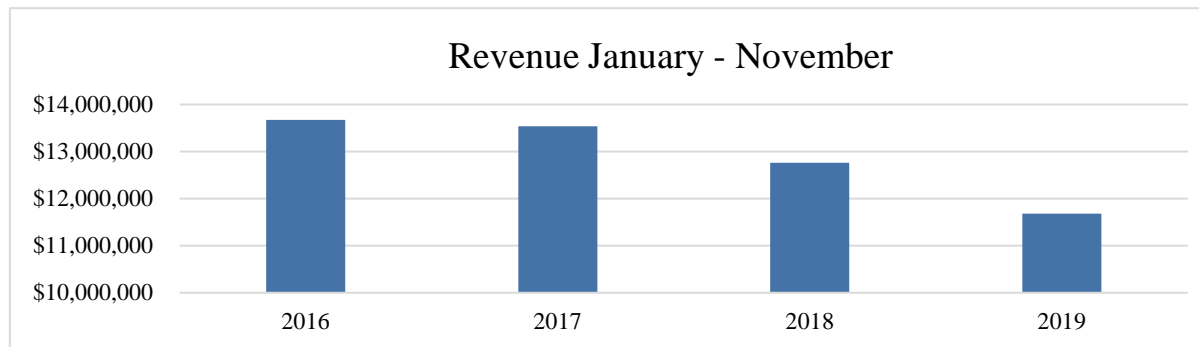
-1,759,606.92

**Total Equity**

17,977,502.37

<b>CIGARETTE TAX RECEIPTS FY 18 VS FY 19 YTD</b>				
	<u>2018</u>	<u>2019</u>		
<b>Month</b>	<b>2018</b>	<b>2019</b>	<b>\$VAR</b>	<b>18-19% VAR</b>
JANUARY	\$ 1,489,490.74	\$ 937,849.45	\$ (551,641.29)	-37%
FEBRUARY	\$ 675,154.53	\$ 911,499.85	\$ 236,345.32	35%
MARCH	\$ 1,122,153.58	\$ 998,471.61	\$ (123,681.97)	-11%
APRIL	\$ 1,094,271.01	\$ 1,091,847.74	\$ (2,423.27)	0%
MAY	\$ 975,737.92	\$ 1,178,936.37	\$ 203,198.45	21%
JUNE	\$ 2,399,933.00	\$ 1,896,350.82	\$ (503,582.18)	-21%
JULY	\$ 227,176.60	\$ 189,281.05	\$ (37,895.55)	-17%
AUGUST	\$ 1,225,670.88	\$ 1,112,511.45	\$ (113,159.43)	-9%
SEPTEMBER	\$ 1,121,033.98	\$ 1,221,169.15	\$ 100,135.17	9%
OCTOBER	\$ 1,211,208.69	\$ 1,085,374.60	\$ (125,834.09)	-10%
NOVEMBER	\$ 1,221,272.88	\$ 1,058,425.84	\$ (162,847.04)	-13%
DECEMBER	\$ 1,036,824.70			
<b>TOTALS</b>	<b>\$ 13,799,928.51</b>	<b>\$ 11,681,717.93</b>	<b>\$ (1,081,385.88)</b>	<b>-8.5%</b>

<b>Year</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Revenue Jan - November	\$ 13,674,379	\$ 13,537,800	\$ 12,763,104	\$ 11,681,718
Change year-over-year YTD	-5.2%	-1.0%	-5.7%	-8.5%
Change year-over-year @ YE	-7.6%	-1.6%	-5.0%	





## MEMORANDUM

**Date:** December 11, 2019  
**To:** CAC Board of Trustees  
**From:** Heather Johnson-Banks, program manager  
Jake Sinatra, manager – special projects & communications  
**Re:** 2020 Support for Artists second round of grant recommendations

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**Board Action Requested:** At the December 11 meeting, staff recommends three grants to nonprofits (totaling \$202,000) to provide support to Cuyahoga County artists in 2020. This is the second of multiple Support for Artists grant recommendations for 2020; staff will present the remaining recommendations in Q1/2 next year.

### Background

At its February 2018 meeting, the Board unanimously approved a workplan to develop and deliver support for individual artists in Cuyahoga County. The plan was informed by the [Board-approved key elements for support](#) for artists and the Support for Artists Planning Team’s [extensive recommendations](#) from December 2017. Informed by hundreds of residents and artists, this work led CAC to launch a public “call for partners” in May 2018 to identify nonprofits to provide funding and support for artists. During this time, the Learning Lab was also launched through a grant to the Center for Performance and Civic Practice to meet the needs of artists. In total, CAC funded seven (7) nonprofits through the Support for Artists grant program in 2018-19, with some projects flowing into 2020.

For more information about this process, the recommendations and funded programs, visit [cacgrants.org/artists](http://cacgrants.org/artists).

### Progress Report

In 2019, CAC rolled out its Support for Artists grants to fund nonprofits to provide funding, support and services to artists in Cuyahoga County. Through these grants, more than 150 artists have directly benefitted through fellowships, project-based funding, access to physical spaces, professional development, and more. By prioritizing funding for artists who foster artistic expression and identify as historically marginalized or underrepresented, CAC has furthered its commitment to racial equity. In fact, an estimated 70% of artists who received funding and 55% of overall participants in the Support for Artist programs and events identified as people of color.

During the last year, staff assessed and monitored the Support for Artists grants through regular reports and site visits to each nonprofit. For the projects that are flowing into 2020, staff are in regular communication and plan to attend the remaining events and exhibitions. All of the grant recipients report that this new approach for Support for Artists funding advanced their missions, expanded their artist networks and increased their understanding of how to effectively support the needs of Cuyahoga County artists.

In addition to an online survey of more than 110 artists, staff conducted interviews with each Artist Network Leader to better understand how the projects address the needs of artists. In all, through the varied methods of evaluation staff have concluded that artist awareness of the Support for Artists opportunities continues to grow and that the programs are addressing the diverse needs of artists. We will continue to gather feedback formally and informally through our Arts & Culture Network Nights and our e-mail list of nearly 900 artists, which receives regular updates from staff.

The table below represents Support for Artists grants and resources that are part of CAC’s ongoing work and approved for action in 2020 at an earlier meeting of the Board.

	unrestricted support	project support	physical spaces	institutional connections	professional development
<b>ClevelandArtsEvents.com Artist Directory</b>				X	X
<b>Center for Performance and Civic Practice’s Artist Learning Lab</b>		X		X	X

**Board Action for December 2019**

The following grant recommendations provide \$202,000 in funding for vetted Cuyahoga County nonprofits to provide support and services to artists in 2020. We anticipate additional recommendations will be made to the Board on an ongoing basis as continued programs are completed and following staff evaluation.

These organizations include:

	unrestricted support	project support	physical spaces	institutional connections	professional development
<b>Julia de Burgos Cultural Arts Center</b>	X		X	X	
<b>Karamu House</b>	X	X	X	X	X
<b>SPACES</b>	X	X	X	X	X

- **Julia de Burgos** – a grant of \$40,000 for Unidos por el Arte. Six Cuyahoga County artists, of all disciplines, will receive flexible funding awards and access to space to create and present art that represents and supports the Latinx community.
- **Karamu House** – a grant of \$120,000 to expand the Room in the House Residency. Eight visual artists will receive studio space and participate in an exhibition of work created by all resident artists. Eight performing artists will receive rehearsal space, access to Karamu’s production team, and will present their work to the public. Karamu will also provide shared office space to resident and community artists. All 16 artists receive flexible funding awards.
- **SPACES** – a grant of \$42,000 for an Urgent Art Fund. Five Cuyahoga County artists will receive flexible funding awards and resources, including space, tools and professional development opportunities; to create new art that is socially, politically or culturally responsive. If necessary, SPACES will also help artist participants secure a location to display their work.

**Budget & Next Steps**

Upon Board approval, staff will finalize grant agreements and develop plans to promote the CAC-funded programs and services. In addition, we will continue to bring grant recommendations to the Board's future meetings to round out the services and offerings for 2020.

CAC budgeted \$400,000 for this program in 2020. This includes the continuation of the CPCP Learning Lab program, a grant for which was approved in February 2019, and resulting project funding. We look forward to finalizing our 2020 Support for Artists offerings in the new year.



**MEMORANDUM**

Date: December 11, 2019  
 To: CAC Board of Trustees  
 From: Jill Paulsen, interim executive director and Meg Harris, director of administration  
 Re: 2020 Budget Appropriation

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**Summary**

At the December 11 board meeting, Trustees will be asked to approve the 2020 operating budget for CAC in the amount of \$13,940,000.

**Objectives**

Our objectives in creating the operating budget for 2020 are to:

1. Provide financial and technical support to more than 277 arts and culture organizations in Cuyahoga County so they may offer arts and cultural experiences to the residents.
2. Promote and encourage the participation in the breadth of arts and cultural programming which will take place in Cuyahoga County to residents and visitors.
3. Invest in programs that will provide a range of support to artists living in Cuyahoga County.
4. Ensure that 2020 team objectives are supported by the operating budget, while limiting expenses wherever possible.
5. Invest appropriately in staff, to encourage employee retention.

**Revenue**

Excise tax revenue projections for 2020 are \$12,021,000. This projection is based on a three-year rolling average of the decrease in tax receipts seen over the last three years (2016/2015 and 2017/2016 and 2018/2017). Interest revenue is forecast to be \$295,000, net of investment fees, based on projections provided by our investment advisor.

<b>Year</b>	<b>Excise Tax</b>	<b>Decrease</b>	<b>Change %</b>
2016	\$ 14,767,137		
2017	\$ 14,533,031	\$ (234,106)	-1.59%
2018	\$ 13,799,929	\$ (733,102)	-5.04%
2019 forecast	\$ 12,651,712	\$ (1,148,217)	-8.32%
2020 Est.	\$ 12,021,000	3 yr avg. % decrease	-4.98%

**Expenses**

We anticipate that our expenses, detailed below, will be approximately \$13,940,000, the majority of which is already committed to grants and grant programs approved by the Board at the November meeting. We will utilize the cash reserve to meet our approved grant commitments for 2020; using the cash reserve is an intentional part of CAC’s budgeting and expenditure model. This practice allows the agency to strive to provide predictable, funding over multi-year periods, with adjustments as needed, typically every two to three years, to address annual decreases in revenue.



## **Appropriation Detail**

### **1. Grants and Grant Program Management**

#### **a. Salaries, Wages and Benefits**

This category includes salaries for the deputy director, four managers, one associate, interns, and 25% of the salary for the director of administration. Benefits include health, dental and vision insurance, and contributions, as required by law, to Medicare, Bureau of Workers Compensation and the Ohio Public Employee Retirement System.

#### **b. Grant Program Management**

The expenditures in this area are comprised of three broad categories: application and panel review activities; grant program management and capacity building activities for grant recipients; and marketing/ communications of CAC-funded arts and culture events through ClevelandArtsEvents.com.

#### **c. Grants**

This category represents CAC's grantmaking: 65 General Operating Support grants (\$10.2mil.); 212 Project Support grants (\$1.6mil.); The Cleveland Orchestra grant for the Star-Spangled Spectacular Concert (\$125k); Neighborhood Connections for grassroots grantmaking (\$75k); ioby for crowd-funded grants (\$72k) SMU Data Arts for use of the Cultural Data Project (\$20k); initiatives stemming from our community plan (\$175k); and the Support for Artists initiative (\$400k).

### **2. General and Administrative**

#### **a. Salaries, Wages and Benefits**

G&A staff salaries include the executive director, manager – communications and special projects and 75% of the salary for the director of administration. Benefits include health, dental and vision insurance, and contributions, as required by law, to Medicare, Bureau of Workers Compensation and the Ohio Public Employee Retirement System.

#### **b. Facilities, Supplies, Equipment**

This category includes expenses for rent, utilities, office supplies, printing, postage computer software and other business machines. For 2020 we have included a modest budget for any costs associated with board meetings which will all be held in community locations in 2020.

#### **c. Professional Fees**

This category includes fees for banking, legal, communications/strategy; marketing, design, accounting, executive director search firm and financial services.

## **Action Requested**

We ask that Trustees approve the 2020 operating budget in the amount of \$13,940,000. We look forward to answering your questions at the December 11 Board meeting.

## 2020 Budget Appropriation Summary

Revenue	2018 Actual	2019 Projection	2020 Budget
Excise Tax	\$ 13,799,929	\$ 12,651,712	\$ 12,021,000
Interest Income (cash)	\$ 267,677	\$ 343,995	\$ 295,000
Other Income	\$ 8,242	\$ -	\$ -
	<u>\$ 14,075,848</u>	<u>\$ 12,995,707</u>	<u>\$ 12,316,000</u>

Expenditures	2018 Actual	2019 Projection	2020 Budget
<b>Grants and Grants Management</b>			
Salaries, Wages and Benefits	\$ 447,150	\$ 389,422	\$ 445,974
Grant Program Management	\$ 162,370	\$ 146,760	\$ 168,000
Grants	\$ 12,215,485	\$ 12,903,300	\$ 12,667,899
<b>Total Grants/Grants Mgmt Expenditures</b>	<u>\$ 12,825,005</u>	<u>\$ 13,439,482</u>	<u>\$ 13,281,873</u>

General & Administrative			
Salaries, Wages and Benefits	\$ 380,267	\$ 248,636	\$ 417,802
Facilities, Supplies, Equipment	\$ 83,737	\$ 72,984	\$ 86,025
Professional Fees	\$ 182,730	\$ 136,223	\$ 152,300
Depreciation	\$ 1,883	\$ 2,000	\$ 2,000
<b>Total G&amp;A Expenditures</b>	<u>\$ 648,617</u>	<u>\$ 459,843</u>	<u>\$ 658,127</u>

<b>Total Annual Expenditures</b>	\$ 13,473,622	\$ 13,899,325	\$ 13,940,000
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<b>Change in Net Position</b>	\$ 602,226	\$ (903,618)	\$ (1,624,000)
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<b>Reserve at YE</b>	\$ 18,817,861	\$ 17,914,243	\$ 16,290,242
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2020 Budget Appropriation Detail		
		Draft 2020 Budget
<b>Revenue</b>		
Excise Tax (est)		\$ 12,021,000
Interest Income		\$ 295,000
Other Revenue		
<b>Total Revenue</b>		<b>\$ 12,316,000</b>
<b>Expense</b>		
<b>Salaries and Benefits</b>		
G&A Payroll		\$ 294,114
Grants Management Payroll		\$ 344,775
Benefits		\$ 224,887
<b>Total Salaries, Wages and Benefits</b>		<b>\$ 863,776</b>
<b>Facilities, Supplies, Equipment</b>		
Office Supplies and Equipment		\$ 9,000
Meals & Catering		\$ 200
Professional Development		\$ 14,835
Postage and Mailings		\$ 300
Space Rental		\$ 54,990
Travel		\$ 3,700
Utilities (telecom)		\$ 3,000
<b>Total Facilities, Supplies, Equipment</b>		<b>\$ 86,025</b>
<b>Professional Fees</b>		
Web Site hosting and mgmt		\$ 2,500
Graphic Design Fees		\$ 9,500
Accounting Fees		\$ 12,000
Bank Service Fees		\$ 3,600
Legal Fees		\$ 25,000
Communications/PR		\$ 40,000
Insurance		\$ 7,700
Other Professional/Contract Svc		\$ 52,000
<b>Total Professional Fees</b>		<b>\$ 152,300</b>
<b>Grants and Grants Management</b>		
Panel Expenses		\$ 24,000
Grantee Capacity Blding and Training		\$ 86,000
Grantee and Event Promotion		\$ 58,000
General Operating Support Grants*		\$ 10,200,001
Project Grants*		\$ 1,600,898
Support for Artists		\$ 400,000
Downtown Concert		\$ 125,000
Neighborhood Connections Grants		\$ 75,000
DataArts		\$ 20,000
ioby grants		\$ 72,000
Other Grant Initiatives		\$ 175,000
<b>Total Grants and Grants Management</b>		<b>\$ 12,835,899</b>
Depreciation Expense		\$ 2,000
<b>Total Expense</b>		<b>\$ 13,940,000</b>
		\$ 18,833,491
<b>Draw on Cash Reserve</b>		<b>\$ (1,624,000)</b>

\* approved on November 13, 2019

APPROPRIATION RESOLUTION FOR CUYAHOGA ARTS & CULTURE  
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2020

Be it resolved by the Board of Trustees of Cuyahoga Arts & Culture, a regional arts and cultural district and political subdivision of the State of Ohio, that to provide for the expenditures of Cuyahoga Arts & Culture for the fiscal year ending December 31, 2020, the following amounts are appropriated from the General Fund:

SECTION 1. There is appropriated for Grants and Grants Management \$13,281,873.

SECTION 2. There is appropriated for General & Administrative Expenses \$658,127.

SECTION 3. The Interim Executive Director is authorized to draw on the Cuyahoga Arts & Culture treasury for payments from any of the foregoing appropriations, subject to approval of contracts by the Board of Trustees, as defined by the Bylaws of Cuyahoga Arts & Culture.

SECTION 4. This Resolution shall be in full force and effect from and immediately upon its adoption.

Trustee \_\_\_\_\_ moved the adoption of the resolution, and Trustee \_\_\_\_\_ seconded the motion.

Upon roll call on the adoption of the resolution, the vote was as follows:

Garth  
Hanson  
Mendez  
Sherman

**CERTIFICATION**

The above is a true and correct excerpt from the minutes of the regular meeting of the Board of Trustees of Cuyahoga Arts & Culture held on December 11, 2019, showing the adoption of the Resolution set forth above.

\_\_\_\_\_  
Secretary, Board of Trustees  
Cuyahoga Arts & Culture

Approved December 11, 2019

**Contracts & Grants Update for Board**

<b>Contractor</b>	<b>Amount</b>	<b>Purpose</b>	<b>Term</b>	<b>Require Board Approval</b>
Julia de Burgos Cultural Arts Center	\$40,000	A grant of \$40,000 for Unidos por el Arte. Six Cuyahoga County artists, of all disciplines, will receive flexible funding awards and access to space to create and present art that represents and supports the Latinx community.	1/1/2019 - 12/31/2020	Y
Karamu House	\$120,000	A grant of \$120,000 to expand the Room in the House Residency. Eight visual artists will receive studio space and participate in an exhibition of work created by all resident artists. Eight performing artists will also receive rehearsal space, access to Karamu's production team, and will present their work to the public. Karamu will also provide shared office space to resident and community artists. All 16 artists receive flexible funding awards.	12/1/2019 - 12/31/2020	Y
SPACES	\$42,000	A grant of \$42,000 for an Urgent Art Fund. Five Cuyahoga County artists will receive flexible funding awards and resources, including space, tools and professional development opportunities; to create new art that is socially, politically or culturally responsive. If necessary, SPACES will also help artist participants secure a location to display their work.	1/1/2020 - 12/31/2020	Y
ioby (In Our Back Yards)	\$72,000	\$72,000 grant to <i>ioby</i> for a match-fund that will support resident-led arts & culture projects throughout Cuyahoga County. This is a \$12,000 increase over the 2019 pilot year that will increase the number of projects supported by the match fund in 2020.	1/1/2020-12/31/2020	Y
Neighborhood Connections	\$75,000	A one-year grant to continue, the seven-year partnership with Neighborhood Connections to support grassroots grantmaking in Cleveland and East Cleveland at a level of \$75,000: \$60,000 for grants and \$15,000 for program management/networking building.	1/1/2020-12/31/2020	Y

Musical Arts Association	\$125,000	A grant to continue, for another year, a free concert on Mall B for the residents of Cuyahoga County.	1/1/2020-12/31/2020	Y
Neighborhood Connections	\$19,500	A contract to design, host and conduct outreach and follow-up for four Arts & Culture Network Nights throughout Cuyahoga County in 2020.	1/1/2020-12/31/2020	N
FreshWater Cleveland	\$9,000	A contract to continue paid media partnership in 2020 to highlight the work of CAC-funded organizations through feature stories and promotion to Cuyahoga County residents through FreshWaterCleveland.com.	1/1/2020-12/31/2020	N
Compelling Communications	\$40,000	A contract to continue public relations consulting services for 2020. In addition to providing strategic direction for CAC's media relations, Compelling Communications will continue to provide general communications consulting and services on a variety of projects.	1/1/2020 - 12/31/2020	Y