



**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
Miller Classroom, Idea Center at Playhouse Square  
Tuesday, December 11, 2018, 3:30 pm

- 1. Call to order, approval of minutes**
- 2. Executive Session**
- 3. Public Comment on Today's Agenda**
- 4. Executive Director's Report**
- 5. Action Items and Reports – Grantmaking**
- 6. Connect with Culture**
- 7. Action Items and Reports – Finance and General Business**
  - a. Finance Report**
  - b. Presentation, discussion and Approval of 2019 Budget**
  - c. Approval of contracts for 2019**
  - d. Executive Director Search**
- 8. Public Comment**

Next Regular Meeting: February 20, 2019, 4:00 pm  
Location: Neighborhood Connections  
5000 Euclid Ave, Cleveland OH 44103

- 9. Adjourn**



**Minutes of the Regular Meeting of the Board of Trustees**  
Tuesday, November 13, 2018

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A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:01 pm at Judson Manor, 1890 E 107<sup>th</sup> St, Cleveland, OH 44106.

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

*Trustee Miller arrived at 4:07 pm.*

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

**1. APPROVAL OF MINUTES**

Motion by Trustee Hanson, seconded by Trustee Avsec, to approve the minutes from the September 12, 2018 meeting. No Discussion. Motion to approve minutes. Vote: Avsec: aye; Garth: aye; Hanson: aye; and Sherman: aye. The motion carried.

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

There were no comments on the meeting agenda items.

**3. CONNECT WITH CULTURE**

Trustee Sherman called on Mr. Gomez and Mr. McLaughlin to present connect with culture. Mr. Gomez introduced Mark Corcoran, Managing Director of Theatre in the Circle. Mark Corcoran welcomed everyone to the Ballroom in Judson Manor, shared information about Theatre in the Circle, and invited everyone to upcoming shows. Mr. McLaughlin then introduced Edna Duffy, Executive Director of DuffyLit. Edna Duffy shared the history, classes, and events that DuffyLit has had and how meaningful the grants from Cuyahoga Arts & Culture have been.

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

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

## 5. BOARD ACTION

### Approval of Project Support 2019 Scores and Grants

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Mr. Gomez presented the Board with the slate of panel-approved 2019 Project Support grantees and highlighted two of the 29 new organizations; African American Museum and Hispanic Alliance. Mr. Gomez turned it over to his teammate. Mr. McLaughlin presented an overview of the 2019 Project Support Memo provided to the Board in advance of this meeting.

The following actions were taken:

Motion by Trustee Hanson, seconded by Trustee Garth, to approve the 2019 Project Support grants:

Program	Organization	Score	Grant
PS I	Jewish Federation of Cleveland	85.8	\$20,963
PS II	BorderLight	Partial	\$4,000
PS II	Transformer Station	Partial	\$4,000

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

Motion by Trustee Hanson, seconded by Trustee Sherman, to approve the Project Support 2019 Scores and Grants as listed in the Board handout (below). Discussion: None. Vote All Ayes. Motion carried.

Program	Organization	Score	Grant
PS II	Achievement Centers for Children	Full	\$5,000
PS II	African American Museum	Partial	\$4,000
PS I	America SCORES Cleveland	89.6	\$13,780
PS II	American Asian Pacific Islander Organization	Full	\$5,000
PS I	American Hungarian Friends of Scouting	78.4	\$12,152
PS II	Aradhana Committee	Full	\$5,000
PS I	Art Therapy Studio	90.4	\$27,120
PS II	Arts in Strongsville	Partial	\$4,000
PS II	Arts Renaissance Tremont (ART)	Partial	\$4,000
PS II	Baker-Nord Center for the Humanities	Full	\$5,000
PS I	Baldwin Wallace University	80	\$24,000
PS II	Baseball Heritage Museum	Partial	\$4,000
PS II	Bay Village Community Band	Partial	\$3,200
PS II	Beachwood Arts Council	Partial	\$4,000
PS II	Beachwood Historical Society	Partial	\$3,600
PS II	Bedford Historical Society	Not Met	\$0
PS II	Bellaire Puritas Development Corporation	Full	\$4,200
PS II	Benjamin Rose Institute on Aging	Full	\$5,000
PS I	Berea Arts Fest	77.6	\$5,713
PS II	Big Creek Connects	Full	\$1,900

Program	Organization	Score	Grant
PS II	Blazing River Freedom Band	Partial	\$2,130
PS II	Blue Streak Ensemble	Partial	\$4,000
PS I	BlueWater Chamber Orchestra	79.8	\$13,671
PS I	Boys & Girls Clubs of Cleveland	89.8	\$26,940
PS II	Brecksville Center for the Arts	Partial	\$4,000
PS I	Brite Cleveland	88	\$26,400
PS II	Broadview Heights Spotlights	Partial	\$4,000
PS II	Brooklyn Heights Service Clubs	Partial	\$4,000
PS I	Building Bridges Murals	90	\$11,671
PS II	Burning River Baroque	Full	\$5,000
PS II	Burten, Bell, Carr Development	Partial	\$4,000
PS II	Campus District Inc.	Partial	\$3,200
PS II	Carolyn L. Farrell Foundation	Partial	\$4,000
PS I	Cassidy Theatre	80.6	\$18,760
PS II	Catholic Charities Diocese of Cleveland	Full	\$5,000
PS II	Cedar Fairmount Special Improvement District	Full	\$5,000
PS II	Celebrate the Arts Performance Academy	Partial	\$4,000
PS II	Cesear's Forum	Partial	\$4,000
PS I	Chagrin Arts	79	\$11,301
PS I	Chagrin Documentary Film Festival	84.2	\$25,260
PS I	ChamberFest Cleveland	79.6	\$23,880
PS II	Choral Arts Cleveland	Full	\$5,000
PS II	City Ballet of Cleveland	Partial	\$4,000
PS I	CityMusic Cleveland	87.8	\$26,340
PS II	Cleveland Association of Black Storytellers	Partial	\$4,000
PS I	Cleveland Ballet	78.4	\$16,280
PS II	Cleveland Blues Society	Partial	\$4,000
PS II	Cleveland Chamber Choir	Partial	\$4,000
PS II	Cleveland Chamber Collective	Partial	\$2,000
PS I	Cleveland Chamber Music Society	80	\$9,200
PS II	Cleveland Chamber Symphony	Partial	\$4,000
PS I	Cleveland Classical Guitar Society	87.8	\$18,566
PS II	Cleveland Clinic Foundation	Full	\$5,000
PS II	Cleveland Composers Guild	Full	\$5,000
PS I	Cleveland Contemporary Chinese Culture Association	88.8	\$22,561
PS I	Cleveland Cultural Gardens Federation	91.8	\$11,395
PS II	Cleveland Grays Armory Museum	Partial	\$4,000
PS II	Cleveland Hearing & Speech Center	Full	\$5,000
PS II	Cleveland Inner City Ballet	Partial	\$4,000
PS II	Cleveland Leadership Center	Full	\$5,000

Program	Organization	Score	Grant
PS I	Cleveland Opera Theater	85.8	\$25,740
PS I	Cleveland Print Room	85.6	\$25,680
PS II	Cleveland Rape Crisis Center	Full	\$5,000
PS II	Cleveland Rocks: Past, Present and Future	Full	\$5,000
PS I	Cleveland School of the Arts Board of Trustees	90.4	\$18,080
PS II	Cleveland Seed Bank	Full	\$5,000
PS II	Cleveland Shakespeare Festival	Partial	\$4,000
PS II	Cleveland TOPS Swingband	Full	\$5,000
PS I	Cleveland Treatment Center	77.4	\$20,124
PS II	Cleveland Vegan Society	Full	\$5,000
PS II	Cleveland West Art League	Partial	\$4,000
PS II	Cleveland Women's Orchestra	Partial	\$4,000
PS I	Collective Arts Network	80.6	\$14,508
PS II	CollectivExpress	Partial	\$4,000
PS II	Connecting for Kids of Westlake OH	Full	\$5,000
PS I	convergence-continuum	85.4	\$20,816
PS II	Coventry Village Special Improvement District	Partial	\$4,000
PS II	Cuyahoga County Public Library Foundation	Full	\$5,000
PS II	Cuyahoga River Restoration	Partial	\$4,000
PS II	DANCEVERT	Full	\$5,000
PS II	Dancing Classrooms Northeast Ohio	Full	\$4,305
PS I	Detroit Shoreway Community Development Organization	72.2	\$0
PS II	Djapo Cultural Arts Institute	Full	\$5,000
PS I	Doan Brook Watershed Partnership	89.6	\$25,892
PS II	Donauschwaben German-American Cultural Center	Partial	\$3,180
PS I	Downtown Cleveland Alliance	87.6	\$26,280
PS I	DuffyLit	81.8	\$11,366
PS II	Dyngus Day Cleveland	Partial	\$4,000
PS II	Edward E. Parker Museum of Art	Partial	\$4,000
PS II	Eliza Bryant Village	Full	\$5,000
PS I	Ensemble Theatre	82.4	\$13,463
PS I	Environmental Health Watch	86.4	\$25,920
PS II	Errin Ministries	Full	\$5,000
PS II	Euclid Beach Park Now	Partial	\$4,000
PS II	Far West Center	Full	\$5,000
PS II	FOCUS ON EDUCATION	Partial	\$4,000
PS II	Folknet	Full	\$4,000
PS I	Foluke Cultural Arts	79	\$6,217
PS II	Friends of Euclid Creek	Full	\$3,000
PS II	Friends of the East Cleveland Public Library	Partial	\$4,000

Program	Organization	Score	Grant
PS II	Friends of the McGaffin Carillon	Full	\$5,000
PS II	From Me 2 U	Partial	\$4,000
PS II	Front Steps Housing and Services	Full	\$5,000
PS II	FrontLine Service	Full	\$4,380
PS II	FutureHeights	Full	\$5,000
PS II	German Music Society	Partial	\$1,800
PS II	Golden Ciphers	Full	\$5,000
PS II	Good Company: A Vocal Ensemble	Partial	\$4,000
PS I	Gordon Square Arts District	86.8	\$26,040
PS I	Greater Cleveland Neighborhood Centers Association	88	\$26,400
PS I	Greater Cleveland Urban Film Foundation	87.4	\$11,362
PS II	Greater Expectations Intercontinental Sacred Arts Society	Full	\$5,000
PS II	Green Triangle	Partial	\$4,000
PS II	Harvard Community Services Center	Full	\$5,000
PS I	Heights Youth Theatre	85.8	\$12,142
PS II	Hispanic Alliance	Full	\$5,000
PS I	Hispanic Business Center	86	\$5,287
PS II	Historic Gateway Neighborhood Corporation	Full	\$5,000
PS I	Historic Warehouse District Development Corporation	80	\$8,232
PS I	Hospice of the Western Reserve	89.2	\$26,760
PS II	India Fest USA	Partial	\$4,000
PS II	In Education	Not Met	\$0
PS I	Ingenuity	86.2	\$25,860
PS II	International Community Council	Full	\$5,000
PS II	International Women's Air & Space Museum	Full	\$5,000
PS II	Italian Cultural Garden	Full	\$5,000
PS I	Jennings Center for Older Adults	91	\$9,366
PS II	Jewish Family Service Association of Cleveland Ohio	Full	\$5,000
PS I	Jones Road Family Development Corporation	85.8	\$12,644
PS II	Joyful Noise Neighborhood Music School	Full	\$5,000
PS I	Judson	88	\$26,400
PS II	Julia De Burgos Cultural Arts Center	Partial	\$4,000
PS II	Kamm's Corners Development Corporation	Partial	\$4,000
PS I	Kulture Kids	81.4	\$15,177
PS II	Lake Erie Native American Council	Full	\$5,000
PS I	Lake View Cemetery Foundation	83.6	\$25,080
PS II	LakewoodAlive	Full	\$5,000
PS II	Larchmere PorchFest	Full	\$5,000
PS II	LatinUS Theater Company	Full	\$5,000
PS I	Les Délices	82.2	\$14,699

Program	Organization	Score	Grant
PS I	Lexington-Bell Community Center	83	\$14,110
PS II	LGBT Community Center Greater Cleveland	Full	\$5,000
PS I	Literary Cleveland	83.8	\$12,151
PS II	Little Italy Redevelopment Corporation	Partial	\$2,400
PS I	Local 4 Music Fund	84	\$11,608
PS II	LYLESART	Full	\$4,945
PS I	M.U.S.i.C.	86	\$6,880
PS I	Maelstrom Collaborative Arts	79.2	\$8,573
PS II	Malachi Center	Full	\$3,600
PS I	Mandel JCC	83.2	\$24,960
PS II	May Dugan Center	Full	\$5,000
PS I	Mercury Theatre Company	74.4	\$0
PS II	Merrick House	Partial	\$4,000
PS II	MidTown Cleveland	Full	\$5,000
PS II	MorrisonDance	Full	\$5,000
PS II	Mt. Pleasant NOW Development Corporation	Partial	\$4,000
PS I	Music and Art at Trinity	87.6	\$18,710
PS II	Naach Di Cleveland	Full	\$5,000
PS II	NAMI Greater Cleveland	Full	\$5,000
PS II	Negative Space Gallery	Full	\$5,000
PS I	New Avenues to Independence	77.6	\$3,473
PS I	NewBridge Cleveland Center for Arts & Technology	92.2	\$27,660
PS II	NO EXIT	Full	\$5,000
PS II	North Union Farmers Market	Full	\$5,000
PS II	Notes for Notes	Full	\$5,000
PS I	Notre Dame College	73.4	\$0
PS II	OCA Cleveland	Full	\$5,000
PS II	OhioGuidestone	Partial	\$1,543
PS II	Old Brooklyn Community Development Corporation	Full	\$5,000
PS II	One World Shop	Full	\$3,000
PS I	Open Doors Academy	91.2	\$27,360
PS II	Open Tone Music	Full	\$5,000
PS II	PALS for Healing	Full	\$5,000
PS II	Parma Area Fine Arts Council	Partial	\$2,020
PS II	Parma Symphony Orchestra	Not Met	\$0
PS II	Playwrights Local	Partial	\$4,000
PS II	Polish Village Parma	Partial	\$4,000
PS I	Praxis Fiber Workshop	86.6	\$10,219
PS II	Quire Cleveland	Partial	\$4,000
PS II	Reaching Heights	Full	\$5,000

Program	Organization	Score	Grant
PS II	Refresh Collective	Full	\$5,000
PS II	Restore Cleveland Hope	Partial	\$4,000
PS II	Rid-All Green Partnership	Full	\$5,000
PS II	Roberto Ocasio Foundation	Partial	\$4,000
PS II	Rollin' BuckeyeZ	Partial	\$4,000
PS II	Sankofa	Full	\$5,000
PS I	School of Cleveland Ballet	77	\$23,100
PS II	Shaker Arts Council	Partial	\$4,000
PS II	Shaker Heights Development Corporation	Full	\$5,000
PS I	Shore Cultural Centre	81	\$6,717
PS II	Sixth City Sounds	Full	\$2,500
PS I	Slavic Village Development	89.6	\$10,575
PS II	Slovenian Museum and Archives	Full	\$5,000
PS II	Soulcraft	Full	\$5,000
PS II	Stellar Acrobatic Dance Academy	Partial	\$4,000
PS II	STV Bavaria	Partial	\$4,000
PS II	Suburban Symphony Orchestra	Partial	\$3,992
PS II	Symphony West Orchestra	Full	\$5,000
PS I	Talespinner Children's Theatre	92	\$15,749
PS I	The Brecksville Theater	75.2	\$9,701
PS I	The City Club of Cleveland	88.8	\$26,640
PS II	The Gathering Place	Full	\$5,000
PS II	The Harvard Square Center	Partial	\$4,000
PS II	The Movement Project	Full	\$5,000
PS II	Thea Bowman Center	Full	\$5,000
PS I	Tremont West Development Corporation	85.2	\$7,615
PS II	Twelve Literary Arts	Full	\$4,800
PS I	UCI	81	\$23,948
PS II	Underground Classical	Full	\$5,000
PS II	Union Miles Development Corporation	Partial	\$4,000
PS I	University Hospitals (UH)	88.6	\$26,580
PS II	UpStage Players	Full	\$5,000
PS I	Ursuline College	83.8	\$16,760
PS II	Wake Up and Live's Actor's Studio	Full	\$5,000
PS I	Waterloo Arts	87	\$14,634
PSI	West Creek Conservancy	73.0	\$00
PS II	West Shore Chorale	Full	\$5,000
PS II	West Side Catholic Center	Full	\$5,000
PS I	West Side Community House	90.6	\$22,650
PS II	Western Reserve Fire Museum & Education Center	Partial	\$4,000



Program	Organization	Score	Grant
PS II	Western Reserve Land Conservancy	Partial	\$4,000
PS II	Westlake Chinese School	Partial	\$4,000
PS II	Westown Community Development Corporation	Full	\$5,000
PS II	Women in History	Partial	\$2,000
PS II	Youth Challenge	Full	\$5,000

### **Approval of General Operating Support 2019 Grants**

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Ms. Johnson-Banks stated that today the Board would be asked to approve the grant amounts for the 61 General Operating Support groups with a total allocation approved previously at \$10.2 million per the 2019 General Operating Support Memo.

The following actions were taken after the presentation:

Motion by Trustee Hanson, seconded by Trustee Avsec, to approve the 2019 General Operating Support grants:

Organization	Award
Cleveland Institute of Art	<b>\$529,101</b>
Cleveland Museum of Art	<b>\$977,345</b>
Cleveland Public Theatre	<b>\$93,804</b>
DANCECleveland	<b>\$55,304</b>
GroundWorks Dancetheater	<b>\$44,743</b>
LAND studio	<b>\$161,334</b>
Playhouse Square	<b>\$1,164,989</b>

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

Motion by Trustee Avsec, seconded by Trustee Miller, to approve the 2019 General Operating Support grants:

Organization	Award
Cleveland Institute of Music	<b>\$557,817</b>
The Cleveland Orchestra	<b>\$1,118,231</b>

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

Motion by Trustee Miller, seconded by Trustee Hanson, to approve the 2019 General Operating Support grant:

Organization	Award
Rainey Institute	<b>\$80,807</b>

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

Motion by Trustee Garth, seconded by Trustee Miller, to approve the 2019 General Operating support grants as listed in the Board handout (below). Discussion: None. Vote: All ayes. The motion carried.

<b>Organization</b>	<b>Award</b>
Apollo's Fire Baroque Orchestra	<b>\$100,916</b>
Art House	<b>\$22,691</b>
Artists Archives of the Western Reserve	<b>\$23,140</b>
Arts Cleveland	<b>\$67,574</b>
BA Yarts	<b>\$48,825</b>
Beck Center for the Arts	<b>\$134,721</b>
Broadway School of Music and the Arts	<b>\$18,933</b>
Center for Arts-Inspired Learning	<b>\$95,254</b>
Chagrin Valley Little Theatre	<b>\$33,216</b>
Children's Museum of Cleveland	<b>\$57,742</b>
Cleveland Botanical Garden	<b>\$239,395</b>
Cleveland International Film Festival	<b>\$151,303</b>
Cleveland International Piano Competition	<b>\$56,669</b>
Cleveland Jazz Orchestra	<b>\$31,740</b>
Cleveland Museum of Natural History	<b>\$470,869</b>
Cleveland Play House	<b>\$295,362</b>
Cleveland POPS Orchestra, Inc.	<b>\$65,899</b>
Cleveland Restoration Society	<b>\$70,478</b>
Contemporary Youth Orchestra	<b>\$27,459</b>
Dancing Wheels	<b>\$38,408</b>
Dobama Theatre	<b>\$37,954</b>
Great Lakes Science Center	<b>\$284,437</b>
Great Lakes Theater Festival	<b>\$188,395</b>
Heights Arts	<b>\$24,303</b>
ICA - Art Conservation	<b>\$81,182</b>
ideastream	<b>\$642,871</b>
Inlet Dance Theatre	<b>\$22,754</b>
Karamu House	<b>\$83,447</b>
Lake Erie Ink	<b>\$25,027</b>
Lake Erie Nature & Science Center	<b>\$78,723</b>
Maltz Museum of Jewish Heritage	<b>\$126,368</b>
Morgan Art of Papermaking Conservatory & Educational Foundation	<b>\$27,771</b>
Museum of Contemporary Art Cleveland	<b>\$148,714</b>
Nature Center at Shaker Lakes	<b>\$73,262</b>

<b>Organization</b>	<b>Award</b>
Near West Theatre	<b>\$53,943</b>
Northcoast Men's Chorus	<b>\$23,899</b>
Progressive Arts Alliance, Inc.	<b>\$49,534</b>
Rock and Roll Hall of Fame and Museum	<b>\$702,063</b>
Roots of American Music	<b>\$22,370</b>
Shaker Historical Society	<b>\$15,363</b>
SPACES	<b>\$34,962</b>
The Cleveland Opera	<b>\$18,527</b>
The Music Settlement	<b>\$175,529</b>
The Musical Theater Project	<b>\$39,554</b>
The Sculpture Center	<b>\$18,452</b>
The Singing Angels	<b>\$33,343</b>
Ukrainian Museum-Archives	<b>\$11,437</b>
Valley Art Center	<b>\$33,372</b>
Verb Ballets	<b>\$37,282</b>
Western Reserve Historical Society	<b>\$222,126</b>
Zygote Press	<b>\$28,967</b>

### **Approval of Grants: Support for Artists**

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Ms. Johnson-Banks and Mr. Sinatra presented the Board with recommended amounts for four nonprofit partner projects for the Support for Artists grant program.

Trustee Garth asked how much unrestricted funding would go to artists through these programs. Mr. Sinatra stated that the programs offered by SPACES and Cleveland Public Theatre include cash stipends for artists of \$5,000. Trustee Hanson asked how many artists will be served by these projects in comparison to the previous support for artists opportunities funded by Cuyahoga Arts & Culture. Mr. Sinatra stated that 60 artists would be receiving some form of support through both this opportunity and the Center for Performance and Civic Practice (CPCP) Learning Lab sessions in addition to up to 200 more take part in free professional development opportunities.

Trustee Garth stated that she was concerned with the amount of unrestricted funds available to artists through these programs. Mr. Sinatra stated that the responses from artists throughout Cuyahoga County showed that unrestricted funding was not the most important need of artists in the community.

Motion by Trustee Hanson, seconded by Trustee Avsec, to approve a grant to Cleveland Public Theatre in the amount of \$90,000 to support the Premiere Fellowship. Through this program, five Cuyahoga County-based theater artists (a playwright, a director, an actor and two designers) will each receive a cash award, fees for their work, mentorship, professional development and access to space, equipment and other CPT assets related to the development and implementation of their Fellowship. Discussion: None. Vote – Ayes: Avsec, Garth, Hanson, Miller. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee Miller, seconded by Trustee Hanson, to approve a grant to Hispanic Business Center in the amount of \$50,000 for La Villa Hispana Artist Colectivo. With this grant, the Hispanic Business Center will host four bilingual Art Entrepreneur sessions. Artists attending these sessions and meeting with a business advisor, provided through this program, will be invited to participate in a pop-up market. Up to six project grants will also be available to artists who participate in the directory and attend all of the training sessions. Discussion: None. Vote: All ayes. The motion carried.

Motion by Trustee Hanson, seconded by Trustee Avsec, to approve a grant to LAND studio in the amount of \$55,000 or a series of four, full-day workshops on public art hosted at various locations throughout the City of Cleveland. Artists attending and leading the sessions will be compensated and lunch will be provided. LAND studio will tailor later sessions to incorporate feedback from artist participants. Discussion: None. Vote – Ayes: Avsec, Garth, Hanson, Miller. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee Hanson, seconded by Trustee Avsec, to approve a grant to SPACES in the amount of 42,000 for an Urgent Art Fund. Five Cuyahoga County artists will be able to apply for 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. Discussion: None. Vote: All ayes. The motion carried.

## **6. FINANCE REPORT**

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

## **7. EXECUTIVE DIRECTOR SEARCH**

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

## **8. PUBLIC COMMENT**

There were no public comments.

The next meeting will be held at 3:30 pm on Tuesday, December 11, 2018, at the Idea Center at Playhouse Square in the Miller Classroom. The meeting will begin with an executive session at 3:30 pm.

## **9. ADJOURNMENT**

Motion by Trustee Avsec, seconded by Miller, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 4:58 pm.

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Charna Sherman, President, Board of Trustees

Attest:

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Gwendolyn Garth, Secretary, Board of Trustees

**Interim Executive Director's Report  
Regular Meeting of the Board of Trustees  
11 December 2018**

Welcome to our final CAC Board meeting of 2018.

This year has been about change and progress. We welcomed new teammates – Luis Gomez and Heather Johnson-Banks – as program managers, as well as Charna Sherman in her role as Board president. And we said goodbye to our longstanding leaders – Karen Gahl-Mills in her eight years of service as our executive director and Joe Gibbons as our former Board president. We also reimagined our Artist Support work and made more explicit our commitment to racial equity. And we ramped up our new ClevelandArtsEvents.com website, connecting thousands of residents to arts and culture activities every month.

We did all this by working together – alongside the nearly 300 groups we fund and the thousands of residents we reach each month. I'm pleased to report to the Board that CAC is making progress on our mission. To see a more complete picture of CAC's 2018 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:

- two additional Support for Artists grants (Karamu House and Cleveland Arts Prize);
- our 2019 Budget; and
- several administrative matters, including contracts for 2019 that will help us achieve our programmatic and communications goals.

At our meeting, we will also welcome representatives from the Cleveland Museum of Art to speak about their [Diversity, Equity and Inclusion Plan](#). In preparation for this short presentation, I recommend that you review their materials (linked above), as well as visit CAC's recently published [equity progress](#) page on our website.

Finally, while this meeting wraps up key work for 2018, we're already deep into planning for next year. Per normal practice, our team of eight worked together to formalize its [2019 team objectives](#) and will continue to share progress and seek feedback 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, 2018 Updates from Staff: 2018 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 and knowledge-building; 2) raising awareness; and 3) building internal capacity. **What follows is a summary of the work the team accomplished in 2018.**

### **1. GRANTMAKING & KNOWLEDGE-BUILDING: Connecting with cultural partners, applicants, artists and the cultural sector**

Our 2018 objectives were to 1) continue to build strong working relationships and connections with and between the 256 groups we fund; 2) offer more feedback opportunities for cultural partners, artists and residents, incorporating what we learn into our work; 3) make innovative adjustments to our grantmaking practice; 4) offer racial equity learning opportunities for our grant recipients; and 5) pilot several initiatives that provide support for artists, always seeking community input.

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

- Managed a portfolio of **256 grant recipients** in its two primary grant programs (PS18 and GOS18), offering personalized customer service.
- Held **five workshops** for new Project Support cultural partners in early 2018. These meetings were held at some of our new cultural partners' locations. This allowed our new cultural partners to highlight their work, their communities and their neighborhoods. **42 people** from **37 cultural partner organizations** attended.
- Conducted meetings with **over 100 cultural partners**, including technical assistance and report feedback meetings and site visits. Attended **hundreds of cultural events** – a vital step in understanding our cultural partners and informing our work.
- Trained **131 people** at in-person workshops for our 2018 Project Support program to allow for success at all levels of our process. New this year, our workshops included a section highlighting the importance of respecting the communities that our cultural partners are serving, along with some tips to begin to implement this work.
- Offered **65 in-person “office hour” sessions** to provide personalized support and feedback to Project Support applicants.
- Conducted strong outreach and consistent technical assistance to existing cultural partners and new applicants, resulting in a 2019 portfolio of **282 cultural partners**, the largest number of grant recipients in CAC's history.
- Developed new working relationships with **29 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 11<sup>th</sup> and 12<sup>th</sup> consecutive years (2018-19).

**Expanded our Technical Assistance Offerings.** In response to cultural partner requests, and in an effort to be of service to our cultural partners, CAC:

- Worked with DataArts to present an overview of the Cultural Data Profile. The **webinar** was timed to be of use to both Project Support applicants as well as General Operating Support cultural partners, and was recorded so that it could be viewed at any time.
- Worked with a racial equity training expert Erica Merritt to develop “The Power of Words” – an addition to our applicant workshop that stressed the **importance of respecting the communities** that our cultural partners are serving. This information was also shared with General Operating Support cultural partners.
- Responding to previous applicant feedback seeking online options for technical assistance, staff created **a series of eight technical assistance videos** that covered the entire Project Support application process and included a video version of “The Power of Words”.
- Continued to offer “Cultural Partner Connection,” a newsletter for our cultural partners (**12 issues** sent in 2018 to more than **700 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,

**Conducted Public Panels.** In order to review and recommend grants in a transparent and impartial manner, CAC staff recruited **29 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 over 200 Project Support applications in September and October. 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 2019 panelists:

Race/Ethnicity*	
Asian	14%
Black/African American	34%
Caucasian	28%
Hispanic/Latino	7%
Two or more	17%

Gender*	
Female	69%
Male	28%
Nonconforming	3%

Age	
20-29	24%
30-39	59%
40-49	14%
50 and above	3%

\*note: panelists self-identified for this category

- The **Project Support I panel** was held October 1-2 at Idea Center.
  - 9 panelists reviewed 74 applications, recommending 70 for funding.
  - 20 people attended the in-person review at Idea Center, 198 listened to the online audio livestream.
  - Panel was a full-team effort, with Luis, Heather and Dan chairing the panel proceedings while India, Jake and Cinthea managed day-of logistics and communications.

- The smaller **Project Support II** panel was conducted completely online, as it has been in previous years.
  - 20 panelists reviewed 154 applications in late September and early October, recommending 151 for funding.
  - Panelists wrote detailed 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. Roshi finalized the creation of the comments/scoring documents.

**Highlighting 29 New Cultural Partners.** 29 Project Support II cultural partners will be receiving CAC funding for the first time in 2019. CAC will work to promote their work through a social media campaign in December. Luis, Heather, Dan and India will lead new cultural partner meetings early in 2019 to help ensure our newest cultural partners 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.

African American Museum	Italian Cultural Garden Foundation
America Asian Pacific Islander Organization	LatinUs Theater Experience Company
Big Creek Connects	Naach Di Cleveland
BorderLight Festival of International Theatre	Notes for Notes
Celebrate the Arts Performance Academy	OhioGuidestone
Cleveland Association of Black Storytellers	Polish Village Parma
Cleveland Chamber Choir	RollinBuckkeyez Foundation
CollectivExpress	Sixth City Sounds Inc.
Cuyahoga County Public Library Foundation	Soulcraft CLE
Edward E. Parker Museum of Art	Stellar Acrobatic Dance Academy
Fresh Camp	Twelve Literary Arts
Friends of the McGuffin Carillon in University Circle	Wake Up And Live's Actors' Studio
Greater Expectations Intercontinental Sacred Arts Society	Western Reserve Land Conservancy
Hispanic Alliance	Women In History
India Festival USA	

Of note, **nearly half of our new cultural partners are organizations that are led by people of color and/or celebrate the arts & culture of communities of color.**



**Pictured from left to right:** Stellar Acrobatic Dance Company, India Festival USA, Western Reserve Land Conservancy (All three will receive CAC funding for the first time in 2019)



**Continued our Investment in Resident-Led Projects.** In 2013, CAC formed a partnership with Neighborhood Connections, a grassroots grantmaking program affiliated with the Cleveland Foundation. Since then, **CAC has funded over 300 resident-led arts and culture projects** in Cleveland and East Cleveland. In 2018, **our \$75,000 investment helped co-support 30 neighborhood projects.** Through our investment in Neighborhood Connections, CAC co-funds 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 fall, Dan served as a liaison on Neighborhood Connections Round 32 grantmaking committee. In this role, he helped to focus the committee on the criteria and purposes of the grant program. In November, Dan also met with newly co-funded organizations to help introduce them to CAC and welcome them into our network of cultural partners.

**Offered Opportunities to Bring Together the Arts & Cultural Community.** Working with our Partners at the Community Innovation Network and Neighborhood Connections, CAC offered quarterly opportunities to convene our cultural partners, artists and residents:

- In January, CAC held a **forum for cultural partners** facilitated by the Community Innovation Network at Case Western Reserve University. More than 70 representatives of CAC-funded organizations attended, representing a cross-section of nonprofit organizations from across Cuyahoga County. Attendees were invited to learn about CAC and how it makes its allocation decisions for its primary grant programs: general operating support and project support. The gathering was a different approach to convening partners, strengthening feedback loops and gathering information.
- In 2018, CAC worked with Neighborhood Connections to offer **three Arts & Culture Network Nights** (March, June, October). These events were well attended by representatives from CAC-funded organizations, individual artists and residents engaged in the arts & cultural community. These gatherings provided a new way for CAC-funded organizations to engage with our staff, with each other and with members of the community. A few “community-building wins” include:
  - Connecting an art therapy organization seeking office/client space to another arts organization with space for rent.
  - Ongoing conversations and resource-sharing between artists and creatives about building/growing their creative practice.
  - A conversation in which a museum staff-person shared details of a program that allows families to “check-out” museum passes from CPL, in response to a resident’s concerns about museum affordability and the lack of free days.
  - A new performance venue was able to connect with the perfect arts organization to perform at their opening event, in order to acknowledge and celebrate the history of the space.
- Additionally, CAC staff Luis, Dan and India regularly attended Neighborhood Connections’ monthly Community of Practice gatherings. These gatherings are intended for participants to learn, practice and share community building skills with one another.

**Racial Equity Institute for Cultural Partners.** Beginning in Q2, CAC offered to cover the cost of our cultural partners’ participation in the half-day “Groundwater” session hosted by the Racial Equity Institute and Cleveland Neighborhood Progress. Due to demand and early feedback, the offer was

extended through the end of 2018, and expanded to include participation in the two-day “Phase I” session as well as the two-day “Latinx Challenges” workshops. As of September 2018, 51 organizations and 149 individuals have attended an REI workshop with CAC support. Visit our [equity page](#) to see the list of organizations who have attended REI through our offer.

**Launched Varied New Approaches to Support Cuyahoga County Artists.** In February 2018, the Board approved a workplan to develop and implement resident-led recommendations on how CAC can best support Cuyahoga County artists. Throughout 2018, staff committed to bring an updated to each staff meeting during the year. The following key updates demonstrate the progress and new CAC-funded partnerships that resulted from the work:

- In **February 2018**, the Board unanimously approved the workplan and stated a **commitment to equity** to guide its work to support artists. 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.

- In **April 2018**, staff presented the plan to launch CAC a **public “call for partners”** in Q2 to identify nonprofits that can be eligible to serve as partners in administering support and funding to artists. CAC also further **refined its commitment to equity** to state:

- CAC strongly encourages applicants who have been historically marginalized or underrepresented.
- Priority funding goes to artists that foster artistic expression deeply rooted in and reflective of historically marginalized or underrepresented communities.



In December 2018, twelve artists and twelve nonprofits gather for the first of three full-day workshops in CPCP’s Learning Lab, funded by CAC.

- In **June 2018**, CAC proposed a partnership with **Center for Performance and Civic Practice** to bring a professional development and funding program to Cleveland to support artists and nonprofits. Staff also launched the **ClevelandArtsEvents.com artist calendar and directory**, and began outreach to identify and seek applicants to serve as **Artist Network Leaders** (see below). Thanks to Roshi and Jake for their leadership on this and many artist-related projects.
- In **September 2018**, staff worked with a local artist selection committee to **identify six nonprofit partners** to serve as grantees and provide programs and support to artists in 2019.
- In **November 2018**, the Board **approved four nonprofit partnerships**, with the intention to approve additional partnerships in December 2018 to provide unrestricted funding, project-based support, professional development, institutional connections and access to physical spaces for dozens of Cuyahoga County artists in 2018.

For more information about this process and Support for Artists partners, visit [cacgrants.org/artists](http://cacgrants.org/artists).

**Increased Our Reach to Regional Artists through Artist Network Leaders.** In summer 2018, Roshi and the team launched a call for participation to find interested local leaders representing diverse communities (artistic disciples, race, age, gender) to help bring perspective to our work to support artists.

Four selected Network Leaders include Sandra Albro, research associate, Holden Forests & Gardens; Jason Estremera, associate director, Northeast Ohio Hispanic Center for Economic Development; Vince Robinson, pianist, photographer, poet; and Kate Snow, printmaker, painter, and co-director, Zygote Press (you can access their full bios on our [website](#)).

The Network Leaders have and continue to help us build relationships, raise awareness about CAC's initiatives to support artists, inform decisions and processes, and serve as partners and evaluators for CAC-supported arts and cultural organizations. We are proud of the work we have been able to accomplish due to their engagement and support, and look forward to continuing this partnership through mid-2019.

**Promoted the Portfolio and Public Events of Regional Artists.** In summer 2018, we launched the Artist Calendar and Directory portion of our website at [ClevelandArtsEvents.com](http://ClevelandArtsEvents.com). Our website is visited by thousands of county residents each month and provides an excellent platform for artists to raise awareness of their work online for free. Roshi and the team spread the word about this opportunity through connections like the Network Leaders, our grantee organizations, and other avenues. We have begun the process of approving listings and providing the first 400 artists \$25 each to thank them for their participation. We have already received positive feedback from artists who are using the site and look forward to developing and promoting this resource further in 2019.

**Mapped Equity Practices of Cultural Partners.** Knowing that our over 250 grantees have taken a wide variety of steps to address equity in their work, we contracted our past intern Maritess Escueta to conduct a scan of these types of activities. Through individual meetings, surveys collected at CAC gatherings, and other modes of research, Maritess worked with Roshi to compile and synthesize these data. Maritess shared her executive summary with us in May. This mapping project helped our staff, especially our program managers, to reach a better understanding of our grantees' work in this area.

## 2. RAISING AWARENESS: Connecting with residents

Our 2018 objectives were to: 1) continue raising awareness of the Cleveland Arts Events website by migrating to the Artsopolis platform for our calendar and events and artist calendar/directory; 2) increase the breadth and frequency with which we promote the work of our cultural partners and artists, paying particular attention to promoting efforts to increase equity; 3) promote transparency by ensuring that all stakeholders are well-informed about CAC's programs, services, and financial position – and continue to build stake with key allies; and 4) develop and share new educational tools to raise awareness with residents about the organizations we fund.

**Showcasing our Cultural Partners and Connecting with Residents.** In 2018, staff aimed to tell the stories of our cultural partners in meaningful and compelling ways, in conjunction with the promotion of our new website, 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 2018 to support this objective included:

**Positive Media Stories Highlight Partners, Connect Residents to CAC.** As part of our media partnership with Fresh Water Cleveland, **nine features** 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 3,500 views** on Fresh Water Cleveland's website, and had the **potential to reach 950,000 viewers through online distribution and social media.** In addition, CAC ads are continuing to be featured prominently on their website, connecting additional residents with our events calendar.

In addition, CAC continued its successful digital media with Raycom Media, managed by CBS/Channel 19 Cleveland. In addition to creating a high-quality promotional video, we reached new audiences and markets through Channel 19's TV and digital media platforms. Our digital campaign over-delivered, reaching **more than 200,000 viewers**, and there were notable web traffic increases as a result. With a click-through rate of .8% (in line with the industry average), this continued partnership was a cost-effective measure to send new visitors to CAC's events website to connect with CAC-funded events in their community.

**Annual Report Reflects on 2017, Celebrates Millions of Memories Made.** On July 10 we released our [Report from the Community](#) highlighting stories and impact numbers from the past year. Even with a simplified / shorter format, CAC staff ensured a widespread distribution to share stories of CAC-funded organizations and the agency's impact:

- In addition to the online version, staff mailed hard copies to more than 550 cultural partners, key community leaders, media and elected officials.
- Staff used the report as an opportunity to meet with key stakeholders, including local funding peers, community leaders and elected officials.
- In its first two weeks of release, the report was viewed more than 1,100 times online. Now up to 1,800 views.
- An additional 4,800 subscribers read about the report via e-mail and hundreds connected with the stories and data through an engaging social media campaign on our Twitter, Facebook and Instagram.



**Digital Presence Continues to Build Connections.** CAC continued its efforts to maintain a bold and engaging digital presence in 2018, bolstered by our two communications interns and the launch of social media pages for Cleveland Arts Events. Again in 2018, we grew or maintained participation across all our social platforms. In addition, CAC **launched a new website presence, ClevelandArtsEvents.com**, positioning CAC as a hub for local arts and culture information in our region. Some key statistics:

**Cuyahoga Arts & Culture Social Media Awareness**

	Dec 2015	Dec 2016	Dec 2017	Dec 2018
<b>Facebook Followers</b>	8,974	12,198	13,749	14,245
<b>Twitter Followers</b>	56,326	145,958	143,977	133,000
<b>Instagram Followers</b>	-	141	565	1,122
<b>Website Visitors</b>	47,031	72,731	85,436	32,956

*New in 2018:* Our Cleveland Arts Events brand received separate and distinct social media pages on Facebook, Twitter, and Instagram, providing a separate and distinct hub of information to share CAC-funded events. These platforms saw substantial awareness and engagement in 2018:

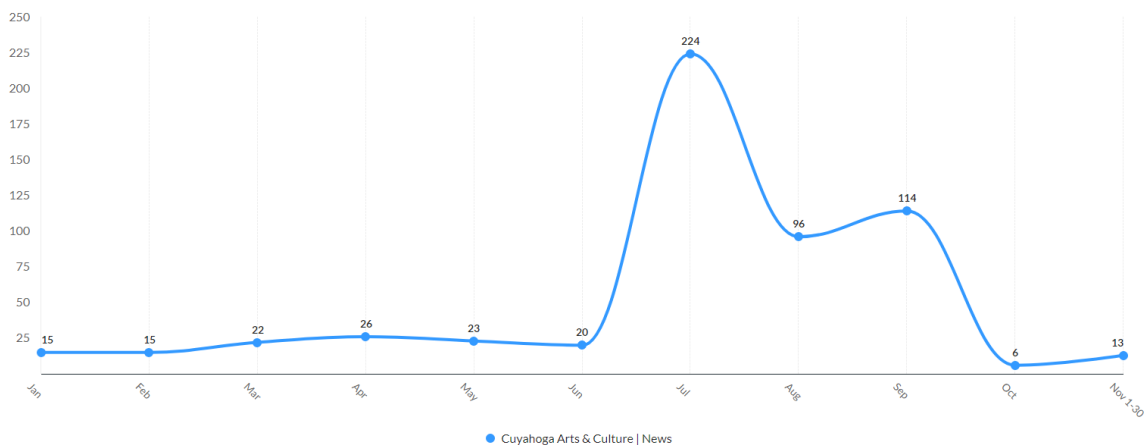
**Cleveland Arts Events Social Media Awareness**

	Dec 2018
<b>Facebook Followers</b>	637
<b>Twitter Followers</b>	49
<b>Instagram Followers</b>	1,024
<b>Website Visitors</b>	35,118

**Updated Promotional Tools for Grantees.** In Q4 2018, we worked with Flying Hand Studios to develop new crediting and publicity tools like rack cards, signs and program book ads. These items will be made available to grantee organizations so that they can easily credit CAC and county residents for their grants. You can learn more about these items on our [website](#).

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

**CAC Media Reach in 2018, 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 2018**, that contributed to continued awareness of CAC:

- **How Cuyahoga Arts & Culture is helping organizations heal others through arts and music** – Fresh Water Cleveland “Cuyahoga Arts & Culture (CAC) recognizes the importance of art and music therapy, supporting about 20 area organizations that actively have some sort of art therapy programming in place.” (March 1, 2018)
- **Karen Gahl-Mills resigns as CEO of Cuyahoga Arts and Culture; plans move to Chicago** – *Cleveland Plain Dealer* “Gahl-Mills announced her resignation Wednesday. She plans to teach and consult in Chicago. She served as the chief executive officer and executive director since 2010. The agency's board of trustees said it will begin a search for her replacement.” (April 18, 2018)
- **Cuyahoga Arts & Culture names Jill Paulsen interim CEO** – Crain’s Cleveland Business “Cuyahoga Arts & Culture's board has tapped Jill Paulsen — currently the agency's second in command — as its interim CEO and executive director.” (May 14, 2018)
- **Cuyahoga Arts & Culture adds Gary Hanson to its board** – *Crain’s Cleveland Business* “The board of trustees for Cuyahoga Arts & Culture is back at full strength.” (August 2018)
- **Sherman re-appointed to arts board** “Charna E. Sherman has been re-appointed and Gary Hanson has been appointed by County Executive Armond Budish to serve three-year terms, commencing April 1, 2018, and ending March 31, 2021...” (September 6, 2018) – *Cleveland Jewish News*
- **Cuyahoga Arts & Culture's new Learning Lab primes civic-minded artists for impactful projects** “In creating the Learning Lab workshop series, CAC announced this week that it has partnered with the Center for Performance and Civic Practice (CPCP), a national organization that unites artists and communities in common civic efforts.” (September 27, 2018) – *Fresh Water Cleveland*

### 3. BUILDING INTERNAL CAPACITY

Our 2018 objectives were to: 1) thoughtfully onboard two new program managers to allow CAC to best serve cultural partners; 2) expand capacity by offering internship opportunities; 3) continue our commitment to professional development for each member of the team; 4) build a set of “equity primes” that we use consistently to guide our decision-making; 5) strengthen our team through dedicated time together so we grow in our trust of each other and have shared understanding of our mission; 6) continue to steward public funds in a responsible and transparent manner, ensuring that CAC achieves its 11<sup>th</sup> consecutive clean audit.

- **Welcomed New Team Members.** We brought on **two new staff members:** Luis Gomez and Heather Johnson-Banks, both serving as grant managers alongside Dan McLaughlin. Together, they provide support to our over 280 grant recipients. This new structure also allows program managers to work across both of our core grant programs: project and operating support. Additionally, CAC increased its capacity through **3 interns and short-term contractors**, including: Maritess Escueta, our former Cleveland Foundation intern and now independent consultant (racial equity scan of our grant partners) and Katlynn Carr and Cinthea Fields (communications interns).
- **We also said goodbye** to one very important team member. In June, **Karen Gahl-Mills** departed CAC to continue her teaching and consulting work in her adopted hometown of Chicago. We are grateful for her for nine years of leadership at CAC.
- **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.** All of CAC’s staff has completed Racial Equity Institute program, offered through Cleveland Neighborhood Progress. We also thank our Board members who have already participated or signed up to attend REI’s half-day Groundwater training. We look forward to exploring ways that we can encourage our cultural partners to participate in this important learning in 2019.

Throughout the year, staff also participated in working groups (Philanthropy Ohio – Jill; City Parks Alliance – Luis and Dan) and attended various conferences and webinars on equity in arts (Grantmakers in the Arts; Artists Thrive; etc.).

Roshi and Jill met regularly with our funding colleagues at the Gund and Cleveland foundations throughout 2019 to do joint learning and planning for racial equity in arts grantmaking. Nationally-recognized racial equity in the arts facilitator Justin Laing, formerly of the Heinz Endowments, facilitated the work. This culminated in a 2-day **RaceForward and Grantmakers in the Arts racial equity/justice in the arts session** that we co-sponsored. More than 30 local funders participated. All eight team members attended; the session affirmed our progress and gave us more tools and a national network to continue to pursue this work into 2019.

Visit our new webpage that aims to provide an overview of our equity work at [cacgrants.org/equity](http://cacgrants.org/equity). We will continue to update this page in 2019.

- **Implemented new CRM system: Akoya.** CAC successfully transitioned to a new database to manage our grants. Under Heather’s leadership, the implementation of Akoya is increasing

efficiency around reporting and application deadlines and provide grant program analytics. It is also being used to track site visits and stories for cultural partners. It is also serving as an institutional database for panelists, media contacts, and contractors.

- **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 2017 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.





**MEMORANDUM**

**Date:** December 11, 2018  
**To:** CAC Board of Trustees  
**From:** Heather Johnson-Banks, program manager  
 Jake Sinatra, manager – special projects & communications  
**Re:** Support for Artists

**Board Action Requested:** At the December 11 meeting, staff recommends for Board approval, two (2) grants to nonprofit partners (totaling up to \$110,000: \$95,000 to Karamu House and up to \$15,000 to Cleveland Arts Prize) to provide support to Cuyahoga County artists in 2019.

**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.

This work led CAC to launch a public “call for partners” in May to gather information and identify nonprofits to serve in this capacity. In total, 20 nonprofits responded to the call; 18 of whom were eligible. In September, Board unanimously [approved a slate of six projects](#), led by nonprofit partners, to deliver funding and support for artists in 2018-19. Grants to four of these organizations were unanimously [approved at the Board’s November 2018 meeting](#). CAC’s partner organizations include:

	unrestricted monetary support	specific project support	physical spaces	institutional connections	professional development
<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

As stated in the [September 2018 memo](#) to the Board, CAC has been working with Cleveland Arts Prize to help CAC provide additional opportunities to support artists. CAC staff will be making a recommendation for support at the December meeting.

	unrestricted monetary support	specific project support	physical spaces	institutional connections	professional development
<b>Cleveland Arts Prize</b>	X				

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

**Program Updates & Board Action**

Since the September Board meeting, staff has worked with each organization to finalize program details including deliverables to artists and grant amounts. Staff, led by Heather Johnson-Banks and Jake Sinatra, held meetings with each nonprofit partner, who then outlined a scope of work for the project, including a budget and timeline. Four of these grants were approved in November and Karamu House is being recommended for approval at the December meeting. We are not recommending a grant to Cleveland Neighborhood Progress at this time; their project proposed was duplicative of CAC’s current grantmaking. That noted, we remain in close contact with CNP and have a strong partnership with them in other areas of our work, including the Racial Equity Institute and through their service as a mentor organization in the CPCP Learning Lab.

The following projects and grant amounts are being recommended for the Board’s consideration:

- **Karamu House** – a grant of \$95,000 for eight visual artist and four performing artist residencies. Visual Artists will be given studio space and participate in an exhibition of work created by all resident artists. Performing Artists will also be given 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.
- **Cleveland Arts Prize** – a grant of up to \$15,000 to expand its Verge fellowship to provide awards of at least \$2,500 to at least five Verge artists; this sponsorship-grant builds on a program funded by the Cleveland Foundation.

**Budget & Next Steps**

Upon Board approval, staff will finalize grant agreements and develop plans to promote the CAC-funded programs and services. In January, we are planning an informal gathering of our Support for Artists Partner organizations and Network Leaders. This will serve as an opportunity to learn about each project, share new approaches, and provide a sounding board for any anticipated challenges.

These two Support for Artists grants, in addition to the four approved in November, total up to \$347,000. As a reminder, we have also committed additional funding for the CPCP Learning Lab program and are planning for additional, emergent opportunities as outlined in the [September update](#). We will do a comprehensive rollout (media/social and Network Leaders) of CAC’s new approach and funding opportunities for local artists.



**MEMORANDUM**

Date: December 11, 2018  
 To: CAC Board of Trustees  
 From: Jill Paulsen, interim executive director and Meg Harris, director of administration  
 Re: 2019 Budget Appropriation

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**Summary**

At the December 11 board meeting, Trustees will be asked to approve the 2019 operating budget for CAC in the amount of \$14,550,000.

**Objectives**

Our objectives in creating the operating budget for 2019 are:

1. To provide financial and technical support to more than 280 arts and culture organizations in Cuyahoga County so they may offer arts and cultural experiences to the residents.
2. To promote and encourage the participation in the breath of arts and cultural programming which will take place in Cuyahoga County to residents and visitors.
3. To invest in programs that will provide a range of support to artists living in Cuyahoga County.
4. Ensure that 2019 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 2019 are \$13,062,818. This projection is based on a three-year rolling average of the decrease in tax receipts seen over the last three years (2015/2014, 2016/2015 and 2017/2016). Interest revenue is forecast to be \$265,000, net of investment fees, based on projections provided by our investment advisor.

Year	Rev	Decrease	Change %
2015	\$ 15,986,647		
2016	\$ 14,767,137	\$ (1,219,510)	92.37%
2017	\$ 14,533,031	\$ (234,106)	98.41%
2018 forecast	\$ 13,735,831	\$ (797,200)	94.51%
2019 Est Rev	\$ 13,062,818	3 yr avg decrease	95.10%

**Expenses**

We anticipate that our expenses, detailed below, will be approximately \$14,550,000, the majority of which is already committed to grants and grant programs approved by the Board at the November meeting. As detailed in the multi-year forecast shared last year, we will utilize the cash reserve to meet our approved grant commitments for 2019. 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. Arts & Cultural Programs**

#### **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. 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; and marketing/communications of arts and culture events through ClevelandArtsEvents.com. Panel review expenses will be slightly higher in 2019 because we will be accepting applications and conducting panel review for 2020-2021 GOS funding.

#### **c. Grants**

This category represents CAC's grantmaking: 61 General Operating Support grants (\$10.2mil.); 221 Project Support grants (\$1.9mil.); The Cleveland Orchestra grant for the Star-Spangled Spectacular Concert (\$150k); Neighborhood Connections for grassroots grantmaking (\$75k); SMU Data Arts for use of the Cultural Data Project (\$20k); initiatives stemming from our community plan (\$195k); and the Support for Artists initiative (\$730k). Note that we have carried over the unspent \$330k commitment in to the Support for Artists initiative from 2018 to 2019.

### **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 also includes expenses for rent, utilities, office supplies, printing, postage computers and computer software and other business machines. For 2019 we have added a modest budget for any costs associated with board meetings, several of which will be held in community locations rather than at the Idea Center.

#### **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 2019 operating budget in the amount of \$14,550,000. We look forward to answering your questions at the December 11 Board meeting.

## 2019 Budget Appropriation Summary

Revenue	2017 Actual	2018 Projection	2019 Budget
Excise Tax	\$ 14,533,031	\$ 13,735,831	\$ 13,062,818
Interest Income	\$ 211,374	\$ 267,836	\$ 265,000
Other Income	\$ 74,901	\$ 8,583	\$ -
	<u>\$ 14,819,306</u>	<u>\$ 14,012,250</u>	<u>\$ 13,327,818</u>

Expenditures	2017 Actual	2018 Projection	2019 Budget
<b>Arts &amp; Cultural Programs</b>			
Salaries, Wages and Benefits	\$ 425,087	\$ 452,287	\$ 445,448
Program Management	\$ 155,951	\$ 134,362	\$ 171,100
Grants	\$ 15,060,243	\$ 12,223,636	\$ 13,247,544
<b>Total A&amp;C Expenditures</b>	<u>\$ 15,641,281</u>	<u>\$ 12,810,285</u>	<u>\$ 13,864,092</u>

<b>General &amp; Administrative</b>			
Salaries, Wages and Benefits	\$ 388,093	\$ 338,575	\$ 379,345
Facilities, Supplies, Equipment	\$ 148,598	\$ 87,114	\$ 97,234
Professional Fees	\$ 261,589	\$ 205,047	\$ 207,329
Depreciation	\$ 3,795	\$ 2,000	\$ 2,000
<b>Total G&amp;A Expenditures</b>	<u>\$ 802,075</u>	<u>\$ 632,736</u>	<u>\$ 685,908</u>

<b>Total Annual Expenditures</b>	<u>\$ 16,443,356</u>	<u>\$ 13,443,022</u>	<u>\$ 14,550,000</u>
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<b>Change in Net Position</b>	\$ (1,624,050)	\$ 569,228	\$ (1,222,181)
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<b>Reserve at YE</b>	\$ 18,817,861	\$ 19,387,089	\$ 18,164,908
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2019 Budget Appropriation Detail		
		Proposed 2019 Budget
<b>Revenue</b>		
Excise Tax (est)	\$	13,062,818
Interest Income	\$	265,000
Other Revenue	\$	-
<b>Total Revenue</b>	<b>\$</b>	<b>13,327,818</b>
<b>Expense</b>		
<b>Salaries and Benefits</b>		
G&A Payroll	\$	284,457
A&C Payroll	\$	329,474
Benefits	\$	210,862
<b>Total Salaries, Wages and Benefits</b>	<b>\$</b>	<b>824,793</b>
<b>Facilities, Supplies, Equipment</b>		
Office Supplies and Equipment	\$	9,750
Meals & Catering	\$	200
Professional Development	\$	19,970
Postage and Mailings	\$	500
Space Rental	\$	58,250
Travel	\$	5,364
Utilities (telecom)	\$	3,200
<b>Total Facilities, Supplies, Equipment</b>	<b>\$</b>	<b>97,234</b>
<b>Professional Fees</b>		
Web Site hosting and mgmt	\$	1,800
Graphic Design Fees	\$	14,500
Accounting Fees	\$	11,000
Bank Service Fees	\$	3,000
Legal Fees	\$	25,000
Communications/PR	\$	47,500
Insurance	\$	7,700
Other Professional/Contract Svc	\$	96,829
<b>Total Professional Fees</b>	<b>\$</b>	<b>207,329</b>
<b>Arts and Cultural Investments</b>		
Panel Expenses	\$	31,600
Grants Management Expenses	\$	81,500
Communications and Marketing	\$	58,000
General Operating Support Grants*	\$	10,200,000
Project Grants*	\$	1,877,544
Support for Artists	\$	730,000
Concert on Public Square/Mall B*	\$	150,000
Neighborhood Connections Grants*	\$	75,000
DataArts	\$	20,000
Other Grant Initiatives	\$	195,000
<b>Total Arts and Cultural Investments</b>	<b>\$</b>	<b>13,418,644</b>
Depreciation Expense	\$	2,000
<b>Total Expense</b>	<b>\$</b>	<b>14,550,000</b>
<b>Draw on Cash Reserve</b>	<b>\$</b>	<b>(1,222,181)</b>

\* Grants already approved by Board

APPROPRIATION RESOLUTION FOR CUYAHOGA ARTS & CULTURE  
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2019

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, 2019, the following amounts are appropriated from the General Fund:

SECTION 1. There is appropriated for Arts & Cultural Programming \$13,864,092.

SECTION 2. There is appropriated for General & Administrative Expenses \$685,908.

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  
Miller  
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, 2018, showing the adoption of the Resolution set forth above.

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

<b>Contracts &amp; Grants for Board Approval at December 11, 2018 Meeting</b>				
<b>Contractor</b>	<b>Amount</b>	<b>Purpose</b>	<b>Term</b>	<b>Require Board Approval</b>
Cleveland Arts Prize	up to \$15,000	A grant of up to \$15,000 to expand its Verge fellowship to provide awards of at least \$2,500 to at least five Verge artists; this sponsorship-grant builds on a program funded by the Cleveland Foundation.	1/1/2019-12/31/2019	Yes
Karamu House	\$95,000	A grant for \$95,000 to support eight visual artists who will get studio space and participate in an exhibition of work created by all resident artists. Four performing artists will also be given 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.	1/1/2019-12/31/2019	Yes
DataArts	\$20,000	A one-year grant of \$20,000 to support CAC's 2019 participation in the Cultural Data Project, the online platform that CAC uses with over 130 of its cultural partners to help them track and assess program participation and financial measures.	1/1/2019-12/31/2019	Yes
Suite 1300, Neighborhood Connections	up to \$19,500	A grant contract to design, host and conduct outreach and follow-up for four Arts & Culture Network Nights throughout Cuyahoga County in 2019.	1/1/2019-12/31/2019	Yes
Compelling Communications	\$40,000	Through a twelve-month contract, Compelling Communications, a woman-owned firm, will provide support the implementation of a media relations strategy and provide general communications support to CAC. In addition, the firm will support the development of CAC's annual report, helping achieve our goal of highlighting the work of our cultural partners and raising awareness about CAC's mission and impact.	1/1/2019-12/31/2019	Yes
WKYC TEGNA Marketing Solutions	up to \$12,000	A contract for a media partnership in 2019 with Cleveland's WYKC Channel 3 "Live on Lakeside" program to provide monthly features of CAC-funded activities and promote the work of our grantees on TV and online. Delivers original video content about CAC work and grantees that can be shared and repurposed each month.	1/1/2019-12/31/2019	Yes
Issue Media Group (Fresh Water Cleveland)	up to \$12,000	A contract for a continued media partnership designed to build interest and awareness for CAC programs and to highlight the work of CAC-funded organizations through monthly feature articles, photos, videos and targeted online advertisements.	1/1/2019-12/31/2019	Yes
<b>Contracts Approved by Interim Executive Director 11/13/18 - 12/11/18</b>				
Grantmakers in the Arts	\$10,000	A contract of \$10,000 to co-sponsor, alongside Cleveland and Gund foundations and Philanthropy Ohio, a two-day Grantmakers in the Arts and RaceForward racial justice in the arts training for up to 40 local arts funders.	9/1/2018 - 11/30/2019	No





**Board of Trustees  
2019 Meeting Schedule**

All regular meetings will be held from 4:00 to 6:00 pm unless otherwise noted.

<b>Date</b>	<b>Location</b>
<b>Wednesday, February 20</b>	<b>Neighborhood Connections</b> 5000 Euclid Ave, Cleveland OH 44103
<b>Wednesday, April 24</b>	TBD
<b>Wednesday, June 12</b> (4:00-8:30 pm, may include retreat)	TBD
<b>Wednesday, September 11</b>	TBD
<b>Wednesday, November 13</b> (Announcements of grant awards)	TBD
<b>Wednesday, December 11</b> (3:30pm, executive session to personnel matters)	<b>Idea Center, Miller Classroom</b> 1375 Euclid Avenue Cleveland 44115