



**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
Miller Classroom, Idea Center at Playhouse Square  
Monday, December 9, 2013, 3:30 pm

**1. Call to order**

- a. Call to order- motion to move into executive session to discuss personnel matters and staff compensation.

**\*\* Executive Session \*\***

- b. Motion to conclude executive session
- c. Motion to approve December minutes

**2. Executive Director's report**

**3. Finance Report**

**4. Connect with Culture**

**5. Board Action**

- a. Approval of operating budget for 2014
- b. General Operating Support
  - i. Approve 2014 grant awards
- c. Administrative matters
  - i. Update to CAC Employee Handbook
  - ii. Personnel Report
  - iii. Contracts

**6. Public Comment**

Next Meeting:  
February 10<sup>th</sup> at 4 pm in the Smith Studio at the Idea Center at PlayhouseSquare

**\*\* Break\*\***

**7. Work Session**

David E. Gilbert, President & CEO, Positively Cleveland

**8. Adjourn**



## About Cuyahoga Arts & Culture

### **Our Mission**

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC was approved by Cuyahoga County voters in 2006, and since 2007, CAC has invested more than \$95 million dollars in more than 200 arts and cultural organizations in Cuyahoga County.

### **Our Grantmaking**

Cuyahoga Arts & Culture funds arts and cultural organizations in Cuyahoga County through its two primary grant programs: General Operating Support and Project Support. To ensure an impartial and transparent application review process, CAC convenes a panel of arts and cultural professionals from outside the region who discuss, evaluate and score all eligible applications in a public setting.

### **Our Values**

We ground our work in our values and guiding principles:

- Accountability
- Impartiality
- Transparency
- Partnership

### **Our Board of Trustees**

Cuyahoga Arts & Culture is governed by a board of five trustees with broad knowledge and experience in the arts or cultural heritage. The board is appointed by the Cuyahoga County Executive and confirmed by Cuyahoga County Council (one position is currently vacant). All Board of Trustees meetings are open to the public.

Current Trustees:

[Matthew Charboneau](#), professional musician

[Sari Feldman](#), Executive Director, Cuyahoga County Public Library

[Steven Minter](#), Executive-In-Residence, Cleveland State University

For more information, visit [www.cacgrants.org](http://www.cacgrants.org).

**Executive Director's Report**  
**Regular Meeting of the Board of Trustees**  
**9 December 2013**

Welcome to our final board meeting of 2013.

Today we will tackle an important piece of administrative work as we ask the board to approve our operating budget for 2014. Our budget is the place where our plans come to life, where we connect the "blue-sky" thinking of our June retreat with our mission, vision and values in a concrete way. And though you will notice that this budget is essentially flat, it does allow CAC to increase its program investments in our cultural partners in meaningful ways. I look forward to our discussion.

In the staff reports that follow, you will see a nice recap of the progress that our team has made throughout the year, as well as a set of team objectives that will guide our work as we move forward. I am proud of the contributions of each team member to the accomplishments that you will read about; I know you join me in thanking them for their service throughout the year.

Our meeting today also includes two work sessions. First, we welcome David Gilbert, President and CEO of Positively Cleveland, who will brief us on the research and rebranding efforts that Positively Cleveland has undertaken in recent months. As you listen to his brief presentation, I encourage you to think about ways that CAC can help the arts and culture community embrace his message and help move our community's agenda forward.

The second session is our annual Records Retention Committee meeting. All board members are welcome, but not required, to attend.

Finally, today we will say Thank You and Farewell to two individuals who have made a significant contribution to CAC: board member Vickie Eaton Johnson, who has resigned her position due to a conflict of interest, and Barbara Hawley, CAC's counsel since its inception, who is retiring at the end of this year. We will take a moment to formally honor Barbara's service at the end of the meeting.

Thank you, as always, for your attention to the important matters before the board today.

## CAC Board Meeting December 9, 2013

### Updates from Staff: 2013 Highlights

Each year, Cuyahoga Arts & Culture staff members identify [team objectives](#) to guide our work. Throughout 2013, we've reported our progress to the Board on each of these three team objectives: 1) grantmaking and knowledge-building; 2) raising awareness; and 3) building internal capacity.

What follows are the highlights from our 2013 work. We are pleased to report significant progress in each of the three areas.

#### GRANTMAKING & KNOWLEDGE-BUILDING

Our 2013 objectives in this area were to build strong relationships with and offer robust learning and convening opportunities for our cultural partners, as well as evaluate the effectiveness of CAC's grant programs. Grantmaking and Knowledge-Building accomplishments from 2013 include:

##### Building Relationships.

To better understand our cultural partners' work and steward public funds in 2013, CAC:

- Managed its largest portfolio (175 organizations), to date, of grant recipients, offering personalized customer service.
- Conducted **more site visits** and attended more cultural events than ever before, a vital step to understand our cultural partners and inform our work.

##### Creating Learning Opportunities.

To strengthen the arts and cultural sector, CAC developed a robust Learning Agenda. In 2013, CAC:

- Held **15 technical assistance** and learning opportunities – serving nearly **700 individuals**. Offerings ranged from applicant workshops to sector-wide convenings to online resources. By featuring the work of several recognized experts (Holly Sidford, Helicon Collaborative and the Cultural Data Project), we connected our grant recipients to important national conversations.
- Created three videos to help applicants with our grant process; the YouTube videos have garnered at least **217 total views** and enabled CACs to service a growing applicant pool.
- Demonstrated its ability to act as an educator and a convener in our community, achieving our stated goal for CAC to be seen as “a vital resource not only through its grantmaking but through its knowledge-building and learning activities.”

##### Testing New Ideas.

To better connect with Cuyahoga County residents, CAC piloted **three new initiatives**. In 2013, CAC launched:

- **Creative Culture Grants.** The contest let residents pick which inventive projects they wanted to come to life in their community. Over 90 organizations participated and more than 6,500 residents voted (and learned about CAC). The contest garnered national attention and speaking opportunities, 15 local news placements, and helped CAC more than double subscribers to our mailing lists.
- **Cultural Liaisons.** With the assistance of 7 trained volunteers, this pilot enabled CAC to assess an additional 44 CAC-funded projects. Volunteers provided our team with an important outside perspective and helped CAC increase its presence on-the-ground at local cultural events.
- **Neighborhood Connections.** CAC's partnership with the Cleveland Foundation's resident-led grantmaking program will enable 35 more arts and cultural projects to take place in Cleveland and East Cleveland neighborhoods than would have otherwise occurred without CAC support. Through trainings and workshops, we also introduced hundreds of residents to CAC's story. For

more on Neighborhood Connections, we invite the Board to watch this great 6-minute video, “Igniting the Power of Everyday People”: <http://mediacenter.glazen.com/NCON/>

**Evaluating Our Work.**

CAC made strides in 2013 to assess the effectiveness of our grant programs and to “begin to answer the question, ‘Where does CAC funding make a difference?’” In 2013, CAC:

- **Conducted a baseline evaluation** of our General Operating Support and Project Support programs over time, helping us understand the “who, what, when, where, and how” of CAC’s grantmaking, to date. This initial work will also feed into larger-scale evaluation work in 2014.
- **Surveyed** all our applicants and panelists, the results of which will shape future grantmaking cycles.
- **Conducted research** to clarify what “natural science” and “natural history” – two terms from the Ohio Revised Code – mean to CAC. The results from this work will help us target new applicants and develop programs that are meaningful to CAC’s diverse ecosystem of cultural partners.

**RAISING AWARENESS**

Our 2013 objectives in this area focused on communicating the impact of CAC funding to County residents and key regional and national stakeholders, reaching beyond the local cultural community. Raising Awareness accomplishments from 2013 include:

- **Connecting with Residents.** The twice-monthly newsletters engage and educate residents, sharing over 500 arts and cultural events annually (see [December’s newsletter](#)), as well as learning and grant opportunities and cultural partner spotlights. These newsletters consistently have open rates at 30% which is nearly double industry standard.
- **Increasing CAC’s Reach into the Community.** Three tools used by CAC to connect with the broader public (email lists, Twitter and Facebook) all saw marked increase in connections with engaged residents. Together, **these lists more than doubled from 4,553 contacts to 9,118.**
- **Speaking Engagements.** Staff spoke at national and local venues such as CEO’s for Cities, Americans for the Arts, Philanthropy Ohio, League of American Orchestras and at dozens of cultural partner boards.
- **Serving on Panels.** Staff served as panelists at the Ohio Arts Council, Indiana Arts Council, Artist as Entrepreneur Institute and Baldwin Wallace University.

**Media Placements.**

<b>Date</b>	<b>Media Outlet</b>	<b>Headline</b>
November 26	Heights Observer	<a href="#">Cuyahoga Arts &amp; Culture awards grants to Heights organizations</a>
November 19	Cleveland.com	<a href="#">West Shore organizations among those awarded arts, culture grants</a>
November 18	The Plain Dealer	<a href="#">Cuyahoga Arts &amp; Culture awards nearly \$1.9 million in small project grants to groups across the county</a> (Ran on page 2 of The Plain Dealer’s print edition on Nov. 20 with a teaser on page 1)
November 15	The Plain Dealer	<a href="#">Sense of Place: Bringing music and the arts to Slavic Village</a>
November 12	Heights Observer	<a href="#">Mystery in Cleveland: Writing stories of suspense with Les Roberts on Nov. 16</a>

October 30	WJCU 88.7	<a href="#">Minding Your Business: Navigating The Music Scene</a> (Interview with Cleveland Classical Guitar Society Executive Director Erik Mann)
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### **BUILDING INTERNAL CAPACITY**

Our 2013 objectives in this area focused on developing team members and improving internal systems to ensure that we were best prepared to carry out CAC’s mission. Accomplishments from 2013 include:

- **Set and Measured Goals.** All CAC staff members tracked progress against their personal professional development plans each quarter, resulting in a team that stayed focused on key objectives.
- **Improved Systems.** CAC streamlined our Online Application and Reporting System, resulting in 90% of applicants rating their user experience as “good to excellent.”
- **Learned Together.** Many staff members attended national conferences, bringing back new knowledge and sharing it with teammates. Topics included: human resources, leadership/management, evaluation and grantmaking practice. In addition, our team held informal lunch-and-learns to build institutional knowledge on key topics such as: ethics, public records, decision-making and trust, and time management. This commitment to an internal Learning Agenda has ensured that our team is equipped to better serve our cultural partners and will prepare the team for our work in 2014.

## **FINANCIAL UPDATE**

### **2013 YTD**

**Revenue.** Tax revenue through November 30 was \$15,243,242 which is \$309,522 or 2.07% over forecast and 1.5% below revenue for the same period in 2012. Interest revenue through November was \$53,837. This figure exceeds our YTD forecast by \$22,437.

As of November 30, CAC inactive monies were currently invested in the following:

- STAR Plus: \$9,927,988 (yield .20%)
- Baird Public Investment Advisors: \$13,028,156 (target yield .50%)
- STAR Ohio: \$14,453 (yield .02%)

**Expenditure.** Cash expenditures through November were \$14,775,401. This figure is under the budgeted amount of \$15,021,683 primarily due to the timing of grant payments associated with the Creative Culture Grants program. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2013 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

### **Audit Committee**

The Audit and Finance Committee will meet on January 16 to review, discuss and make recommendations on CAC's Internal Financial Control Policies and Procedures.

Cuyahoga Arts & Culture Revenue and Expenditures through November 30, 2013				
Accrual Basis	Through 11/30/13	Through 11/30/13	\$	%
	Actual	Budget	Over/Under Budget	of Budget
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 15,243,242	\$ 14,933,720	\$ 309,522	102.1%
Interest	\$ 53,837	\$ 31,400	\$ 22,437	171.5%
Other (intergovernmental rev.)	\$ 4,957	\$ -	\$ 4,957	
<b>Total Revenue</b>	<b>\$ 15,302,036</b>	<b>\$ 14,965,120</b>	<b>\$ 336,916</b>	<b>102.3%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 277,589	\$ 307,301	\$ (29,712)	90.3%
Program	\$ 103,362	\$ 220,510	\$ (117,148)	46.9%
Grants**	\$ 15,725,603	\$ 13,898,894	\$ 1,826,709	113.1%
<b>Total A&amp;C Exenditures</b>	<b>\$ 16,106,554</b>	<b>\$ 14,426,705</b>	<b>\$ 1,679,849</b>	<b>111.6%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 288,179	\$ 311,837	\$ (23,658)	92.4%
Facilities, Supplies, Equipment	\$ 61,467	\$ 74,800	\$ (13,333)	82.2%
Professional Fees	\$ 180,941	\$ 208,342	\$ (27,401)	86.8%
<b>Total G&amp;A Expenditures</b>	<b>\$ 530,587</b>	<b>\$ 594,979</b>	<b>\$ (64,392)</b>	<b>89.2%</b>
<b>Total Expenditures</b>	<b>\$ 16,637,141</b>	<b>\$ 15,021,683</b>	<b>\$ 1,615,457</b>	<b>110.8%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (1,335,104)</b>	<b>\$ (56,563)</b>	<b>\$ (1,278,542)</b>	

\*\* Actual grants figure represents accrual for approved grants for 2013. Outstanding obligations to be paid in 2013 are on the balance sheet.

	<u>Actual - Accrual</u>	<u>Budget</u>	<u>Actual - Cash</u>
<b>Total Expenditures</b>	\$ 16,637,141	\$ 15,021,683	\$ 14,775,401



## Cuyahoga Arts & Culture Balance Sheet

As of Nov 30, 13

### ASSETS

#### Current Assets

##### Checking/Savings

Baird (U.S.Bank)	13,028,156.41
KeyBank	206,338.63
Star Ohio Excise Tax	14,542.64
STAR Plus	9,927,988.13

Total Checking/Savings 23,177,025.81

##### Accounts Receivable

11000 · Accounts Receivable 1,095,862.10

Total Accounts Receivable 1,095,862.10

##### Other Current Assets

12100 · Prepaid Expenses 370.00

Total Other Current Assets 370.00

Total Current Assets 24,273,257.91

#### Fixed Assets

15000 · Furniture and Equipment 65,707.67

15001 · Software and Webdesign 10,000.00

17000 · Accumulated Depreciation -49,446.08

Total Fixed Assets 26,261.59

**TOTAL ASSETS 24,299,519.50**

### LIABILITIES & EQUITY

#### Liabilities

##### Current Liabilities

##### Other Current Liabilities

24000 · Payroll Liabilities 10,521.32

24200 · GOS Grants 1,370,001.00

24300 · Project Support Grants 491,739.00

Total Other Current Liabilities 1,872,261.32

Total Current Liabilities 1,872,261.32

Total Liabilities 1,872,261.32

#### Equity

32000 · Operating Reserve 23,762,362.67

Net Income -1,335,104.49

Total Equity 22,427,258.18

**TOTAL LIABILITIES & EQUITY 24,299,519.50**

**CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2013 ACTUAL REVENUE**

	<u>2012</u>		<u>2013</u>	
<b>Month</b>	<b>Monthly Tax</b>	<b>11-12% Change</b>	<b>Monthly Tax</b>	<b>12-13% Change</b>
<b>JANUARY</b>	\$ 1,235,807.10	-11.31%	\$ 1,418,698.62	14.80%
<b>FEBRUARY</b>	\$ 1,085,586.87	-6.16%	\$ 1,195,793.73	10.15%
<b>MARCH</b>	\$ 1,422,259.41	6.63%	\$ 1,319,151.89	-7.25%
<b>APRIL</b>	\$ 1,522,972.04	5.80%	\$ 1,519,876.59	-0.20%
<b>MAY</b>	\$ 2,811,582.89	8.10%	\$ 3,004,713.36	6.87%
<b>JUNE</b>	\$ 1,316,309.75	-17.26%	\$ 1,025,108.65	-22.12%
<b>JULY</b>	\$ 357,019.11	42.09%	\$ 437,767.31	22.62%
<b>AUGUST</b>	\$ 1,385,541.46	-10.91%	\$ 1,135,767.36	-18.03%
<b>SEPTEMBER</b>	\$ 1,345,263.90	-27.24%	\$ 1,544,794.00	14.83%
<b>OCTOBER</b>	\$ 1,460,889.45	18.58%	\$ 1,545,708.64	5.81%
<b>NOVEMBER</b>	\$ 1,532,126.02	22.32%	\$ 1,095,862.10	-28.47%
<b>DECEMBER</b>	\$ 1,315,941.90	-17.02%		
<b>TOTALS</b>	<b>\$ 16,791,299.90</b>	<b>-2.61%</b>	<b>\$ 15,243,242.24</b>	<b>-1.50%</b>