



## **Minutes of the Regular Meeting of the Board of Trustees**

Monday, November 24, 2014

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A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:07 p.m. at the Rock and Roll Hall of Fame and Museum, 1100 E. 9<sup>th</sup> Street, Cleveland, Ohio.

The roll call showed that Trustees Matt Charboneau, Eliza Wing, Sari Feldman, Joe Gibbons and Steve Minter were present. It was determined that there was a quorum.

Also in attendance were: CAC staff: Karen Gahl-Mills, executive director; Meg Harris, director of administration; program managers Jesse Hernandez and Stacey Hoffman; Jennifer Schlosser, communications manager; and Jake Sinatra, program associate.

### **1. APPROVAL OF MINUTES**

Motion by Trustee Charboneau, seconded by Trustee Gibbons, to approve the minutes from the September 15, 2014 board meeting. Discussion: None. Vote: all ayes. The motion carried.

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

There were no registered requests for public comment relating to items on today's meeting agenda.

### **4. EXECUTIVE DIRECTOR'S REPORT**

Ms. Gahl-Mills welcomed guests to the meeting and thanked the Rock and Roll Hall of Fame and Museum for hosting today's meeting.

### **5. CONNECT WITH CULTURE**

Ms. Gahl-Mills introduced Greg Harris, CEO of the Rock and Roll Hall of Fame and Museum. Mr. Harris welcomed members of the audience to the Rock and Roll Hall of Fame and Museum and thanked Cuyahoga Arts & Culture for its support of the Museum.

### **6. FINANCE REPORT**

Ms. Harris gave a report on Cuyahoga Arts & Culture's finances. She provided an overview of the organization's financial results year-to-date, stating that revenue through October 31 was \$13,424,433. This figure is \$443,000 or 3.2% under forecast for the first 10 months of the year and 5.11% below revenue for the same period in 2013. Ms. Harris stated that CAC's investment income through October was \$74,344, which exceeded forecast by \$9,694. Ms. Harris stated that year-to-date cash expenditures

were \$14,759,837 which is slightly under budget for the period and primarily related to the timing of grant payments.

## **7. BOARD ACTION**

### **Approval of 2015-16 General Operating Support Grant Scores, Allocations and Grant Awards**

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Ms. Gahl-Mills provided an overview for the audience of how the grant approval process would take place. She stated that to date CAC has received more than five percent less revenue than last year, the biggest decrease CAC has seen since 2009. She explained that because the only revenue CAC has is from the excise tax on cigarettes, the reduced revenue will be reflected in the allocations to all of CAC's grantmaking activities, including its two primary grant programs, General Operating Support and Project Support.

Ms. Gahl-Mills added that while applicants may be expecting a smaller CAC grant for the coming year, a smaller grant from CAC is not a reflection on the organization's work. It just means CAC has a little less money to invest. However, even with reduced revenues, CAC will still make significant investments in the good work of 196 organizations in 2015. Today CAC will announce awards of nearly \$14.5 million which represents a meaningful and robust public investment in arts and culture to benefit all in our community.

Ms. Gahl-Mills stated that CAC's Board set the stage for both grant programs when it approved guidelines to the programs earlier this year; those guidelines provide the policies that govern this process. And today that process hits a significant milestone with the approval of the grants. She invited Jesse Hernandez to walk the Board through the grant award approval process.

Mr. Hernandez presented an overview of the [2015-16 General Operating Support Program Memo](#) provided to the Board in advance of this meeting.

The following actions were taken throughout the presentation:

#### **Approval of 2015-16 General Operating Support scores**

Motion by Trustee Minter, seconded by Trustee Gibbons, to approve the scores for 2015-16 General Operating Support grant program applicants. Discussion: Mr. Gibbons stated that although we may move through the approval of these actions quickly, a lot of work has been done along the way, by CAC staff, panelists and applicants. Mr. Gibbons said that he had attended several hours of the panel review meeting for the General Operating Support program and that he found the process to be fair, transparent and successful. Vote: All ayes. The motion carried.

#### **Allocation of 2015-16 General Operating Support funds**

Motion by Trustee Minter, seconded by Trustee Wing, to approve an allocation of \$12,700,000 per year to the 2015-16 General Operating Support grant program. Discussion: None. Vote: All ayes. The motion carried.

#### **Approval of grant awards for 2015 General Operating Support**

Motion by Trustee Gibbons, seconded by Trustee Minter, to approve the 2015 General Operating Support grant awards as listed in the Board handout to Beck Center for the Arts, Cleveland Institute of Music and

Dobama Theatre (below). Discussion: None. Vote – Ayes: Feldman, Gibbons, Minter, Wing. Nays: None. Abstain: Charboneau. Motion carried.

<b>Organization</b>	<b>Award</b>
Beck Center for the Arts	\$172,280
Cleveland Institute of Music	\$737,886
Dobama Theatre	\$35,816

Motion by Trustee Gibbons, seconded by Trustee Wing, to approve the 2015 General Operating Support grants as listed in the Board handout (below). Discussion: None. Vote: All ayes. Motion carried.

<b>Organization</b>	<b>Award</b>
Apollo's Fire, the Cleveland Baroque Orchestra	\$106,917
Art House	\$25,038
Baycrafters (BAYarts)	\$49,053
Brecksville Theater On The Square	\$10,518
Broadway School	\$23,847
Center for Arts-Inspired Learning	\$150,471
Chagrin Valley Little Theatre	\$39,946
Cleveland Botanical Garden	\$351,286
Cleveland Choral Arts (North Coast Men's Chorus)	\$27,192
Cleveland Institute of Art	\$672,572
Cleveland International Film Festival	\$164,506
Cleveland Jazz Orchestra	\$33,977
Cleveland Modern Dance Association (DANCECleveland)	\$55,941
Cleveland Museum of Art	\$1,232,694
Cleveland Museum of Natural History	\$577,499
Cleveland Play House	\$337,280
Cleveland POPS Orchestra, Inc.	\$80,224
Cleveland Public Theatre, Inc.	\$109,278
Cleveland Restoration Society	\$83,412
Community Partnership for Arts and Culture	\$92,515
Contemporary Youth Orchestra	\$27,100
Eleanor B. Rainey Memorial Institute	\$69,486
Great Lakes Museum of Science, Environment and Technology	\$361,952
Great Lakes Theater Festival	\$215,042
GroundWorks DanceTheater	\$46,293
Heights Arts Collaborative, Inc.	\$23,075
ICA-Art Conservation	\$92,381
ideastream	\$879,245
Inlet Dance Theatre	\$22,376

<b>Organization</b>	<b>Award</b>
Lake Erie Nature & Science Center	\$105,772
LAND studio	\$231,920
Maltz Museum of Jewish Heritage	\$155,493
Morgan Papermaking	\$33,779
Museum of Contemporary Art Cleveland	\$158,954
Musical Arts Association (The Cleveland Orchestra)	\$1,518,755
Near West Theatre	\$62,461
Opera Circle, Inc.	\$19,200
Piano International Association of Northern Ohio (Cleveland International Piano Competition)	\$70,177
Playhouse Square Foundation	\$1,395,695
Professional Flair, Inc. (Dancing Wheels)	\$50,262
Progressive Arts Alliance, Inc.	\$47,105
Roots of American Music	\$25,984
Shaker Lakes Regional Nature Center	\$80,495
SPACES	\$52,853
The Children's Museum of Cleveland	\$89,434
The Cleveland Music School Settlement	\$225,193
The Northern Ohio Children's Performing Music Foundation, Inc.	\$44,216
The Rock and Roll Hall of Fame and Museum, Inc.	\$989,574
The Sculpture Center	\$16,582
The Shaker Historical Society	\$18,805
Ukrainian Museum-Archives	\$14,583
Valley Art Center	\$34,359
Verb Ballets	\$39,674
Western Reserve Historical Society	\$280,343
Zygote Press	\$31,234

### **Approval of 2015 Project Support Grant Scores, Allocations and Grant Awards**

Ms. Hoffman presented an overview of the [2015 Project Support Grant Program Memo](#) provided to the Board in advance of this meeting.

The following actions were taken throughout the presentation:

#### **Approval of 2015 Project Support scores**

Motion by Trustee Charboneau, seconded by Trustee Gibbons, to approve the scores for 2015 Project Support I and II. Discussion: None. Vote: All ayes. The motion carried.

#### **Allocation of 2015 Project Support funds**

Motion by Trustee Minter, seconded by Trustee Wing, to approve the allocation of \$1,783,242 to the 2015 Project Support Grant Program with the following breakdown:

- \$1,481,033 to Project Support I
- \$302,209 to Project Support II

Discussion: Vote: All ayes. The motion carried.

### Approval of grant awards for 2015 Project Support

Motion by Trustee Gibbons, seconded by Trustee Wing, to approve the 2015 Project Support grants as listed in the Board handout to Jewish Federation of Cleveland, Ohio City Incorporated and LakewoodAlive (below). Discussion: None. Vote – Ayes: Feldman, Gibbons, Minter, Wing. Nays: None. Abstain: Charboneau. The motion carried.

Program	Organization	Award
PS I	Jewish Federation of Cleveland	\$28,445
PS I	Ohio City Incorporated	\$27,502
PS II	LakewoodAlive, Inc.	\$5,000

Motion by Trustee Charboneau, seconded by Trustee Minter, to approve the 2015 Project Support grants as listed in the Board handout (below). Discussion: None. Vote: All ayes. Motion carried.

Program	Organization	Award
PS I	America SCORES Cleveland	\$22,776
PS I	American Hungarian Friends of Scouting	\$15,240
PS I	Aradhana Committee	\$42,429
PS I	Art Therapy Studio	\$37,930
PS I	Baldwin Wallace University	\$36,929
PS I	Berea Arts Fest	\$10,973
PS I	BlueWater Chamber Orchestra	\$18,712
PS I	Boys & Girls Clubs of Cleveland	\$21,315
PS I	Brite Cleveland	\$7,860
PS I	Cassidy Theatre, Inc.	\$18,563
PS I	Chagrin Foundation for Arts and Culture (Chagrin Arts)	\$25,586
PS I	ChamberFest Cleveland	\$36,332
PS I	CityMusic Cleveland	\$39,714
PS I	Cleveland Center for Arts and Technology (NewBridge Cleveland)	\$41,786
PS I	Cleveland Chamber Music Society	\$12,236

Program	Organization	Award
PS I	Cleveland Classical Guitar Society	\$7,197
PS I	Cleveland Contemporary Chinese Culture Association	\$18,666
PS I	Cleveland Festival of Art & Technology (Ingenuity Cleveland)	\$45,286
PS I	Cleveland TOPS Swingband	\$6,134
PS I	Cleveland Women's Orchestra	\$6,824
PS I	convergence-continuum	\$10,594
PS I	Detroit Shoreway Community Development Organization	\$34,560
PS I	Downtown Cleveland Alliance	\$42,000
PS I	Duffy Liturgical Dance	\$16,029
PS I	Earth Day Coalition	\$38,429
PS I	Ensemble Theatre of Cleveland	\$17,022
PS I	Family Connections of Northeast Ohio	\$5,886
PS I	Fevered Dreams Productions (Chagrin Documentary Film Festival)	\$17,060
PS I	Foluke Cultural Arts Center, Inc.	\$11,120
PS I	Friends of Cleveland School of the Arts	\$19,710
PS I	Historic Gateway Neighborhood Corporation	\$7,671
PS I	Historic Warehouse District Development Corporation	\$8,206
PS I	Hospice of the Western Reserve, Inc.	\$34,569
PS I	Jennings Center for Older Adults	\$20,893
PS I	Jones Road Family Development Corporation	\$15,830
PS I	Julia De Burgos Cultural Arts Center	\$23,005
PS I	Kulture Kids	\$18,753
PS I	Lake Erie Ink: a writing space for youth	\$6,268
PS I	Local 4 Music Fund	\$24,204
PS I	Mandel Jewish Community Center of Cleveland	\$37,000
PS I	Mercury Summer Stock	\$13,817
PS I	Merrick House	\$8,754
PS I	Music and Art at Trinity Cathedral, Inc.	\$25,516
PS I	North Union Farmers Market	\$7,024
PS I	Northeast Shores Development Corporation	\$39,917
PS I	Notre Dame College	\$24,146
PS I	Olmsted Performing Arts	\$16,500
PS I	Open Doors, Inc.	\$46,500
PS I	Orange Community Arts Council (Orange Art Center)	\$26,919
PS I	Quire Cleveland	\$7,339
PS I	Scenarios USA	\$45,286
PS I	Shore Civic Centre Corporation (Shore Cultural Centre)	\$8,203
PS I	St Clair Superior Development Corporation	\$35,486
PS I	The McGregor Home	\$10,810
PS I	The Musical Theater Project	\$42,143

<b>Program</b>	<b>Organization</b>	<b>Award</b>
PS I	The Singers' Club of Cleveland	\$10,097
PS I	The West Shore Chorale	\$7,737
PS I	Theater Ninjas	\$7,793
PS I	Tremont West Development Corporation	\$20,898
PS I	University Circle Inc.	\$41,714
PS I	University Hospitals Health System	\$36,836
PS I	Waterloo Arts	\$37,533
PS I	West Side Community House	\$22,821
PS II	Achievement Centers for Children	\$3,750
PS II	Arts for All of Northeast Ohio	\$5,000
PS II	Arts in Strongsville	\$3,750
PS II	Arts Renaissance Tremont	\$3,750
PS II	Beachwood Historical Society	\$3,648
PS II	Beech Brook	\$3,750
PS II	Bellaire Puritas Development Corp.	\$5,000
PS II	Broadview Heights Spotlights	\$3,750
PS II	Brooklyn Heights Service Clubs	\$1,125
PS II	Building Bridges Murals, Inc.	\$5,000
PS II	Case Western Reserve University	\$3,750
PS II	Catholic Charities Corporation (Fatima Center)	\$5,000
PS II	Cedar Fairmount Special Improvement District	\$5,000
PS II	Choral Arts Society of Cleveland	\$4,800
PS II	Cleveland Blues Society Incorporated	\$3,750
PS II	Cleveland Chamber Symphony	\$3,750
PS II	Cleveland City Dance Company (City Ballet of Cleveland)	\$3,750
PS II	Cleveland Composers Guild	\$5,000
PS II	Cleveland Grays Armory Museum	\$3,750
PS II	Cleveland Inner City Ballet (Pink Tutu Outreach Company)	\$3,750
PS II	Cleveland Leadership Center	\$5,000
PS II	Cleveland Philharmonic Orchestra	\$4,000
PS II	Cleveland Rape Crisis Center	\$3,750
PS II	Cleveland UMADAOP	\$5,000
PS II	Coventry Village Special Improvement District	\$5,000
PS II	Cudell Improvement, Inc.	\$3,600
PS II	Cuyahoga Valley Preservation and Scenic Railway Association (Cuyahoga Valley Scenic Railroad)	\$3,750
PS II	Doan Brook Watershed Partnership	\$3,671
PS II	Eliza Bryant Village	\$5,000
PS II	Facing History and Ourselves National Foundation, Inc.	\$2,040
PS II	Famicos Foundation	\$5,000

<b>Program</b>	<b>Organization</b>	<b>Award</b>
PS II	Foundation for New Creative Projects	\$3,750
PS II	FutureHeights	\$5,000
PS II	Greater Cleveland Urban Film Foundation	\$3,750
PS II	Green Triangle	\$5,000
PS II	Irish American Archives Society Inc.	\$3,750
PS II	Jewish Family Service Association of Cleveland	\$5,000
PS II	Joyful Noise Neighborhood Music School	\$4,725
PS II	Kamm's Corners Development Corporation	\$5,000
PS II	Larchmere PorchFest	\$5,000
PS II	Les Délices	\$3,750
PS II	Lexington Bell Community Center	\$3,750
PS II	Mamai Theatre Company	\$3,750
PS II	MorrisonDance	\$5,000
PS II	Musical Upcoming Stars in the Classics (M.U.S.i.C.)	\$3,750
PS II	New Avenues to Independence, Inc.	\$4,500
PS II	Ohio City Bicycle Co-op, Inc.	\$3,000
PS II	Old Brooklyn Community Development Corporation	\$5,000
PS II	Operation StandUP!	\$3,750
PS II	Reaching Heights	\$3,750
PS II	SAW, Inc. (HeARTworks)	\$3,750
PS II	Schuhplattler und Trachtenverein Bavaria	\$3,750
PS II	Shaker Arts Council	\$5,000
PS II	Slavic Village Development	\$5,000
PS II	Society for Photographic Education (SPE)	\$3,750
PS II	Sokol Greater Cleveland Gymnastic and Educational Organization, Inc. (Sokol Greater Cleveland)	\$3,750
PS II	St. Malachi Center	\$2,850
PS II	Strongsville Community Band	\$3,750
PS II	Suburban Symphony Orchestra	\$3,750
PS II	Symphony West	\$3,750
PS II	Talespinner Children's Theatre	\$5,000
PS II	Teaching Cleveland Foundation	\$3,000
PS II	The Benjamin Rose Institute	\$3,750
PS II	The Hummingbird Project (The Cleveland Seed Bank)	\$5,000
PS II	The Roberto Ocasio Foundation	\$5,000
PS II	Union Miles Development Corporation	\$3,750
PS II	UpStage Players	\$3,750
PS II	West Side Catholic Center	\$5,000
PS II	Western Reserve Chorale	\$3,750
PS II	Westlake Chinese Cultural Association (Westlake Chinese School)	\$3,750



Program	Organization	Award
PS II	Westown Community Development Corporation	\$3,750
PS II	Woodland Cemetery Foundation of Cleveland, Ohio	\$5,000

**8. ADMINISTRATIVE MATTERS**

There were no administrative matters.

**9. PUBLIC COMMENT**

There were no public comments.

Next meeting: The next meeting will be held at 3:30 p.m. on December 15, 2014 at the Idea Center at PlayhouseSquare in the Miller Classroom.

**10. ADJOURNMENT**

Motion by Trustee Gibbons seconded by Trustee Wing, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 4:34 p.m.

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Sari Feldman, President, Board of Trustees

Attest:

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Steven A. Minter  
Secretary, Board of Trustees



## MEMORANDUM

Date: November 24, 2014  
To: CAC Board of Trustees  
From: Jesse Hernandez, program manager  
Cc: Karen Gahl-Mills, executive director  
Meg Harris, director of administration  
Re: 2015-16 General Operating Support: approval of panel scores, funding allocation and grant amounts

### SUMMARY

Cuyahoga Arts & Culture's General Operating Support (GOS) program strengthens the community by deepening its access to arts and culture through *meaningful, multi-year core support grants* to arts and cultural organizations based in and serving Cuyahoga County.

Detailed background information on the GOS program, 2015-16 application cycle, and three Board decision points are included within this memo. In addition, the following summarizes the key points and actions outlined within the document.

- CAC received 64 applications to the 2015-16 GOS program and is **recommending to the board the approval of 58 grant awards**, numbers that are similar to previous application cycles.
- Staff recommends **an allocation of \$12,700,000**, a reduction of \$1 million from the 2013-14 cycle; this will allow for meaningful grants to our diverse pool of cultural partners ranging from approximately \$10,000 to over \$1.5 million each year for 2 years.
- No significant changes were made to the program guidelines, process or funding formula.
- The most heavily weighted funding criteria, public benefit, was evident throughout the panel proceedings.
- In-line with CAC's values, policies and practices, staff actively worked to provide education and training to applicants to allow for success at all levels of the GOS process.

### **Board Actions**

At the November 24 meeting, we look to the Board to formally approve 2015-16 GOS:

- 1) panel scores;
- 2) funding allocation; and
- 3) grant award amounts.

Further background detail on each of the three Board decision points begins on page 20.

## I. BACKGROUND

### *What stayed the same this cycle?*

The 2015-16 General Operating Support (GOS) cycle marks the fourth time CAC has run its core support grant program. Each cycle the program has remained steadfastly committed to supporting Cuyahoga County-based organizations that have:

- a primary mission to create, provide, present or produce arts or cultural services for the public;
- a history of vibrant artistic or cultural programming; and
- strong organizational capacity.

GOS continues to provide *meaningful* grants to organizations of *all sizes* and receives the largest allocation, per CAC's spending policy, of any of our grant programs.

### *What changed?*

While no major policy changes were made this cycle, we always seek ways to improve our work. To that end, this cycle we made minor refinements to the application and revised two financial health measures.

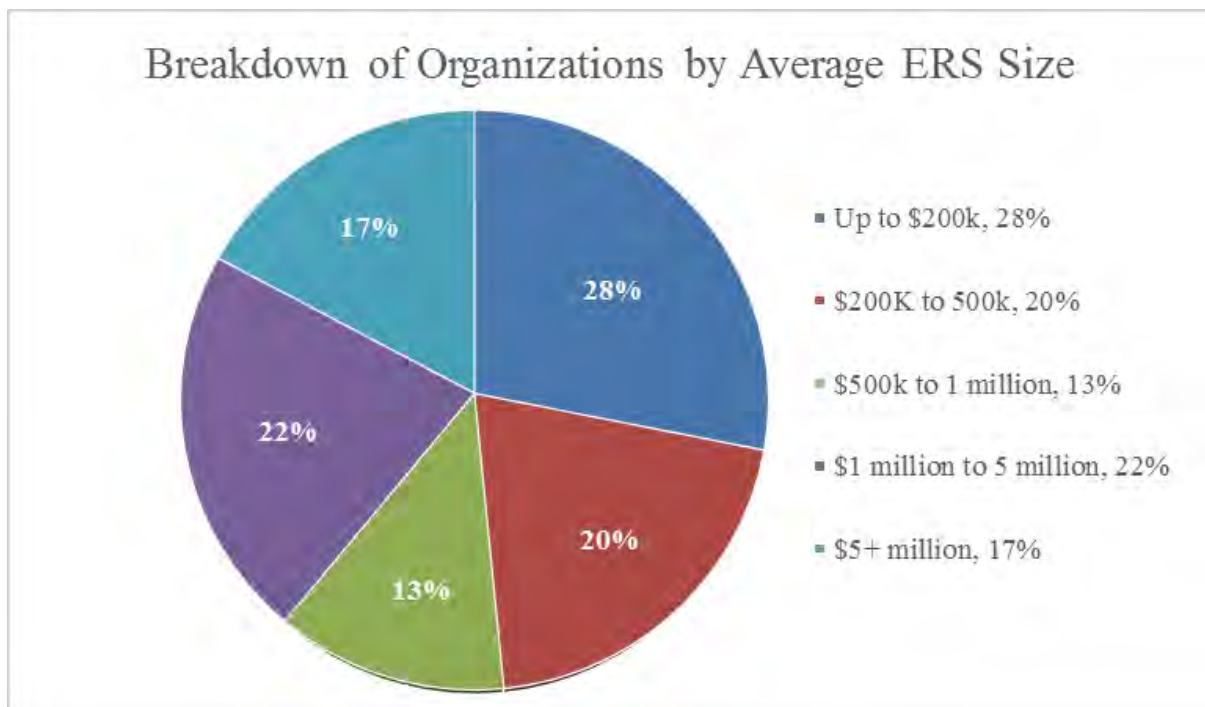
## II. APPLICANT POOL OVERVIEW & TRAININGS

### *All applicants were familiar with the CAC process*

All of the 64 applicants to the 2015-16 GOS program had received either Project Support or GOS funding from CAC in the past, with all but two receiving CAC funding during 2014. Every cultural partner receiving 2013-14 GOS funding chose to apply again for GOS funding during the next cycle.

### *GOS applicants included organizations of all sizes*

The diversity of the applicant pool in terms of budget size was derived by looking at an internal calculation of eligible revenue based on the self-reported information on each organization's Eligible Revenue and Support (ERS) forms. The chart below shows that organizations of all sizes applied for and – with the vast majority recommended for funding (58) – succeeded in the 2015-16 GOS grant program.



### ***CAC worked to prepare cultural partners for success***

CAC provided a number of opportunities to prepare applicants for success in the application process, through both formal events and individual meetings with cultural partners. Highlights of this work include:

- Staff led an informational Kickoff Meeting and Workshop on May 29, 2014, that provided 96 attendees with overview information on the 2015-16 GOS process as well as specific application and grant writing tips.
- CAC partnered again with the Nonprofit Finance Fund (NFF) to provide GOS applicants the opportunity to participate in one-on-one financial health consultations with NFF staff. Similar consultations were offered two years ago to 2013-14 GOS applicants and received high praise from participants. This year, 34 organizations took advantage of the opportunity with over 90% indicating they would be very likely to participate in them in the future.
- Staff held individual meetings via phone or in person with over 30 applicant organizations in 2014 to provide personal assistance in navigating the application process and assist in developing strong applications. Staff met with some organizations multiple times during the 2013-14 grant cycle to provide support, in addition to more informal interactions and phone calls.

### **III. PANEL REVIEW MEETINGS**

#### ***Panelists and day-of panel process***

Ten qualified arts and culture professionals from outside Ohio served as 2015-16 General Operating Support panelists. They represented a diverse cross-section of individuals with expert knowledge of specific arts or cultural disciplines, management/financial experience, as well as prior panel experience.

Panelists reviewed 64 applications on October 6-8 during public meetings at the Idea Center at PlayhouseSquare. Each application was deliberated and scored by the panel in accordance with the funding criteria from page 8 of the [2015-16 GOS Grant Program Guidelines](#). Approximately 114 people, primarily from applicant organizations, attended the panel review. As in previous years, the panel review was also audio-streamed live from the CAC website. Notably, CAC had 722 unique visitors to its website during the three-day period. CAC distributed an Audience Guide to help all in-person and online observers understand the panel review process, and for the first time allowed for public comments and information correction forms to be submitted online via a web form to engage those unable to attend in-person.

#### ***Using audio recordings tracks as educational tools***

The 2015-16 GOS panel review meetings were recorded for the public record and are accessible on the [CAC website](#). The applicants received their scores and a link to the audio recordings via email the week after panel. The audio clips serve as excellent educational tools. CAC staff encourages all applicants, whether or not they are funded, to share the links with their staff and boards, many organizations have already done so. Recordings from all three days of the panel review are posted on CAC's website so organizations may listen and learn from their peers.

#### ***Seeking feedback***

At the conclusion of panel (October 8), CAC invited audience members and panelists to participate in an informal public comment session. That discussion is recorded on its [own track](#). Staff uses this feedback to inform our future work.

In addition, CAC surveyed all panelists and applicants to gather data on the entire process. A few headlines emerge from our surveys:

1. Panelists and applicants appreciated our process. They highlighted the transparency with which we operate, the staff's accessibility and assistance, and our focus on serving the community.
2. Applicants were more knowledgeable of our panel process this cycle, but more education is needed. The majority of respondents (76%) said they understood the panel process, but 12% said they still had questions, and a few respondents indicated within text narratives that additional knowledge on the panel process, panelist training and panelist selection would be helpful. Staff will continue to identify ways to educate applicants on this process.

#### IV. LOOKING FORWARD

While the 2015-16 grant period is only just about to kick-off, staff has already reflected on the grant process to identify where we can improve our work for future grant cycles.

Continue to Emphasize and Clarify Public Benefit: In alignment with our mission, it is vital that CAC continues to reinforce that publicly-funded organizations must serve the public. Panelists were unanimous in their support of CAC's focus on public benefit and the beneficial impact this can have on our community and arts and cultural organizations. A handful of applicants provided feedback that the process of addressing this criteria was an invaluable learning tool for the organization, and has been the driving force behind institutional and programmatic changes. Still, feedback from applicants, panelists, and panel comments demonstrate that many organizations continue to have a difficult time defining their community and speaking to how their organization works with and serves the public. Staff should continue to work with cultural partners to further their understanding of public benefit and how to address it within an application.

Deepen Our Relationship with Cultural Partners: CAC's work with and support of our cultural partners can be strengthened by actively working to deepen our knowledge of their organizations and programming. As we move into the eighth year of working with many of these organizations, staff will seek ways to build knowledge gathering opportunities into the GOS process and strengthen our relationships with cultural partners.

#### NEXT STEPS

With a summary of the GOS 2015-16 process complete, staff now turn to the CAC Board to take three distinct board actions. Each action builds off the preceding action. Together, they will ensure that CAC's grants are wisely stewarded and support arts and cultural organizations that serve the residents of Cuyahoga County.

- **BOARD ACTION #1: Approve total scores**
- **BOARD ACTION #2: Approve funding allocation**
- **BOARD ACTION #3: Approve grant amounts**

All recommendations for Board action build off of the data in Appendices 1 and 2.

#### **BOARD ACTION #1: Approve panel scores.**

At the November 24 meeting, the Board will be asked to approve the 2015-16 GOS panel scores.

- See Appendix 1 for a list of total scores of the 58 applicants recommended for funding.
- See Appendix 2 for a list of the six organizations that received fewer than 75.00 points from the panel that will NOT be recommended for funding.

**Scoring Background**

Panelists reviewed and scored each application on a point scale from 1 to 100 based on the funding criteria. The panelists’ scores, with the high and low scores removed, were averaged for each application to determine the panel score. All applicants that received a panel score of 75.00 or higher have been recommended for a grant. Any applicant with a panel score lower than 75.00 has not been recommended for a grant. Once an organization is in the funding pool, it can earn up to 15 additional bonus points for financial health for a “total score” of up to 115 points.

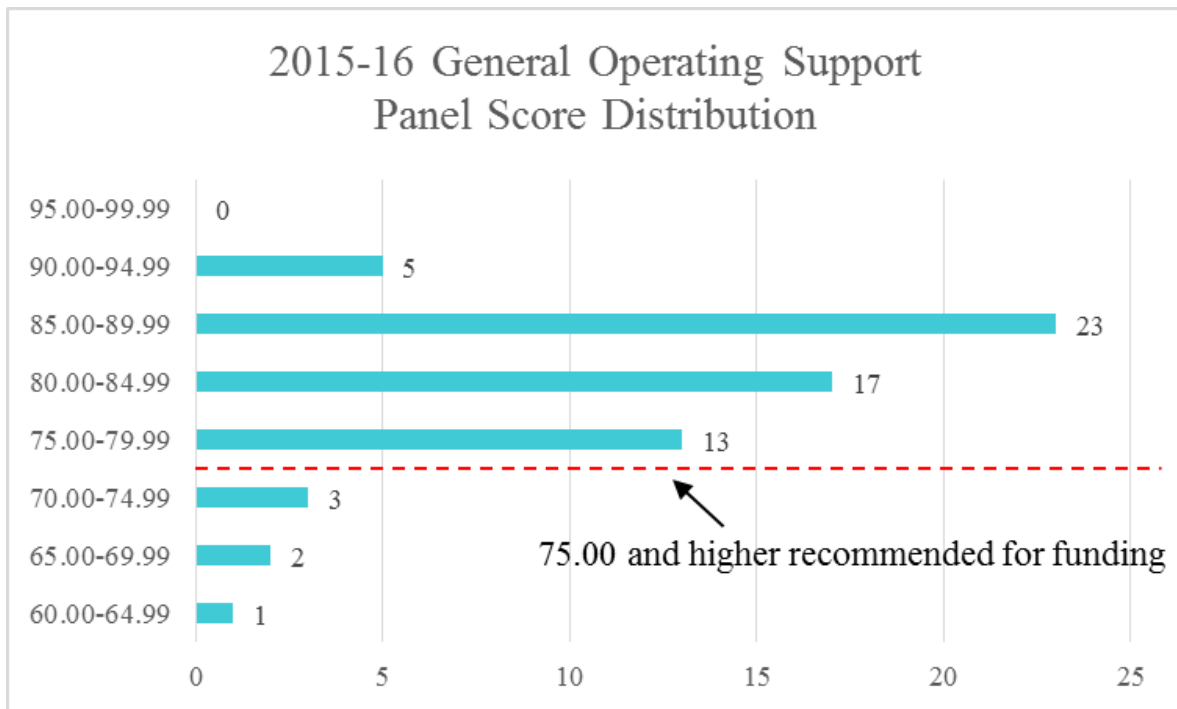
**CAC’s Funding Criteria**

To reflect CAC’s role as a public funder – committed to using public dollars to benefit the public – CAC weighted Public Benefit more heavily than the other two funding criteria. The funding criteria for 2015-16 GOS are as follows:

- Public Benefit (45 points maximum)
- Artistic or Cultural Vibrancy (35 points maximum)
- Organizational Capacity (20 points maximum)

**Board Action #1: Panel Scores**

For the 2015-16 GOS cycle, 58 organizations received panel scores of 75.00 or higher, and are recommended for funding. Panel scores for the group fell across a 30-point spread, with an average score of 82.54 and median score of 83.13 (out of 100). The group distribution of the panel scores is illustrated in the chart below. For a full listing of total scores, including the financial health bonus points (totaling 115 points), see Appendix 1.



**BOARD ACTION #2: Allocate 2015-16 General Operating Support funds.**

At the November 24 meeting, the Board will be asked to allocate funding for 2015-16 General Operating Support funds totaling \$12,700,000.

### ***Allocation Background***

CAC recommends an allocation of \$12,700,000 each year for two years for a total investment of \$25,400,000. The recommendation aligns with its [Allocation Policy](#) by investing the majority of its revenues into the GOS program, and also takes into consideration an appropriate draw from the reserve fund that allows for the largest allocation amount while planning intelligently for the future. Staff used these goals as our guide when considering the implications of multiple allocation scenarios, and after reviewing many options, are confident that the \$12,700,000 recommendation is the correct amount to allow CAC to maximize our investment while balancing the need to responsibly steward our declining revenue source. This represents a decrease of 7.3% from the last cycle's allocation of \$13.7 million and reflects the discussion at the [September Board meeting](#). Of note, this amount represents the same decrease as CAC made between the first and second cycles. We are pleased to be able to recommend an allocation figure that is prudent, but still invests as much money back into the community as possible.

### **Allocation History**

<b>Program Year</b>	<b>Allocation</b>	<b>Number of Grant Recipients</b>
2008-10 GOS	\$15,000,000	68
2011-12 GOS	\$14,000,000	68
2013-14 GOS	\$13,700,000	57
2015-16 GOS	\$12,700,000*	58*

*\*Pending board approval on November 24, 2014*

### ***Board Action #2: Allocation***

We ask that the Board approve the following annual allocation: \$12,700,000 for 2015-16 GOS.

### **BOARD ACTION #3: Approve grant award amounts.**

At the November 24 meeting, the board will be asked to approve 2015-16 General Operating Support grant award amounts.

- See Appendix 1 for a list of all 58 cultural partners' recommended grant award amounts.

### ***Determining Grant Award Amounts***

GOS grant award amounts are determined by a consistent formula which is designed to generate an equitable distribution of funding to recommended organizations by considering several factors including:

- The total annual proceeds collected from the excise tax;
- The total amount allocated to be awarded for that GOS cycle;
- The operating budget for the previous three fiscal years (FY11, FY12 and FY13) of each organization, as determined by each applicant's Eligible Revenue and Support (ERS) forms;
- The aggregation of all GOS grant recipients' operating funds as determined by ERS forms;
- Each organization's panel score;
- Each organization's financial health scores:
  - Operating Performance – automatically determined from FY11, 12 and 13 Cultural Data Project data
  - Working Capital – automatically determined from FY13 Cultural Data Project data
  - Financial Situation and Planning – scored by panel-based on application
- The percent of the award to the smallest organization in relation to its budget compared to the percent decrease in allocation between the current and previous GOS cycles.

***Board Action #3: Grant Amounts***

In order to determine grant amount recommendations (Board Action #3), CAC applied the method outlined above. If approved, the 2015-16 GOS portfolio will be made up of **58 grants totaling \$12,700,000.**

**NEXT STEPS: November 24 Board Meeting**

We look forward to addressing your questions at the November 24 Board meeting as we move to approve all three Board actions.



**APPENDIX 1: Reference for Board Actions #1, 2 and 3**

<b>2015-16 General Operating Support Applicants</b>		<b>Board Action #1</b>	<b>Board Action #3</b>	
Total Scores and Funding Recommendations (listed alphabetically)				
<b>Rank</b>	<b>Organization</b>	<b>Total Score</b>	<b>Grant Amounts</b>	<b>Award as % of ERS Revenue</b>
38	Apollo's Fire, the Cleveland Baroque Orchestra	89.28	\$106,917	8.79%
18	Art House	94.68	\$25,038	16.00%
34	Baycrafters (BAYarts)	90.97	\$49,053	11.97%
33	Beck Center for the Arts	91.14	\$172,280	7.52%
42	Brecksville Theater On The Square	87.36	\$10,518	20.38%
49	Broadway School	85.51	\$23,847	14.71%
6	Center for Arts-Inspired Learning	99.38	\$150,471	8.62%
36	Chagrin Valley Little Theatre	89.53	\$39,946	12.72%
56	Cleveland Botanical Garden	83.80	\$351,286	5.30%
39	Cleveland Choral Arts (North Coast Men's Chorus)	88.83	\$27,192	14.56%
32	Cleveland Institute of Art	91.32	\$672,572	4.54%
10	Cleveland Institute of Music	98.63	\$737,886	4.74%
7	Cleveland International Film Festival	99.33	\$164,506	8.34%
45	Cleveland Jazz Orchestra	86.60	\$33,977	13.06%
35	Cleveland Modern Dance Association (DANCECleveland)	89.90	\$55,941	11.27%
13	Cleveland Museum of Art	96.48	\$1,232,694	3.83%
24	Cleveland Museum of Natural History	93.90	\$577,499	4.94%
23	Cleveland Play House	94.23	\$337,280	6.06%
47	Cleveland POPS Orchestra, Inc.	86.02	\$80,224	9.43%
4	Cleveland Public Theatre, Inc.	100.06	\$109,278	9.78%
22	Cleveland Restoration Society	94.28	\$83,412	10.18%
14	Community Partnership for Arts and Culture	96.38	\$92,515	10.02%
16	Contemporary Youth Orchestra	95.40	\$27,100	15.65%
46	Dobama Theatre	86.60	\$35,816	12.81%
3	Eleanor B. Rainey Memorial Institute	103.65	\$69,486	11.98%
37	Great Lakes Museum of Science, Environment and Technology	89.33	\$361,952	5.59%
48	Great Lakes Theater Festival	85.61	\$215,042	6.50%
50	GroundWorks DanceTheater	85.18	\$46,293	11.45%
53	Heights Arts Collaborative, Inc.	84.23	\$23,075	14.67%
57	ICA Art Conservation	82.35	\$92,381	8.56%
17	ideastream	94.91	\$879,245	4.27%

**2015-16 General Operating Support Applicants (continued)**

Total Scores and Funding Recommendations (listed alphabetically)

		<b>Board Action #1</b>	<b>Board Action #3</b>	
<b>Rank</b>	<b>Organization</b>	<b>Total Score</b>	<b>Grant Amounts</b>	<b>Award as % of ERS Revenue</b>
51	Inlet Dance Theatre	84.95	\$22,376	14.97%
15	Lake Erie Nature & Science Center	95.59	\$105,772	9.45%
5	LAND Studio	99.67	\$231,920	7.36%
12	Maltz Museum of Jewish Heritage	97.85	\$155,493	8.39%
29	Morgan Papermaking	92.28	\$33,779	13.95%
9	Museum of Contemporary Art Cleveland	98.80	\$158,954	8.40%
27	Musical Arts Association (The Cleveland Orchestra)	92.83	\$1,518,755	3.41%
43	Near West Theatre	87.35	\$62,461	10.51%
58	Opera Circle, Inc.	81.38	\$19,200	15.18%
40	Piano International Association of Northern Ohio (Cleveland International Piano Competition)	88.60	\$70,177	10.21%
19	Playhouse Square Foundation	94.53	\$1,395,695	3.58%
20	Professional Flair, Inc. (Dancing Wheels)	94.45	\$50,262	12.32%
26	Progressive Arts Alliance, Inc.	93.26	\$47,105	12.46%
55	Roots of American Music	84.14	\$25,984	14.02%
31	Shaker Lakes Regional Nature Center	91.40	\$80,495	10.01%
8	SPACES	99.08	\$52,853	12.68%
28	The Children's Museum of Cleveland	92.58	\$89,434	9.74%
30	The Cleveland Music School Settlement	92.25	\$225,193	6.89%
21	The Northern Ohio Children's Performing Music Foundation, Inc.	94.45	\$44,216	12.92%
2	The Rock and Roll Hall of Fame and Museum, Inc.	104.78	\$989,574	4.51%
41	The Sculpture Center	87.75	\$16,582	17.28%
25	The Shaker Historical Society	93.85	\$18,805	17.64%
54	Ukrainian Museum-Archives	84.20	\$14,583	17.39%
44	Valley Art Center	87.01	\$34,359	13.07%
52	Verb Ballets	84.33	\$39,674	12.01%
11	Western Reserve Historical Society	98.20	\$280,343	6.76%
1	Zygote Press	106.45	\$31,234	16.57%
<b>Board Action #2</b>	<b>Total Allocation for 2015-16 General Operating Support</b>		<b>\$12,700,000</b>	

## **APPENDIX 2: Reference for Board Action #1**

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### **Applicants Scoring Below 75.00 Points: Not Recommended for Funding**

*\*Indicates 2013-14 GOS Grant Recipient*

1. *Artist Archives of the Western Reserve* – Panel Score: 68.50
2. *ART Neo\** – Panel Score: 67.88
3. *Heights Youth Theatre\** – Panel Score: 74.50
4. *International Women’s Air & Space Museum* – Panel Score: 63.75
5. *Karamu House\** – Panel Score: 74.75
6. *Lakewood Historical Society* – Panel Score: 72.25



## MEMORANDUM

Date: November 24, 2014  
To: CAC Board of Trustees  
From: Stacey Hoffman, program manager  
Cc: Karen Gahl-Mills, executive director  
Meg Harris, director of administration  
Re: 2015 Project Support: approval of panel scores, funding allocation and grant amounts

### SUMMARY

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*. For 2015, the program's purpose, general structure and eligibility requirements remain the same as last year. Due to CAC's targeted outreach and continued technical assistance, staff is pleased to recommend to the Board a **slate of 138 grants** totaling **\$1,783,242** for the 2015 Project Support program.

Several items of note:

- CAC staff recommends funding a similar number of Project Support grants as last year.
- Though the recommended allocation to the Project Support program is lower than last year, it is in line with CAC's values, policies and practice. The recommendation allows CAC to make meaningful grants to organizations of all sizes, ranging from approximately \$1,250 to nearly \$50,000.
- The most heavily weighted criteria, public benefit, was evident throughout the panel proceedings.

### ***Board Actions***

At the November 24 meeting, we look to the board to formally approve 2015 Project Support, including the following:

- 1) panel scores;
- 2) funding allocation; and
- 3) grant award amounts.

Further background detail on each of the three Board decision points begins on page 30.

## I. BACKGROUND

### *What stayed the same this cycle?*

2015 marks the seventh time CAC is offering its annual program committed to supporting arts and cultural activities happening throughout the County. Project Support-funded projects occur in diverse locations such as senior centers and homeless shelters, as well as street festivals and more traditional performances at some of Cleveland's well-known venues such as Severance Hall and Trinity Cathedral. Each year the program further sharpens its focus on the goal of promoting public access and encouraging the breadth of arts and/or cultural programming in our community. The maximum request amounts for each program remained the same as in past years, up to \$50,000 for Project Support I and up to \$5,000 for Project Support II.

### *What changed this cycle and why?*

While there were no major policy changes, as stewards of public funds, we are committed to continually improving the program. As such, we focused on the following:

Simplified Application: CAC developed a shorter and simpler application for 2015. Specifically, the small grant application (Project Support II) had fewer questions and both programs had a simplified budget. The goal with these revisions was to make the amount of work equivalent to the amount of funding available to the applicant.

Revised Scoring Structure: In tandem with the simplified application, CAC experimented with a simplified scoring structure for Project Support II. This year CAC changed the evaluation of the funding criteria from a numeric scale to asking panelists if the application demonstrated evidence of CAC's funding criteria. Panelists answered with a simple, yes, somewhat or no.

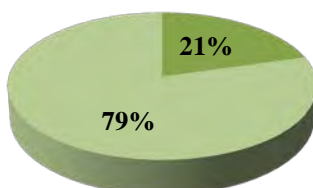
Targeted Outreach: Our research of nonprofits in the County indicated that we have not reached all potential applicants; there was room to grow participation in the Project Support program. We reached out to a set of organizations that we encountered over the course of the year. Of the new organizations being recommended for funding, 37% received direct outreach from CAC regarding the program.

## II. APPLICANT POOL OVERVIEW & TRAININGS

151 organizations submitted eligible applications that were reviewed by the panel. First-time applicants made up 21% of the applications received (Chart 1). Fifty-five percent of organizations applied to the Project Support II small grants program (Chart 2). The geographic location of applicants remains in line with past years, with a majority of applicants based in or coming from the City of Cleveland (Chart 3).

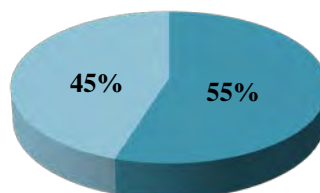
### 1. New vs. Previous Applicants

■ New ■ Previous



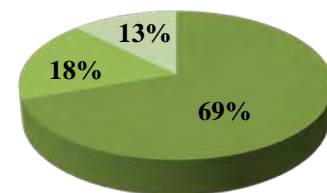
### 2. Applicants per Program

■ PS II ■ PS I



### 3. Geographic Distribution

■ Cleveland  
■ Eastern Suburbs  
■ Western and Southern Suburbs



Staff provided personalized technical assistance to applicants at workshops and through one-on-one meetings, “help-desk” calls, and regular emails leading up to the deadline. Approximately 80 applicants attended three workshops in Cleveland Heights, downtown Cleveland and Lakewood, to learn more about the 2015 Project Support application and panel review process.

### **III. PANEL REVIEW MEETINGS**

#### ***Panelists and day-of panel process***

Nineteen qualified arts and culture professionals served as 2015 Project Support panelists. They represented a diverse cross-section of individuals with expert knowledge of specific arts or cultural disciplines, management/financial experience, as well as prior panel experience.

Panelists reviewed 151 applications on October 20-23 during public meetings at the Idea Center at PlayhouseSquare. Each application was deliberated and scored by the panel in accordance with the funding criteria from pages 9 and 10 of the 2015 Project Support Grant Program Guidelines ([Project Support I](#); [Project Support II](#)). Individuals, primarily from applicant organizations, attended the panel review. As in previous years, the panel review was also audio-streamed live from the CAC website and many organizations tuned in to listen. CAC distributed an Audience Guide ([Project Support I](#); [Project Support II](#)) to help all in-person and online observers understand the panel review process. For the first time, organizations were able to submit public comments and information correction forms via a web form to engage those unable to attend in-person.

#### ***Using audio recordings as educational tools***

The 2015 PS panel review meetings were recorded for the public record and are accessible on our website ([Project Support I](#); [Project Support II](#)). The applicants received their scores via email the week after panel and received their audio recordings in early November. The panelists’ comments and feedback are represented in the scores each organization received.

The audio clips serve as excellent educational tools. CAC staff encourages all applicants, whether or not they are funded, to share the links with their staff and boards. All four days of the panel review meetings are posted on CAC’s website so organizations may listen and learn from their peers.

#### ***Seeking feedback***

At the conclusion of each panel review meeting (October 21 and 23), CAC invited audience members and panelists to participate in an informal public comment session. That discussion is recorded on its own track for each panel ([Project Support I](#); [Project Support II](#)). Staff uses this feedback to inform our future work.

In addition, CAC surveyed all panelists and applicants to gather data on the entire process. Several headlines emerged from our surveys:

- 1) Applicants view the panel process as a learning opportunity and appreciate the transparency.
- 2) Applicants and panelists appreciated CAC’s ongoing communication throughout the application process. The respondents agreed that the amount of communication and the content was appropriate to aid them in their success.
- 3) Panelists see the experience as a chance to network and learn from peers. They appreciated the brief orientation session prior to the panel opening and voiced their interest in spending more time with the CAC staff.

## IV. LOOKING FORWARD

### *Planning for the 2016 grant cycle*

While the 2015 grant period is only just about to kick-off, staff has already identified where we can improve our work for future grant cycles.

Address high request amount: With less tax revenue, we cannot sustain the program as it currently exists. CAC staff will work to determine where request amounts need to be scaled back to meet the high demand for the program, while acknowledging our declining tax revenues.

Serve as a resource: In response to consistent panel feedback and staff observations, CAC will continue to offer focused technical assistance in 2015 with a learning agenda for Cultural Partners.

### **NEXT STEPS**

With a summary of the 2015 Project Support process complete, staff now turns to the CAC board to take three distinct Board Actions. Each action builds off the preceding action. Together, they will ensure that CAC's 2015 Project Support grants are wisely stewarded and support arts and cultural programs that reach the residents of Cuyahoga County.

- **BOARD ACTION #1: Approve panel scores**
- **BOARD ACTION #2: Approve funding allocation**
- **BOARD ACTION #3: Approve grant award amounts**

All recommendations for board action build off the data in Appendices 1 and 2.

### **BOARD ACTION #1: Approve panel scores.**

At the November 24 meeting, the board will be asked to approve 2015 Project Support panel scores.

- See Appendix 1 for a list of all 151 applicants' scores.
- See Appendix 2 for a list of the 13 organizations that will NOT be recommended for funding.

### *Scoring Background*

Project Support I: Panelists reviewed and scored each application on a point scale from 1 to 100 based on the funding criteria. The panelists' scores, with the high and low scores removed, were averaged for each application to determine the final score. All applicants that received a score of 70.00 or higher have been recommended for a grant. Any applicant with a score lower than 70.00 has not been recommended for a grant.

Project Support II: Panelists reviewed the applications based on the funding criteria. Panelists were asked if an application demonstrated evidence of the funding criteria, with an emphasis on public benefit. Panelists answered with a simple, yes, somewhat or no.

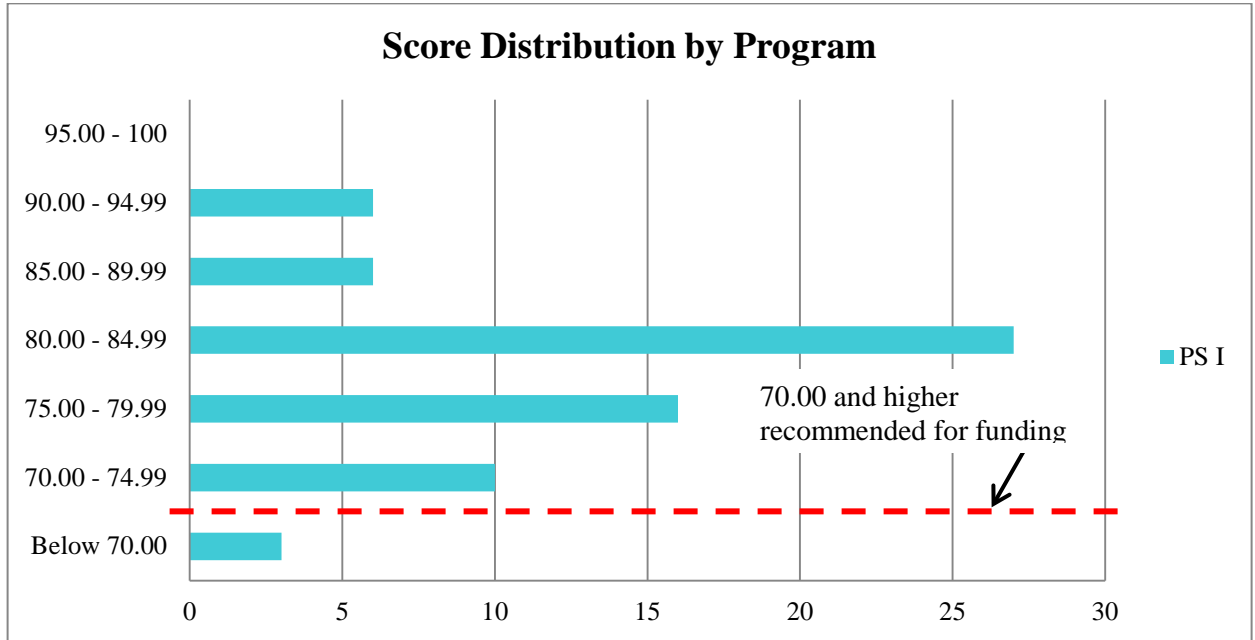
Applications that demonstrated evidence of CAC's funding criteria have been recommended for full or partial funding based on the outcome of the panel's evaluation of each application. Applicants that did not provide evidence that it met the funding criteria have not been recommended for a grant.

**CAC's Funding Criteria**

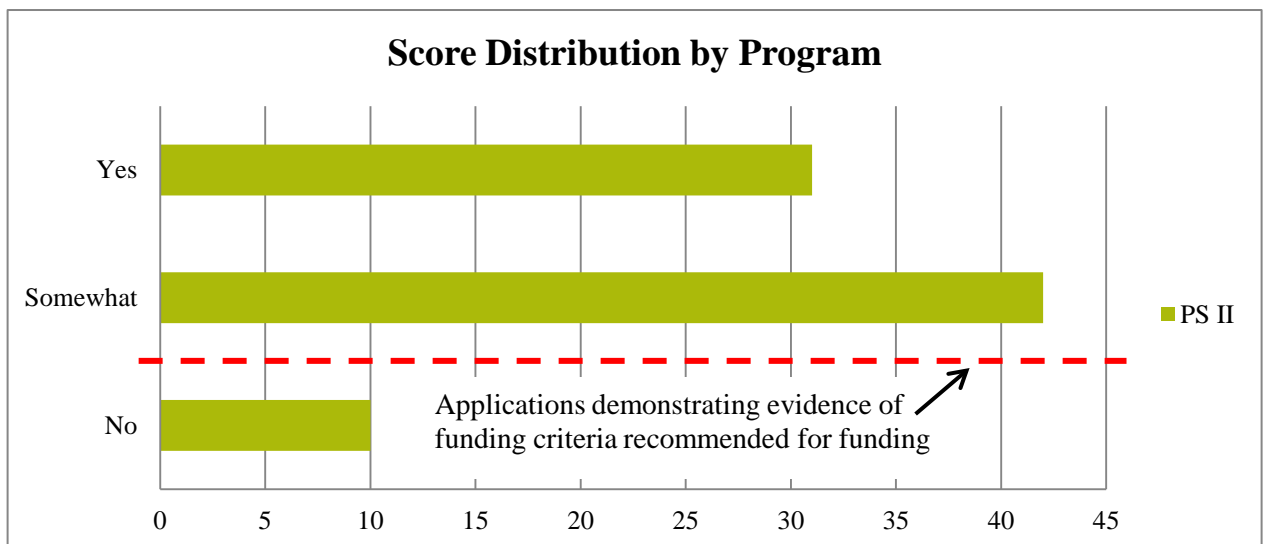
To reflect CAC's role as a public funder – committed to using public dollars to benefit the public – CAC weighted Public Benefit more heavily than the other two funding criteria in both Project Support programs. The funding criteria for 2015 Project Support are Public Benefit, Artistic or Cultural Vibrancy and Organizational Capacity.

**Board Action #1: Panel Scores**

2015 Project Support I: 65 applications received a score of 70.00 points or higher, while three applications received a score below 70.00 points.



2015 Project Support II: 73 applications demonstrated evidence of the funding criteria, while 10 did not.





**BOARD ACTION #2: Allocate 2015 Project Support funds.**

At the November 24 meeting, the Board will be asked to allocate funding for: Project Support I and Project Support II totaling \$1,783,242.

***Allocation Background***

You will recall the discussion at the September Board meeting regarding program allocations. Staff shared revenue projections noting that revenue has declined at a greater than anticipated rate in 2014 and is forecast to continue the same trend in 2015. We are working in an environment where there is less revenue and there will need to be reductions to the allocations for all grant programs.

We are recommending an allocation of \$1,789,242. That number is in line with CAC's Board-approved Allocation Policy, which states "*CAC will endeavor to grow the (Project Support) program and provide meaningful grants that meet community demand.*" Staff recommends a smaller overall allocation to the Project Support program, in line with cuts to all other CAC programs.

The recommended allocation is nearly 6% less than the \$1,891,902 allocated to the 2014 Project Support program. We arrived at our recommendation by using the same methodology as in prior years (recommended grants = a percentage of the request amount based on the score). While in the past we applied a curve to the funding formula in order to fully fund the organization with the highest score, this year no curve has been applied. This allows us to achieve a reduced allocation for the 2015 program.

***Board Action #2: Allocation***

We ask that the Board approve the following allocations for the 2015 Project Support program:

1. \$1,783,242 to Project Support
  - \$1,481,033 for Project Support I
  - \$302,209 for Project Support II

Together, this makes for a **2015 Project Support allocation of \$1,783,242.**

**BOARD ACTION #3: Approve grant award amounts.**

At the November 24 meeting, the Board will be asked to approve 2015 Project Support grant award amounts.

- See Appendix 1 for a list of all 138 cultural partners' grant award amounts.

***Determining Grant Amounts***

2015 Project Support I: Grant award recommendations for 2015 Project Support are determined in a fair and impartial manner in which score matters. Staff recommends applicants approved for funding receive the percentage amount of their grant request equivalent to their score. For example, the highest scoring application, Hospice of the Western Reserve, received a panel score of 93.43. Staff recommends a grant of \$34,569, which represents 93.43% of their request amount.

2015 Project Support II: Applications that provide evidence throughout the application that funding criteria are *fully* met have been recommended for full funding (of their request amount, keeping in mind that the maximum request for this program is \$5,000).

Applications that provide *some* evidence throughout the application that funding criteria are met have been recommended for partial funding (75% of their request amount).

Applications that *do not* provide evidence throughout the application that funding criteria are met have not been recommended for a grant.

***Board Action #3: Grant Amounts***

Recommended total grants and grant amounts for 2015 Project Support are:

1. 138 grants totaling of \$1,783,242

**NEXT STEPS: November 24 Board Meeting**

We look forward to addressing any questions or concerns you have at the November 24 Board meeting, which we hope will result in the approval of all three Board actions.

**APPENDIX 1: Reference for Board Actions #1, 2 and 3**

<b>2015 Project Support I Applicants</b> Panel Scores and Funding Recommendations (listed alphabetically)			<b>Board Action #1</b>		<b>Board Action #3</b>
<b>#</b>	<b>Organization</b>	<b>Request</b>	<b>Score</b>	<b>% of Request</b>	<b>Award</b>
1	America SCORES Cleveland	\$27,441	83.00	83.00%	\$22,776
2	American Hungarian Friends of Scouting	\$21,000	72.57	72.57%	\$15,240
3	Aradhana Committee	\$50,000	84.86	84.86%	\$42,429
4	Art Therapy Studio	\$44,400	85.43	85.43%	\$37,930
5	Baldwin Wallace University	\$50,000	73.86	73.86%	\$36,929
6	Berea Arts Fest	\$13,359	82.14	82.14%	\$10,973
7	BlueWater Chamber Orchestra	\$21,686	86.29	86.29%	\$18,712
8	Boys & Girls Clubs of Cleveland	\$27,128	78.57	78.57%	\$21,315
9	Brite Cleveland	\$8,733	90.00	90.00%	\$7,860
10	Cassidy Theatre, Inc.	\$26,519	70.00	70.00%	\$18,563
11	Chagrin Foundation for Arts and Culture (Chagrin Arts)	\$33,414	76.57	76.57%	\$25,586
12	ChamberFest Cleveland	\$44,077	82.43	82.43%	\$36,332
13	CityMusic Cleveland	\$50,000	79.43	79.43%	\$39,714
14	Cleveland Center for Arts and Technology (NewBridge Cleveland)	\$50,000	83.57	83.57%	\$41,786
15	Cleveland Chamber Music Society	\$15,000	81.57	81.57%	\$12,236
16	Cleveland Classical Guitar Society	\$9,633	74.71	74.71%	\$7,197
17	Cleveland Contemporary Chinese Culture Association	\$23,500	79.43	79.43%	\$18,666
18	Cleveland Festival of Art & Technology (Ingenuity Cleveland)	\$50,000	90.57	90.57%	\$45,286
19	Cleveland TOPS Swingband	\$7,467	82.14	82.14%	\$6,134
20	Cleveland Women's Orchestra	\$9,330	73.14	73.14%	\$6,824
21	convergence-continuum	\$13,125	80.71	80.71%	\$10,594
22	Detroit Shoreway Community Development Organization	\$42,000	82.29	82.29%	\$34,560
23	Downtown Cleveland Alliance	\$50,000	84.00	84.00%	\$42,000
24	Duffy Liturgical Dance	\$20,000	80.14	80.14%	\$16,029
25	Earth Day Coalition	\$50,000	76.86	76.86%	\$38,429
26	Ensemble Theatre of Cleveland	\$20,060	84.86	84.86%	\$17,022
27	Family Connections of Northeast Ohio	\$7,437	79.14	79.14%	\$5,886
28	Fevered Dreams Productions (Chagrin Documentary Film Festival)	\$21,025	81.14	81.14%	\$17,060
29	Foluke Cultural Arts Center, Inc.	\$14,000	79.43	79.43%	\$11,120
30	Friends of Cleveland School of the Arts	\$22,253	88.57	88.57%	\$19,710
31	Historic Gateway Neighborhood Corporation	\$9,211	83.29	83.29%	\$7,671
32	Historic Warehouse District Development Corporation	\$9,670	84.86	84.86%	\$8,206
33	Hospice of the Western Reserve, Inc.	\$37,000	93.43	93.43%	\$34,569

**2015 Project Support I Applicants (continued)**

Panel Scores and Funding Recommendations (listed alphabetically)

			<b>Board Action #1</b>		<b>Board Action #3</b>
<b>#</b>	<b>Organization</b>	<b>Request</b>	<b>Score</b>	<b>% of Request</b>	<b>Award</b>
34	Jennings Center for Older Adults	\$25,000	83.57	83.57%	\$20,893
35	Jewish Federation of Cleveland	\$34,933	81.43	81.43%	\$28,445
36	Jones Road Family Development Corporation	\$22,431	70.57	70.57%	\$15,830
37	Julia De Burgos Cultural Arts Center	\$28,911	79.57	79.57%	\$23,005
38	Kulture Kids	\$22,750	82.43	82.43%	\$18,753
39	Lake Erie Ink: a writing space for youth	\$7,500	83.57	83.57%	\$6,268
40	Local 4 Music Fund	\$33,885	71.43	71.43%	\$24,204
41	Mandel Jewish Community Center of Cleveland	\$50,000	74.00	74.00%	\$37,000
42	Mercury Summer Stock	\$18,528	74.57	74.57%	\$13,817
43	Merrick House	\$10,493	83.43	83.43%	\$8,754
44	Music and Art at Trinity Cathedral, Inc.	\$28,996	88.00	88.00%	\$25,516
45	North Union Farmers Market	\$8,521	82.43	82.43%	\$7,024
46	Northeast Shores Development Corpotation	\$50,000	79.83	79.83%	\$39,917
47	Notre Dame College	\$31,301	77.14	77.14%	\$24,146
48	Ohio City Incorporated	\$36,600	75.14	75.14%	\$27,502
49	Olmsted Performing Arts	\$22,000	75.00	75.00%	\$16,500
50	Open Doors, Inc.	\$50,000	93.00	93.00%	\$46,500
51	Orange Community Arts Council (Orange Art Center)	\$33,952	79.29	79.29%	\$26,919
52	Quire Cleveland	\$8,707	84.29	84.29%	\$7,339
53	Scenarios USA	\$50,000	90.57	90.57%	\$45,286
54	Shore Civic Centre Corporation (Shore Cultural Centre)	\$11,000	74.57	74.57%	\$8,203
55	St Clair Superior Development Corporation	\$45,000	78.86	78.86%	\$35,486
56	The McGregor Home	\$14,250	75.86	75.86%	\$10,810
57	The Musical Theater Project	\$50,000	84.29	84.29%	\$42,143
58	The Singers' Club of Cleveland	\$12,400	81.43	81.43%	\$10,097
59	The West Shore Chorale	\$9,811	78.86	78.86%	\$7,737
60	Theater Ninjas	\$8,742	89.14	89.14%	\$7,793
61	Tremont West Development Corporation	\$26,123	80.00	80.00%	\$20,898
62	University Circle Inc.	\$50,000	83.43	83.43%	\$41,714
63	University Hospitals Health System	\$42,340	87.00	87.00%	\$36,836
64	Waterloo Arts	\$44,835	83.71	83.71%	\$37,533
65	West Side Community House	\$25,000	91.29	91.29%	\$22,821
<b>Board Action #2</b>	<b>TOTAL ALLOCATION for PS I</b>	\$1,812,477	N/A	N/A	<b>\$1,481,033</b>

## 2015 Project Support II Applicants

Panel Scores and Funding Recommendations (listed alphabetically)

			Board Action #1		Board Action #3
#	Organization	Request	Score	% of Request	Award
1	Achievement Centers for Children	\$5,000	Somewhat	75%	\$3,750
2	Arts for All of Northeast Ohio	\$5,000	Yes	100%	\$5,000
3	Arts in Strongsville	\$5,000	Somewhat	75%	\$3,750
4	Arts Renaissance Tremont	\$5,000	Somewhat	75%	\$3,750
5	Beachwood Historical Society	\$4,864	Somewhat	75%	\$3,648
6	Beech Brook	\$5,000	Somewhat	75%	\$3,750
7	Bellaire Puritas Development Corp.	\$5,000	Yes	100%	\$5,000
8	Broadview Heights Spotlights	\$5,000	Somewhat	75%	\$3,750
9	Brooklyn Heights Service Clubs	\$1,500	Somewhat	75%	\$1,125
10	Building Bridges Murals, Inc.	\$5,000	Yes	100%	\$5,000
11	Case Western Reserve University	\$5,000	Somewhat	75%	\$3,750
12	Catholic Charities Corporation (Fatima Center)	\$5,000	Yes	100%	\$5,000
13	Cedar Fairmount Special Improvement District	\$5,000	Yes	100%	\$5,000
14	Choral Arts Society of Cleveland	\$4,800	Yes	100%	\$4,800
15	Cleveland Blues Society Incorporated	\$5,000	Somewhat	75%	\$3,750
16	Cleveland Chamber Symphony	\$5,000	Somewhat	75%	\$3,750
17	Cleveland City Dance Company (City Ballet of Cleveland)	\$5,000	Somewhat	75%	\$3,750
18	Cleveland Composers Guild	\$5,000	Yes	100%	\$5,000
19	Cleveland Grays Armory Museum	\$5,000	Somewhat	75%	\$3,750
20	Cleveland Inner City Ballet (Pink Tutu Outreach Company)	\$5,000	Somewhat	75%	\$3,750
21	Cleveland Leadership Center	\$5,000	Yes	100%	\$5,000
22	Cleveland Philharmonic Orchestra	\$4,000	Yes	100%	\$4,000
23	Cleveland Rape Crisis Center	\$5,000	Somewhat	75%	\$3,750
24	Cleveland Umadaop	\$5,000	Yes	100%	\$5,000
25	Coventry Village Special Improvement District	\$5,000	Yes	100%	\$5,000
26	Cudell Improvement, Inc.	\$4,800	Somewhat	75%	\$3,600
27	Cuyahoga Valley Preservation and Scenic Railway Association (Cuyahoga Valley Scenic Railroad)	\$5,000	Somewhat	75%	\$3,750
28	Doan Brook Watershed Partnership	\$4,895	Somewhat	75%	\$3,671
29	Eliza Bryant Village	\$5,000	Yes	100%	\$5,000
30	Facing History and Ourselves National Foundation, Inc.	\$2,040	Yes	100%	\$2,040
31	Famicos Foundation	\$5,000	Yes	100%	\$5,000
32	Foundation for New Creative Projects	\$5,000	Somewhat	75%	\$3,750
33	FutureHeights	\$5,000	Yes	100%	\$5,000
34	Greater Cleveland Urban Film Foundation	\$5,000	Somewhat	75%	\$3,750
35	Green Triangle	\$5,000	Yes	100%	\$5,000
36	Irish American Archives Society Inc.	\$5,000	Somewhat	75%	\$3,750

## 2015 Project Support II Applicants (continued)

Panel Scores and Funding Recommendations (listed alphabetically)

			Board Action #1		Board Action #3
#	Organization	Request	Score	% of Request	Award
37	Jewish Family Service Association of Cleveland	\$5,000	Yes	100%	\$5,000
38	Joyful Noise Neighborhood Music School	\$4,725	Yes	100%	\$4,725
39	Kamm's Corners Development Corporation	\$5,000	Yes	100%	\$5,000
40	LakewoodAlive, Inc.	\$5,000	Yes	100%	\$5,000
41	Larchmere PorchFest	\$5,000	Yes	100%	\$5,000
42	Les Délices	\$5,000	Somewhat	75%	\$3,750
43	Lexington Bell Community Center	\$5,000	Somewhat	75%	\$3,750
44	Mamai Theatre Company	\$5,000	Somewhat	75%	\$3,750
45	MorrisonDance	\$5,000	Yes	100%	\$5,000
46	Musical Upcoming Stars in the Classics (M.U.S.i.C.)	\$5,000	Somewhat	75%	\$3,750
47	New Avenues to Independence, Inc.	\$4,500	Yes	100%	\$4,500
48	Ohio City Bicycle Co-op, Inc.	\$4,000	Somewhat	75%	\$3,000
49	Old Brooklyn Community Development Corporation	\$5,000	Yes	100%	\$5,000
50	Operation StandUP!	\$5,000	Somewhat	75%	\$3,750
51	Reaching Heights	\$5,000	Somewhat	75%	\$3,750
52	SAW, Inc. (HeARTworks)	\$5,000	Somewhat	75%	\$3,750
53	Schuhplattler und Trachtenverein Bavaria	\$5,000	Somewhat	75%	\$3,750
54	Shaker Arts Council	\$5,000	Yes	100%	\$5,000
55	Slavic Village Development	\$5,000	Yes	100%	\$5,000
56	Society for Photographic Education (SPE)	\$5,000	Somewhat	75%	\$3,750
57	Sokol Greater Cleveland Gymnastic and Educational Organization, Inc. (Sokol Greater Cleveland)	\$5,000	Somewhat	75%	\$3,750
58	St. Malachi Center	\$3,800	Somewhat	75%	\$2,850
59	Strongsville Community Band	\$5,000	Somewhat	75%	\$3,750
60	Suburban Symphony Orchestra	\$5,000	Somewhat	75%	\$3,750
61	Symphony West	\$5,000	Somewhat	75%	\$3,750
62	Talespinner Children's Theatre	\$5,000	Yes	100%	\$5,000
63	Teaching Cleveland Foundation	\$4,000	Somewhat	75%	\$3,000
64	The Benjamin Rose Institute	\$5,000	Somewhat	75%	\$3,750
65	The Hummingbird Project (The Cleveland Seed Bank)	\$5,000	Yes	100%	\$5,000
66	The Roberto Ocasio Foundation	\$5,000	Yes	100%	\$5,000
67	Union Miles Development Corporation	\$5,000	Somewhat	75%	\$3,750
68	UpStage Players	\$5,000	Somewhat	75%	\$3,750
69	West Side Catholic Center	\$5,000	Yes	100%	\$5,000

**2015 Project Support II Applicants (continued)**

Panel Scores and Funding Recommendations (listed alphabetically)

			<b>Board Action #1</b>		<b>Board Action #3</b>
<b>#</b>	<b>Organization</b>	<b>Request</b>	<b>Score</b>	<b>% of Request</b>	<b>Award</b>
70	Western Reserve Chorale	\$5,000	Somewhat	75%	\$3,750
71	Westlake Chinese Cultural Association (Westlake Chinese School)	\$5,000	Somewhat	75%	\$3,750
72	Westown Community Development Corporation	\$5,000	Somewhat	75%	\$3,750
73	Woodland Cemetery Foundation of Cleveland, Ohio	\$5,000	Yes	100%	\$5,000
<b>Board Action #2</b>	<b>TOTAL ALLOCATION for PS II</b>	\$352,924	N/A	N/A	<b>\$302,209</b>

## **APPENDIX 2: Reference for Board Action #1**

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### **Applicants Not Recommended for Funding**

*\*Indicates Past Grant Recipient*

#### **2015 Project Support I**

1. *Bureau of Drug Abuse, Cleveland Treatment Center\** – Panel Score: 62.43
2. *Independent Pictures\** – Panel Score: 62.14
3. *The City Club of Cleveland\** – Panel Score: 67.86

#### **2015 Project Support II**

1. *American Slovenian Polka Foundation\**
2. *Artistic by Design Center, Inc.*
3. *Bodwin Theatre Company*
4. *Cesear's Forum\**
5. *Cleveland Classical Ballet Association, Inc. (Ballet in Cleveland)*
6. *FiveOne Music, Inc.\**
7. *Mental Health Services for Homeless Persons Inc. (FrontLine Service)*
8. *Northeast Ohio Council on Higher Education\**
9. *Opera per Tutti\**
10. *Organization of Chinese Americans of Greater Cleveland (OCA Cleveland)\**