



cuyahoga
arts & culture
strengthening community

Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees
Neighborhood Connections – 5000 Euclid Avenue, Cleveland OH
Wednesday, February 20, 2019, 4:00 pm

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

Next Meeting: Annual Meeting
Wednesday, April 24, 2019 at 4 pm
The Dealership
3558 Lee Road, Shaker Heights, OH 44120



Minutes of the Regular Meeting of the Board of Trustees
Tuesday, December 11, 2018

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 3:37 pm in the Miller Classroom, Idea Center, 1375 Euclid Avenue, Cleveland.

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

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

Motion by Trustee Hanson, seconded by Trustee Garth, to adjourn into executive session to consider the compensation of public employees. Discussion: None. Roll Call Vote: Garth, aye; Hanson, aye; Miller, aye; Sherman, aye. The motion carried.

At 4:34 pm executive session adjourned and the Board resumed the public meeting.

1. APPROVAL OF MINUTES

Motion by Trustee Hanson, seconded by Trustee Garth, to approve the minutes from the November 13, 2018 Board meeting. Discussion: None. Vote: all ayes. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no comments on the meeting agenda items.

3. EXECUTIVE DIRECTOR'S REPORT

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

4. BOARD ACTION - Grantmaking

Approval of Grants: Support for Artists

Ms. Johnson-Banks presented two additional grant recommendations for the Support for Artists initiative as detailed in the memo shared with the Board as part of this meeting's materials.

Motion by Trustee Garth, seconded by Trustee Miller, to approve a grant to Karamu House in the amount 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. Discussion: None. Vote: all ayes. The motion carried.

Motion by Trustee Miller, seconded by Trustee Hanson, to approve a grant to Cleveland Arts Prize in the amount of \$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. Discussion: None. Vote: all ayes. The motion carried.

Update on CPCP Artist Learning Lab

Mr. Sinatra presented on CPCP's Learning Lab which convened for the first of three sessions on November 28th. Mr. Sinatra shared that the Lab strives to create a space for learning and connections between local artists and the nonprofit community. Mr. Sinatra stated that the program is the first step in addressing a need that was shared by artists by creating opportunities for artists and nonprofits to come together to explore collaboration, break down assumptions, and share power. Mr. Sinatra stated that there is an additional public workshop on December 18 with space for up to 30 artists. This workshop will provide an additional opportunity for artists to learn about the civic practice framework. Mr. Sinatra stated that at the February Board meeting, he plans to bring a slate of new grants, the resulting projects from the Labs; to the Board for approval. This program was designed to give the participants the opportunity to activate what they learned in the three-day program and partner to carry out a civic practice project (with a grant of up to \$7,500 from CAC) in 2019.

5. CONNECT WITH CULTURE

The Cleveland Museum of Art presented their Diversity, Equity and Inclusion plan to the Board.

6. FINANCE REPORT

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

7. BOARD ACTION – Finance and General Business

Approval of 2019 Operating Budget

Ms. Paulsen presented an overview of the 2019 operating budget. She said that the FY19 budget is very similar to the FY18 budget and noted that the Board had in fact already approved the bulk of the budget when they approved 2019 grants at the November meeting.

Motion by Trustee Miller, seconded by Hanson, to approve the CAC's 2019 operating budget. Discussion: None. Vote: All ayes. The motion carried.

Contracts

Ms. Paulsen and Mr. Sinatra gave an overview of the various contracts included in the board packet for Board approval.

Motion by Trustee Hanson, seconded by Trustee Miller, to approve \$20,000 to DataArts for a one-year grant to support CAC's 2019 participation in the Cultural Data Project. Discussion: None. Vote: All ayes. The motion carried.

Motion by Trustee Miller, seconded by Trustee Hanson, to approve a contract up to \$19,500 with Neighborhood Connections to design, host and conduct outreach and follow-up for four Arts & Culture

Network Nights throughout Cuyahoga County in 2019. Vote – Ayes: Hanson, Miller, Sherman. Nays: None. Abstain: Garth. The motion carried.

Motion by Trustee Miller, seconded by Trustee Garth, to enter into a twelve-month contract in the amount of \$40,000 with Compelling Communications for work in the areas of communications and media relations. Discussion: None. Vote: All ayes. The motion carried.

Motion by Trustee Miller, seconded by Trustee Hanson, to approve contract up to \$12,000 with WKYC TEGNA Marketing solutions 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. Discussion: None. Vote: All ayes. The motion carried.

Motion by Trustee Miller, seconded by Trustee Hanson, to approve a contract up to \$12,000 with Issue Media Group for a 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. Discussion: None. Vote: All ayes. The motion carried.

9. PUBLIC COMMENT

There were no public comments.

The next meeting will be held at 4:00 pm on Wednesday, February 20, 2018 at Neighborhood Connections at 5000 Euclid Avenue, Cleveland OH 44103.

10. ADJOURNMENT

Motion by Trustee Miller, seconded by Trustee Hanson, to adjourn the meeting. Discussion: None. Vote: all ayes. The motion carried. The meeting was adjourned at 5:17 pm.

Ms. Harris informed the Board that there was one final board action. The Board moved a motion to reconvene the Board meeting.

Motion by Trustee Hanson, seconded by Trustee Miller, to convene the meeting. Discussion: None. Vote: all ayes. The motion carried. The meeting was reconvened at 5:17 pm.

Ms. Harris asked the Board to approve the personnel report.

Motion by Trustee Hanson, seconded by Trustee Miller, to approve the personal report. Discussion: None. Vote: All ayes. The motion carried.

Motion by Trustee Hanson, seconded by Trustee Miller, to adjourn the meeting. Discussion: None. Vote: all ayes. The motion carried. The meeting was adjourned at 5:18 pm.

Charna Sherman, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees

**Interim Executive Director's Report
Regular Meeting of the Board of Trustees
February 20, 2019**

Welcome to our first CAC Board meeting of 2019.

I look forward to seeing everyone on the 20th, where we'll be hosted by our longtime partners: *Neighborhood Connections* (NC): 5000 Euclid Ave, Cleveland, OH.

Our annual grant to NC helps ensure that public funds support resident-led arts and culture projects and community organizing in Cleveland and East Cleveland. Their team is also our partner in our quarterly Arts & Culture Network Nights, which have become energizing meet-ups for people to gather together and spark change in their communities. I invite you to participate at our next Network Night on the 28th of this month, hosted at the Agora Ballroom.

Today's meeting should be straight-forward and relatively short.

There are two grantmaking actions before you for your approval. Both are already included in the 2019 budget and outlined in our [2019 team objectives](#).

- *Support for Artists' Learning Lab grants*: 12 grants to support artist-nonprofit projects, stemming from their participation in the Center for Performance and Civic Practice's Artist Learning Lab.
- *ioby grant*: to support resident-led arts and culture projects throughout the County.

We'll also get to hear from CAC-NC grant recipient *LatinUs Theater Company* during the *Connect with Culture* portion of the meeting. Additionally, Board member Gary Hanson will provide an update on the executive director search process; we look forward to welcoming a new, permanent leader to the team this spring.

Two other quick reminders:

If you haven't already, please sign up for a *Racial Equity Institute training*. Half-day or two-day sessions are offered bimonthly. CAC is pleased to have 100% staff and strong board participation. We continue to sponsor all grant recipients (up to five people per organization). See: <http://www.cacgrants.org/impact/equity/rei> or let me know if the team can sign you up for a forthcoming training.

Finally, we anticipate a busy next few months as the team prepares to launch the next cycle of project and general operating support. See the memos at the end of this packet for planning updates on: *Project Support 2020 and General Operating Support 2020-21*. Thanks to Heather, Luis, Dan and India for leading this work.

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

CAC Board of Trustees Meeting – February 20, 2019 Updates from Staff

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](#). Our team objectives fall into three areas: 1) grantmaking; 2) communication and raising awareness; and 3) effective teamwork and operations.

What follows is brief update on the progress made since last the Board met in December. View a list of our [2019 team objectives](#), which guide our work.

1. GRANTMAKING - Connecting with artists and organizations

General Operating Support Updates

GOS Year-End Reports, Closing Out 2018 and Entering Second Year of 18-19 Funding. CAC staff are in the process of closing out 2018 General Operating Support grants, and have received most final reports at this time. Review and approval of these reports releases the final 10% of an organization's 2018 grant. In addition, GOS recipients submitted 2019 goals. Once approved, the first 50% of an organization's 2019 grant will be released as long as CAC is in receipt of their signed 2019 grant agreement.

Incorporating Cultural Partner Feedback into our Process. In December, all General Operating Support grant recipients received an email from their program manager regarding the upcoming application cycle. The email was an informal request for feedback asking organizations to tell us what is on their mind for the application and 2020-21 grant period. More than half of survey recipients responded and told us that they are thinking about their future grant amounts, declining revenue, and continuation of the "steady cohort" model implemented last application cycle. We are currently in the process of planning outreach and communications to address what we heard and are working to incorporate the recommendations into the 2020-21 grant process. See the GOS 2020-21 Planning memo in this packet for additional details.

Project Support Updates

Closing Out 2018 Project Support Grant Cycle. As of December 31st, all organizations receiving Project Support funding in 2018 should have completed their projects. Once the organization has completed their project, they have 60 days to submit their final report. All the final reports related to the Project Support 2018 grant cycle are expected to be submitted by March 1st. Staff anticipates closing out the 2018 grant cycle with no concerns.

In-Person Report Out for Project Support II. In 2018, Project Support II recipients (grant of up to \$5k) were able to complete their final report through an in-person report out. The purpose of these gatherings was to provide an opportunity for our grant recipients to speak about their project with other CAC-funded organizations, and create a space where they could connect with one another. Staff hosted three report outs for the Project Support 2018 grant cycle. The final report out for the 2018 grant cycle was on January 16th at Las Tienditas del Mercado. Program Managers will continue to offer in-person report outs for PSII in 2019 on a quarterly basis. With our [equity primes](#) in mind, the sessions will be held in spaces that are owned or led by individuals who have been historically marginalized.

Meetings for New Grant Recipients. CAC staff held five New Grant Recipient Meetings in January and February. Meetings were held at the Hispanic Alliance, the Van Aken District, MidTown Development Corporation, Western Reserve Land Conservancy, and Refresh Collective. All five organizations are new grant recipients. Hosting the meetings at their offices allowed us to highlight these grant recipients and provide an opportunity for others to connect with them. The purpose of these meetings was to provide further information to our new grant recipients about the structure of our grants and their grant requirements. Over 50 individuals attended these meetings with several meetings at full capacity. Organizations not able to attend a workshop were able to schedule individual sessions with their program manager.

Project Support Applicant Feedback. In an effort to seek feedback and continue to improve our grant programs, all 2019 Project Support applicants were surveyed about their experience. In all, 29 organizations responded and the feedback regarding the application process was positive and constructive. This information will be used to inform the 2020 Project Support grant cycle.

CAC's Quarterly Arts & Culture Networks Nights Continue in 2019

The first Arts & Culture Network Night of 2019 is February 28th (6 – 8 p.m.) at the newly restored Agora Ballroom. CAC's aim for these sessions is to continue bringing the arts community together for relationship building, mutual support and to spark new initiatives with others. We hope to continue strong attendance at these sessions and continue the work of engaging more artists, arts leaders, and residents to take an active role in facilitating. Please join us!

Neighborhood Connections, our co-hosts in this work, have dedicated a part-time staff person to coordinate logistics and manage follow up with participants this year. We are working with Neighborhood Connections to confirm dates for three additional Arts & Culture Network Nights for late May, August and November.



More than 75 people attended the last Arts & Culture Network Night at Near West Theatre (October 2018)

Continued Grantmaking Partnership with Neighborhood Connections

CAC is in the second year of a two-year, \$150,000 grant to Neighborhood Connections (a program of the Cleveland Foundation) to co-fund grassroots arts and culture projects in the cities of Cleveland and East Cleveland. The next deadline to apply for a [Neighbor Up Action Grant](#) is March 1. Please help to spread the word and encourage residents in Cleveland or East Cleveland to apply!

Since 2013, CAC's annual investment of \$75,000 in Neighborhood Connections' grantmaking has co-funded the work of over 300 grassroots arts & culture organizations. This work is separate from our work with Neighborhood Connections to co-host Arts & Culture Network Night. We look forward to further highlighting this partnership at the February Board meeting, and we are grateful to Neighborhood Connections for hosting the meeting at their offices.

New Opportunity: Supporting Resident-Led Arts & Culture Projects with ioby

Building off of on-going conversations with [ioby](#) (an innovative crowdfunding platform for community projects), CAC staff recommends a grant of \$60,000 to support resident-led arts and culture projects throughout Cuyahoga County. See the memo in this Board packet for more details and how this initiative differs from other CAC grant programs.

Racial Equity Institute Learning Opportunities for our Partner

In 2018, 185 people representing 68 CAC-funded organizations participated in the Racial Equity Institute trainings. CAC will continue to offer free admission to participate in learning sessions by the Racial Equity Institute, in partnership with Cleveland Neighborhood Progress and ThirdSpace Action Lab. All CAC-funded organizations are invited to send up to five staff, board members, or volunteers to one of the Groundwater workshops in 2019. Organizations who have attended REI in the past can opt to send two staff, board members, or volunteers to one of the Phase I workshops in 2019. Interested in learning more or participating in an REI session? Contact Luis Gomez at lgomez@cacgrants.org.

Support for Artists Updates

Learning Lab Complete, Civic Practice Projects Begin. Following three full-day sessions, the 23 participants of CPCP's Learning Lab (12 local artists, 11 representatives of community-focused nonprofits) have entered into partnerships to carry out Civic Practice Projects in 2019. As outlined in the enclosed memo, CAC recommends \$90,000 in grants (\$7,500 to each) to support the co-created arts and culture projects. View the memo for additional details about recommended grant.

Support for Artist Grant Partners Gathering. At their request, representatives from the six Support for Artists Partner organizations (Cleveland Public Theatre, Cleveland Arts Prize, Hispanic Business Center, Karamu House, LAND studio, SPACES) and artist Network Leaders gathered at Las Tienditas del Mercado in Clark-Fulton on January 23. Participants shared their projects with each other and discussed ways to connect artists to these opportunities and networks. Participants also discussed ways for their projects to intersect with each other.

2. COMMUNICATIONS / Connecting with residents

ClevelandArtsEvents.com Artists Network

CAC is excited to announce that we now have more than 100 artists on the listing at clevelandartsevents.com/artist.

All artists with approved profiles have received a \$25 cash card just for signing up. As we strive to continue to grow our network of artists, we will use social media and our network of organizations and artists to spread the word about this resource. We have also had growing interest from CAC grant recipients who wish to use the artist listing to connect and share opportunities.

The screenshot displays the 'Artists' page on ClevelandArtsEvents.com. At the top, there is a navigation bar with 'Home > Artists' and a pagination control showing 'Page: 1 2 3 4 5'. Below this, there are social media share icons for Facebook, Twitter, Google+, and LinkedIn. A 'Show:' dropdown is set to 'Paginated'. A search bar is titled 'Find An Artist' and includes fields for 'Search by Keyword', 'Artist Type', 'Select City', and 'Select Zip', along with 'SEARCH' and 'RESET' buttons. Below the search bar is a 'Search by last name:' grid with letters A through Z. The main content area features a grid of artist profiles, each with a profile picture and text: Virginia Ackley (Graphic Artist, Musician, Writer), Bryn Adams (Graphic Artist, Visual Artist), Sandra Albro (Scientist, Writer), Cassandra Anselmi (Teaching Artist, Visual Artist), Katie Avila (Visual Artist, Illustration, Writer), and Jeff Bauer (Designer, Graphic Artist, Visual Artist).

If you know an artist who is interested in getting connected, encourage them to visit www.clevelandartsevents.com/artists today.

Artist Profiles on ClevelandArtsEvents.com/artist. More than 100 Cuyahoga County artists are now featured on the site.

Media Partnerships Shine the Spotlight on CAC Grant Recipients

The year started with energy as we launched a new media partnership designed to highlight the work of CAC-funded organizations and their events listed on ClevelandArtsEvents.com. CAC's Luis Gomez joined Hollie and Joe on WKYC Channel 3's Live on Lakeside program in January to promote Cleveland Arts Events and share about upcoming events. This monthly partnership will allow CAC to reach new audiences and connect more residents to the programs and events we fund. [Watch the video.](#)



Luis Gomez- Cuyahoga Arts & Culture Promotes Local Art & Artists

You can stay up to speed on Cleveland's art & culture scene by keeping up with Cuyahoga Arts & Culture!

In addition, CAC continued its media partnership with Fresh Water Cleveland. Building off of our work in 2018, this serves as an additional space to tell stories of CAC-funded programs and to shed light on lesser-known organizations which make up our robust arts and culture community. For example, in January, the feature highlighted the significance of Martin Luther King, Jr. Day to our arts and culture community, and how it is honored or celebrated by select CAC-funded organizations. We look forward to continuing to broad our reach thorough this channel in 2019. [Read the story.](#)

Launched New Tools to Raise Awareness

CAC is pleased to offer our partners a toolkit of modest free resources help let residents know when programming was funded in part by Cuyahoga Arts & Culture. CAC grant recipients are encouraged to request free materials for their use, including rack cards, posters, yard signs, pens, post-it notes, and annual reports. By leveraging these tools, CAC-funded organizations spread the word about how public funding for arts and culture is strengthening the community.



Media Placements

In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below is a sampling of recent media clips focused on CAC's work:

- [Cuyahoga Arts & Culture announces new grants to support local artists in 2019](#) “(CAC), one of the largest local public funders for arts and culture in the U.S., will invest almost \$400,000 in grants to Cuyahoga County nonprofits that support and celebrate local artists in 2019. (December 12, 2018) – *Crain's Cleveland Business*
- [Cuyahoga Arts & Culture grantees to honor Martin Luther King Jr.'s impact in CLE and beyond](#) “Many Cuyahoga Arts & Culture partner organizations will celebrate as well, with many offering free admission, events, and performances honoring King's legacy. Here's a look at King's local influence in the 1960s and some of the events planned for Monday. (January 17, 2019) – *Fresh Water Cleveland*

See a [full list of media placements](#) since CAC's last Board meeting.

3. BUILDING INTERNAL CAPACITY / Effective Teamwork and Operations

Team Updates

We'll miss you, Roshi! In early January, our teammate Roshi Ahmadian moved to Chicago to take an exciting new job at a private family foundation. We miss Roshi already – and her ability to manage projects at CAC – but are thrilled for her and congratulate her on her new adventure.

Summer Internship Opportunity: Join the CAC team. We look forward to bringing a communications intern to join our team again this summer. This person will support the efforts to raise awareness of CAC-funded activities through ClevelandArtsEvents.com, including social media activities and content creation. Visit www.ClevelandArtsEvents.com/classified for details.

Racial Equity Work Ongoing

Our team continues to use our equity prompts to guide our staff decision-making and daily practice. See www.cacgrants.org/equity. In addition, we are working closely with our colleagues at the Gund and Cleveland foundations to explore ways we can learn and act together. Last year this resulted in a co-sponsored training for dozens of local funders in partnership with RaceForward and Grantmakers in the Arts. In 2019, we hope to build off this momentum by providing racial equity resources and new opportunities for our shared grant recipients.

FINANCIAL UPDATE

2018 Unaudited Results

Revenue. Final, unaudited tax revenue for 2018 was \$13,799,929. Tax revenue for the year was \$400,071 (2.8%) below forecast and 5.0% (\$733,102) lower than 2017 tax receipts. Interest revenue was \$267,677.

Expenditure. Final, unaudited expenditures for FY2018 were \$13,432,842. This figure is \$1,042,158 under budget for the year. This is a result of several factors which include the timing of funding programs for individual artists and neighborhood-based programming as well as open staff positions. The addition to the reserve in 2018 was \$643,006.

Annual Audit. The Local Government Services division of the Ohio Auditor of State began work on CAC's GAAP conversion for 2018 in early January and will finish the conversion in February. We expect the annual audit to begin in March and to conclude by June 30.

2019 YTD

Revenue. Tax revenue through January 31 was \$937,849. This figure is \$198,565 (17.47%) below estimate. Interest revenue through January was \$15,962.

Expenditure. The majority of CAC's budget is comprised of grants which were approved in 2018. These grants are accrued at the beginning of the year and recognized on the balance sheet. Non-grant expenditures for January were \$70,678 and are tracking \$18,349 below budget primarily due to timing.

Investments. As of January 31, CAC inactive monies are invested as follows:

- STAR Ohio: \$5,164,117 (yield 2.55%)
- RedTree Investment Group: \$15,472,631 (target yield 1.30%)

How Does CAC Forecast Its Tax Revenue?

CAC's forecast for annual tax revenue is calculated by using a three-year look back model. We calculate the average change in tax receipts, year-over-year, for each of the past three years to get the average year-over-year decrease, and then multiply the prior year's tax receipts adjusted by the average percentage decrease. For 2019, this model calls for an estimated reduction in tax receipts of 4.75% over 2018.

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	\$ 13,799,929	\$ (733,102)	94.96%
2019 Est Rev	\$ 13,144,064	3 yr avg decrease	95.25%
			Avg. Annual Decrease
Formula	\$13,799,929 * 95.25% = \$13,144,064		4.75%

Cuyahoga Arts & Culture				
Through 1/31/2019				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 937,849	\$ 1,136,414	\$ (198,565)	82.53%
Interest	\$ 15,962	\$ 14,000	\$ 1,962	114.01%
Other revenue	\$ -	\$ -	\$ -	
Total Revenue	\$ 953,811	\$ 1,150,414	\$ (196,603)	82.9%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 20,280	\$ 23,875	\$ (3,595)	84.9%
Grant Panel Expenses	\$ -	\$ -	\$ -	
Grant Management Expenses	\$ 330	\$ 2,200	\$ (1,870)	15.0%
Awareness Activities	\$ 23,694	\$ 25,000	\$ (1,306)	94.8%
Grants**	\$ 12,090,526	\$ 12,107,544	\$ (17,018)	99.9%
Total A&C Exenditures	\$ 12,134,830	\$ 12,158,619	\$ (23,789)	99.8%
General & Administrative				
Salaries, Wages and Benefits	\$ 11,832	\$ 17,977	\$ (6,145)	65.8%
Facilities, Supplies, Equipment	\$ 9,918	\$ 6,497	\$ 3,421	152.7%
Professional Fees	\$ 4,625	\$ 13,800	\$ (9,175)	33.5%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 26,374	\$ 38,274	\$ (11,900)	68.9%
Total Expenditures	\$ 12,161,204	\$ 12,196,893	\$ (35,689)	99.7%
Net Ordinary Revenue	\$ (11,207,393)	\$ (11,046,479)	\$ (160,914)	

** Outstanding 2018 and 2019 grant obligations are on the balance sheet.

Cuyahoga Arts & Culture
Balance Sheet as of

Jan 31, 19

ASSETS

Current Assets

Checking/Savings

KeyBank 78,536.26

RedTree (U.S.Bank) 15,472,630.53

Star Ohio 5,164,116.50

Total Checking/Savings 20,715,283.29

Accounts Receivable

11000 · Accounts Receivable 937,849.45

Total Accounts Receivable 937,849.45

Total Current Assets 21,653,132.74

Fixed Assets

15000 · Furniture and Equipment 75,222.56

15001 · Software and Webdesign 10,000.00

17000 · Accumulated Depreciation -80,849.10

Total Fixed Assets 4,373.46

TOTAL ASSETS 21,657,506.20

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

24000 · Payroll Liabilities 1,693.46

24200 · GOS Grants 10,942,789.00

24300 · Project Support Grants 2,183,307.00

Total Other Current Liabilities 13,127,789.46

Total Current Liabilities 13,127,789.46

Total Liabilities 13,127,789.46

Equity

32000 · Retained Earnings 19,737,109.29

Net Income -11,207,392.55

Total Equity 8,529,716.74

TOTAL LIABILITIES & EQUITY 21,657,506.20

CIGARETTE TAX RECEIPTS FY 18 VS FY 19 YTD

Month	2018	2019		
	2018	2019	\$VAR	18-19% VAR
JANUARY	\$ 1,489,490.74	\$ 937,849.45	\$ (551,641.29)	-37%
FEBRUARY	\$ 675,154.53			
MARCH	\$ 1,122,153.58			
APRIL	\$ 1,094,271.01			
MAY	\$ 975,737.92			
JUNE	\$ 2,399,933.00			
JULY	\$ 227,176.60			
AUGUST	\$ 1,225,670.88			
SEPTEMBER	\$ 1,121,033.98			
OCTOBER	\$ 1,211,208.69			
NOVEMBER	\$ 1,221,272.88			
DECEMBER	\$ 1,036,824.70			
TOTALS	\$ 14,533,030.97	\$ 937,849.45	\$ (551,641.29)	-37.0%



MEMORANDUM

Date: February 20, 2019
To: CAC Board of Trustees
From: Heather Johnson-Banks, program manager
Jake Sinatra, special projects & communications manager
Re: CPCP Learning Lab: Grants to support artist and nonprofit civic practice projects

Board Action Requested: At the February 20 meeting, we recommend a slate of 12 grants to Cuyahoga County nonprofits to support 12 artists through co-created Civic Practice Projects. The total investment will be in the amount of \$90,000 (\$7,500 per project). As part of the Support for Artists grant program, at least \$4,500 of each grant will fund the artist's fees and expenses.

Background

In June 2018, the Board of Trustees approved a partnership with The Center for Performance and Civic Practice (CPCP) to bring their "Learning Lab" program to Cuyahoga County. Subsequently, CPCP recruited and selected 12 artists to work with community-focused nonprofits for the program, which took place from late November 2018 to early January 2019. See artist bios at the conclusion of this memo.

CPCP's Learning Lab provided three full-day gatherings where artists deepened their knowledge around equitable, community-based work. Additionally, local mentor organizations (LAND studio, Cleveland Public Theatre, Cleveland Neighborhood Progress, Djapo Cultural Arts, Twelve Literary Arts) helped to ensure the program had local relevance and tied into existing resources. View an [overview of the program](#).

This pilot program responds directly to artists' requests for: professional development; increased equity; and stronger connections with institutions, including CAC-funded nonprofits.

Now that the Lab is complete, the participant pairs will implement a Civic Practice project in 2019. CAC will work with grantees while CPCP continues to provide online and in-person coaching sessions to support project implementation.

What are "Civic Practice" Projects?

[Center for Performance and Civic Practice](#) is a resource for artists and communities to develop greater local capacity for arts-based community-led transformation. CPCP has defined a spectrum of artmaking that includes Civic Practice, where artists co-design project with the public; the intention is to serve a partner's (nonprofit's) self-defined need or vision. Promoting civic practice projects among artists and nonprofits is the goal of the Learning Lab.

By funding the projects conceptualized by participants in CPCP's Learning Lab, CAC is investing in artists to leverage their creative skills and abilities to work with nonprofits and benefit the community in new ways.

Board Action

We recommend to the Board for approval a slate of 12 grants to 11 Cuyahoga County nonprofits to support 12 Civic Practice projects. The total investment will be in the amount of \$90,000 (\$7,500 per project). All organizations are existing grant recipients (vetted through CAC's Project Support program).

	Organization	Artist Partner	Project	Grant
1	Hispanic Alliance	Will Sanchez	Latinx Arts & Culture of Hispanic Alliance (community engagement and public art)	\$7,500
2	FutureHeights	Tom Masaveg	Cedar Lee Mini-Park Placemaking Project (connecting the community to nature to transform a public space)	\$7,500
3	The Hummingbird Project (Cleveland Seed Bank)	Gina Washington	Seed to Seed (creating a mobile art piece / resource to clean seeds, culminating in community gatherings)	\$7,500
4	Mt. Pleasant NOW	Mr. Soul	Mt. Pleasant Asomdwee Arts (community peace mural inside Mt. Pleasant NOW)	\$7,500
5	Lexington-Bell Community Center	Archie Green	My Violin Weighs a Ton: A Hip-Hop Orchestra (interactive music education and culminating concert with Lexington-Bell students)	\$7,500
6	Burten, Bell, Carr Development, Inc.	Michele Crawford	Kinsman/Central Neighborhood Messaging and Branding (strategy for public art to brand the neighborhoods and design positive messaging)	\$7,500
7	FrontLine Service	Oluremi Oliver	Creating Community by Hearing Each Other (storytelling circles in a safe, trauma-informed, space)	\$7,500
8	FrontLine Service	Elaine Hullihen	Stitching the Fabric of Community with Movement and Art (sensitive movement workshops resulting in the creation of a group visual art piece)	\$7,500
9	Campus District Inc.	Gary Williams	Prospect Avenue Bridge Project (public beautification and community building process)	\$7,500
10	MidTown Cleveland	Lexy Lattimore	MidTown Community Ballet (inter-generational history sharing and performance)	\$7,500
11	Shaker Heights Development Corp.	Kenya Woods	Community Building Through Dance (exploration of dance to reinforce Van Aken District as an equitable and inclusive gathering place)	\$7,500
12	Greater Cleveland Neighborhood Centers Association	Isabel Axon-Sanchez	P4SS Community Art Connection (arts exploration for students and families, resulting in a community project)	\$7,500
Total				\$90,000

Next Steps

Following Board approval, CAC will issue grant agreements and Civic Practice projects will take place between March and December 2019. Staff will work to ensure project activities are documented and Cuyahoga County residents are invited to participate or experience the projects as they come to fruition.

The \$90,000 in grants is a planned Support for Artists expenditure as part of the approved 2019 budget. Artists and the partnering organizations are excited about building on the learning from the Learning Lab sessions and staying connected as a cohort throughout the project implementation phase. We invite the Board to join the CPCP Learning Lab participants at an informal gathering in April 2019; details forthcoming.

APPENDIX: CPCP's Learning Lab – Artist Partners



Isabel Axon-Sanchez - working with Greater Cleveland Neighborhood Centers Association

Isabel Axon-Sanchez is a native Clevelander who received her BFA in oil painting from Edinboro University of Pennsylvania. She has a background working with children and has completed field work teaching art in Philadelphia and in Erie city schools. She has also worked with children at Mercy Center for Women in Erie and at Monarch Boarding Academy in University Heights. Most recently, she ran the pottery program at Camp Wise. Isabel seeks to expand her art practice by moving out of the studio and incorporating the community in new ways.



Michele Crawford – working with Burton, Bell Carr Development, Inc.

Michele is a designer based in Cleveland, Ohio. She studied Interior Architecture and Architecture at Ohio University and The School of the Art Institute of Chicago and currently works as a Project Manager at Cuyahoga Community College. She serves on the Board of Directors at Rainey Institute as Secretary and also the Board of Trustees of Midtown Cleveland where she lives and plays. She believes that design changes our world and ultimately dreams to make design services more accessible to all communities. She is passionate about people, process, performance and most recently, painting!



Kevin "Mr. Soul" Harp – working with Mt. Pleasant NOW

Kevin “Mr. Soul” Harp is a graphic artist, illustrator, and painter born to Cleveland’s Lee and Harvard community. He established his career in Atlanta’s music scene via Patchwerk Recording Studios, working with Interscope Records, Def Jam and affiliated recording artists and athletes. He became a member of Cleveland graffiti crew, D.E.F. (Doin’ Everything Funky), which later evolved into C.S.T. (Cleveland Scribe Tribe). He brought his street art experience to Atlanta and became a founding member of the art collective “City Of Ink, where Mr. Soul helped to build a foundation for underserved creatives. Today Mr. Soul is back in Cleveland, applying the City Of Ink model to his Cleveland Skribe Tribe to create a new movement for young, aspiring artists.



Archie Green – working with Lexington-Bell Community Center

Dream Chaser. MC. Creator Extraordinaire. Cleveland, Ohio rapper Archie Green is a dream believer. But more than that, he’s a “dream, then wake up and go-getter.” Archie is also a Mental Health Advocate. His single about his experience with depression, "Layers," which premiered at VICE.com, generated 25,000 streams in 2 weeks. In 2016, Archie began to host dialogues on mental illness with Peel Dem Layers Back, a Hip-Hop centered workshop to promote mental health awareness. Archie has been featured on various other local, national and international media outlets. Recently, he was selected as one of Cleveland Magazine's 2018 Most Interesting People.



Elaine Hullihen – working with FrontLine Service

A northeast Ohio native, Elaine Hullihen received her BFA in Sculpture with a minor in Theatre from Kent State University in 2007. Since then she has participated in residency programs in Germany, Scotland and Chile. She has regularly presented projects in the Cleveland area since 2014 while also exhibiting her work in Kent, OH and Pittsburgh, PA. In addition to performative, collaborative or fiber-based work, she has also expanded her artistic practice to include teaching yoga to sculpt experiences into opportunities for connection to one's own inner curiosity and creativity.



Alexandria Lattimore – working with *MidTown Cleveland*

Alexandria “Lexy” Lattimore is a ballet dancer, performer, teacher, and director. She works with marginalized communities to create “ballets.” These ballets are creative works involving movement that are intended for performance. Lexy’s work is heavily rooted in oral history and healing practices. She began studying classical ballet with Judith Koeckhoven in Massachusetts. Lexy graduated Cum Laude from Duke University, where she majored in history and received honors in dance. She moved to Cleveland to perform with Verb Ballets. Currently, she teaches ballet at Karamu House and has choreographed works for Cleveland School of the Arts and Cleveland Public Theater.



Tom Masaveg – working with *FutureHeights*

Tom Masaveg feels that the benefits of creativity are endless. As an individual, he turns to creative expression for self-development because he can use the arts to explore thoughts and emotions or to transform the way he presents himself to the world. Beyond personal experience, Tom sees creativity as a sharable experience that can impact and empower communities. As a Clevelander who moved to the forest to teach and then returned to the city, Tom finds opportunities to connect urban society with concepts from nature that can transform perception and inspire positive change in individuals and groups.



Oluremi Ann Oliver – working with *FrontLine Service*

Oluremi is a storyteller and poet who often uses African cultural traditions, as well as current events, to inform, enhance, and invigorate each storytelling session. Using her own poetry as well as that of other third world poets, she wraps them in the fabric of stories so that each session becomes a shared experience of remembrance, comfort, hope and victory. She has shared her stories and poetry nationally, as well as internationally in Ghana, Nigeria and Kenya. Her focus, most recently, has been on creating safe, respectful sharing ‘circles’ for senior citizens in which participants share personal stories.



Will "Topiltzin" Sanchez – working with *Hispanic Alliance*

Born Guillermo Sanchez Jr., Will "Topiltzin" Sanchez is an artist/activist recently named among Cleveland Magazine’s Most Interesting People for 2019. Nominated for the COSE Business & Innovation Award, named to several boards including Julia De Burgos Cultural Arts Center, Hispanic Roundtable Community Development Co-chair, Metro Hospital VIC and several other endeavors have left a lasting impression on collaborators and clients. Allowing him to continue to put us in a place visually where we cannot imagine nor have the ability to comprehend. To create with everyday reality, to plant a seed that nothing is impossible and give a glimpse of the unknown.



Gina Washington – working with *The Hummingbird Project (Cleveland Seed Bank)*

Gina W. was born and raised in Cleveland and graduated with a MFA in Photography from Ohio University in Athens, Ohio. She considers herself “a Child of the Universe” and has traveled to many places collecting images connecting artists and exhibiting her work nationally and internationally. She creates art “by any means necessary” and is the founder of the Black Female Artist Collective and creator of Mateza Gallery LLC on Etsy and at Cooperative Cleveland on Larchmere Boulevard. She co-founded a group called The Visit Arts Collective which creates experiential exhibitions, installations and educational programs incorporating music, poetry, dance and the visual arts to engage the participant and challenge their notions of the Black experience through the arts.



Gary R. Williams – *working with Campus District Inc.*

Gary R. Williams was born in Cleveland, Ohio. Like most visual artists, Gary has always liked to draw. The challenge of creating great art has been his driving passion for more than 50 years. After graduating from college with a B.A. in Psychology, Gary enrolled in Cooper School of Art. However, he dropped out after a year or so and applied to law school when he became a father. Gary practiced law for thirty years, but never stopped painting and trying to improve his skills as an artist. Gary has won a number of awards for his artwork including the CPAC 2013 Creative Work Force Fellowship. Presently, Gary is doing art full-time while volunteering as executive director of a small arts nonprofit.



Kenya R. Woods – *working with Shaker Heights Development Corp.*

Kenya Woods, a native of Cleveland, Ohio holds more than 20 years of experience in dance performance, choreography, teaching, and leadership. She holds a degree in Dance from Tennessee State University. Some of her dance education credits include Alvin Ailey American Dance Center, Dance New Amsterdam, and North Coast Ballet Theater. She has worked nationally and internationally at regional dance companies, universities and school systems as an educator, performer, and choreographer. Kenya teaches dance to students of all ages and continues to lead programs that help cultivate technique, artistry, body awareness and empowerment and appreciation for dance.



MEMORANDUM

Date: February 20, 2019
To: CAC Board of Trustees
From: Dan McLaughlin, program manager
Re: Grant to *ioby* for co-funding arts & culture projects countywide

Board Action Requested: At the February 20 meeting, staff recommends the Board approve a \$60,000 grant to *ioby* for a match-fund that will support resident-led arts & culture projects throughout Cuyahoga County. This work stems from our 2016 community-wide planning process and is accounted for in the 2019 budget.

Background

In 2016, the national nonprofit called *ioby* (in our back yards) established a base of operations in Cleveland. Since then, *ioby* has provided a crowd-sourced fundraising platform for resident-led, community projects throughout Cuyahoga County. Over 180 resident leaders have worked with *ioby*'s local staff to plan and crowdfund their projects. For more information on *ioby*: www.ioby.com/cleveland

Examples of projects supported through *ioby* include: the Tamir Rice Afrocentric Cultural Center; a professional land survey and architectural plans for the future Native American Cultural Garden; and restoration of a beloved mural in La Villa Hispana.

ioby offers a match-funding model that allows funders, like CAC, to provide dollar-for-dollar matching funds in response to successful crowdfunding for a project. This model encourages more residents to take action on their project ideas and makes it easier to reach their fundraising goals. The Cleveland Foundation, Cleveland Climate Action Fund and Neighborhood Connections have all offered match funds through *ioby*. *ioby* also receives operating support from the Saint Luke's Foundation, Gund Foundation, and Cleveland Foundation.

Proposed Match Fund & Board Action

In 2016, as a part of our own organizational planning, CAC hosted conversations throughout the County to ask residents "how CAC can best support the creative life of residents today and for years to come." This led CAC to recognize the importance of more equitably supporting the full ecosystem of arts and culture in our community, including finding ways to support arts and culture that is for, by and close to home for all residents throughout the County. See future.cacgrants.org for more.

ioby is one tactic to help us address what we learned in our community listening work. As such, we recommend approval of a grant to *ioby* for \$60,000 to create a match-fund for arts & cultural projects on *ioby*'s platform. This partnership will support between 10 to 25 grassroots and/or resident-led arts & cultural projects throughout Cuyahoga County. *Note:* our separate investment in Neighborhood Connections is limited to supporting resident-led projects in Cleveland and East Cleveland.

Funding for this *ioby* grant is already budgeted for, and draws from \$195,000 that the Board approved for initiatives stemming from CAC's community listening. It will not impact current General Operating Support or Project Support programs or grant amounts.

Eligible arts & cultural projects must take place in Cuyahoga County and be open to its residents. Projects supported by other CAC programs will be ineligible to receive funds through CAC's *ioby* match-fund. CAC's staff will work with *ioby* to determine if projects are eligible to receive matching funds.

***ioby*'s match-funding model will allow CAC to further achieve its mission by:**

- providing access to financial support for unincorporated groups, individuals and artists.
- supporting projects and people countywide.
- offering timely, responsive funding throughout 2019.

An investment in *ioby* also helps build the long-term fundraising capacity of grassroots arts leaders and artists, encouraging them to build a donor base to fund their work in the future. *ioby*'s Cleveland-based staff offers project leaders access to one-on-one fundraising coaching, volunteer sourcing, an online library of resources and connection to a network of experts.

Budget & Next Steps

The budget for this grant includes:

- \$50,000 for the Arts & Culture match-fund. CAC will match 1:1 for every dollar raised, up to \$5,000 per project until funds are depleted.
- \$10,000 to enable the *ioby* team to implement the match fund. This includes outreach, coaching and reporting provided by the local office/staff.

Upon Board approval, CAC staff will work with *ioby* to roll out the online crowdfunding platform. CAC and *ioby* staff will conduct, outreach, and solicit and develop project ideas from resident-leaders, grassroots arts groups, and artists.



MEMORANDUM

Date: February 20, 2019
To: CAC Board of Trustees
From: Meg Harris, director of administration
Jill Paulsen, interim executive director
Re: Approval of Updated Credit Card Policy

On November 2, 2018, the Ohio Legislature passed House Bill 312 that established [internal control models for political subdivisions](#) which utilize a credit card account. The attached policy and procedures are an update to the Credit Card Policy that CAC initially approved in 2009.

In conjunction with this update to the Credit Card Policy, it is also recommended that the Board take action to name Meg Harris as the Fiscal Officer's designee. We recommend the Board take this step at this time because the new law has language that specifically addresses general control and possession of the credit card (see [ORC 9.21 \(C\)](#)) and having a designee will allow us to continue to manage the credit card in a manner which is effective for CAC.

Two actions are requested of the Board:

1. A motion to approve Meg Harris as the fiscal officer's designee for Cuyahoga Arts & Culture.
2. A motion to approve the following Credit Card Policy and accompanying Credit Card Responsibility and Use Procedures.

CUYAHOGA ARTS & CULTURE POLICY STATEMENT

SUBJECT: Credit Card Policy
EFFECTIVE DATE: February 2, 2019

The Board recognizes the efficiency and convenience afforded the day-to-day operation of CAC through the use of credit cards under the supervision of the director of administration. However, credit cards are not to be used to circumvent the general purchasing procedures of CAC.

The Board authorizes the fiscal officer (per [ORC 3381.10](#), the executive director is the fiscal officer of CAC) or fiscal officer's designee to review available credit card accounts to determine which account and account provider best meets the needs of CAC. The fiscal officer, or their designee, will determine how many accounts and cards shall be issued, and establish a process for credit card reissuance or cancellation.

1. Credit cards will be established in the name Cuyahoga Arts & Culture and the specific name of an individual. A maximum of no more than \$5,000 will be established for individual cards.
2. Credit cards may only be used only with permission from the fiscal officer or their designee. Credit card use may be extended to any employee of CAC provided the purpose of such use is approved by the fiscal officer or their designee.
3. All credit cards will remain under the general possession and control of the director of administration (fiscal officer designee) and shall be utilized by other staff on an as-needed basis with prior approval of their manager for any purchases.
4. Credit cards may be used for online purchases of office supplies, marketing/advertising on social media platforms, monthly and annual online software services, subscriptions, memberships and telecom expenses. Additionally, credit cards may be used for CAC-related professional development including conference registration, associated transportation, hotel reservations and other travel expenses. All use of credit cards for these approve expenditures must be approved by the fiscal officer or their designee in advance of purchase.
5. All credit card statements are sent directly to the director of administration (Fiscal officer's designee). The director of administration shall keep a record of all credit card use.
6. For each purchase made using a credit card, an itemized receipt indicating the amount paid, the vendor, and the goods/services purchased must be submitted to the Fiscal officer or their designee promptly following the purchase.
7. If a credit card is lost or stolen, or if CAC staff become aware of unauthorized or fraudulent use of any of CAC's credit card accounts, the same must be reported immediately to the Fiscal officer or their designee.
8. Prior to initial receipt of a credit card, each individual must agree to and sign the Credit Card Responsibility and Use Procedures.
9. CAC will not obtain or maintain any debit cards.

10. On an annual basis, if CAC utilizes a credit card that offers a reward program, the Fiscal officer (or the fiscal officer's designee) will submit a report to the Board of Trustees regarding all credit card awards received by CAC.

The use of the credit card for the following items is considered unauthorized use and classified as credit card misuse:

- Expenditures not specifically authorized by this policy;
- Purchase of personal goods or services for an employee, their spouse, children or anyone employed or not employed by the Board and attending a business function;
- Payment of any fines, penalties or personal liabilities incurred by the employee or anyone else;
- Alcoholic beverages or tobacco;
- Fuel for use in a personal vehicle;
- Entertainment expenses, including pay-per-view movie charges and/or
- Cash advances.

Persons using a credit card for personal, non-authorized purposes or undocumented expenditures shall be held personally responsible for those expenditures. Misuse of the credit card is subject to disciplinary procedures, including termination. An employee or officer of the Board who knowingly misuses a CAC credit card account also is in violation of State criminal law.

Credit Card Responsibility and Use Procedures

A credit card account has been established to meet the needs of your department for incidental purchases. Upon receipt of proper documentation and itemized receipt, credit card expenditures will be paid through the fiscal officer's office.

Conditions of Use. Expenses may be incurred with the credit card only if all of the following conditions are met:

1. Expenditures must be within the guidelines of the particular activity of your department and budget. The expenditure may only be made after the approval of your manager. The credit card is not to be used for any personal expenses.
2. Expenditures to be paid must be less than your credit limit of \$5,000. There are no exceptions.
3. Proper documentation to support the expenditure must be sent to the fiscal officer or their designee prior to receipt of the monthly statement.
 - a. Proper documentation is to include:
 - i. Itemized paid receipt indicating the amount paid, the vendor, and an itemized description of the purchase.
 - ii. A hardcopy print-out for any items ordered online.
 - b. Examples of documentation not allowed:
 - i. Non-itemized cash register receipts.
 - ii. Handwritten requests for reimbursement without receipts or other verification.
4. CAC is exempt from sales tax, and all reasonable efforts should be made to ensure that sales tax is not charged by vendors in connection with purchases made via credit card. A tax exemption certificate is available in the fiscal officer's office.

Safekeeping. You are responsible for the safekeeping of the credit card. You shall not permit anyone else to use the credit card or disclose to anyone (other than the vendor/merchant in connection with a purchase) the card account number, CVV, or other pertinent account information.

Unauthorized Use. If you become aware of any unauthorized or fraudulent use of the credit card, or if the credit card is lost or stolen, you must immediately report same to the Fiscal.

No Right to Credit Card. The credit card is issued to you on a temporary basis, and remains the sole property of the financial institution from which it was issued. The right to use the credit card may be revoked at any time without notice by the issuing financial institution or by CAC's Executive Director and fiscal officer. You must immediately return the credit card to CAC upon termination of your employment with CAC or in the event of a change in your position to a position not authorized to use the credit card.

Personal Responsibility. You are personally responsible for any unauthorized credit card expenditures and expenditures made in violation of applicable CAC policy.

Policy. In addition to the terms set out herein, use of the credit card is subject to CAC's Credit Card Policy.

I have read and fully understand and accept my personal responsibilities and liabilities in regard to the credit card issued to me, including the terms set out in CAC's Credit Card Policy. I further acknowledge that any misuse of the credit card may result in disciplinary action up to and including termination of employment.

Cardholder Signature: _____ Date: _____



MEMORANDUM

Date: February 20, 2019
To: CAC Board of Trustees
From: Luis Gomez, Dan McLaughlin and Heather Johnson-Banks, program managers
Re: Planning for Project Support 2020 grant program

Executive Summary: This memo serves as an update on planning for Project Support 2020. The program's goals, funding criteria and eligibility requirements will remain unchanged. To ensure we can support a growing pool of applicants within a fixed annual budget of \$1.9M, we anticipate recommending smaller maximum request amounts for both PSI and PSII.

There will be no formal discussion or action taken at the February meeting; as always, we welcome Board and cultural partner feedback in the coming weeks/months to inform staff work, leading to the presentation and approval of the Project Support 2020 guidelines at the April 2019 meeting.

Background: Process for Developing Project Support Guidelines

While 2019 has just begun, we're already busy planning for the next cycle of one of our primary grant programs: Project Support 2020. The upcoming cycle will mark the twelfth time that CAC offers its annual Project Support grant program.

Demand for project grants is strong and growing. We anticipate that the number of Project Support 2020 grants will continue to grow, up from the 221 organizations in 2019. It is important to remember that we are operating under a financial forecasting model (discussed with the Board in 2017) that caps Project Support at \$1.9 million annually. Any guideline recommendations we make to the Board in April will take this into account.

We look forward to bringing guidelines for both Project Support I and Project Support II (small grants program) to our April Board meeting, as we do every year. In preparation for a vote on the policies within the guidelines, program managers surveyed cultural partners, conducted site visits, and benchmarked our work against peer institutions nationwide.

Goals and Eligibility Requirements Will Remain Consistent for 2020

CAC's commitment to offering this program remains strong. For 2020, the program's purpose remains the same: to provide annual grants to a wide range of organizations producing, creating or presenting arts and cultural projects that benefit residents throughout Cuyahoga County.

The core program elements will also remain unchanged in 2020. This includes eligibility requirements, the annual grant period and the use of an outside panel to assess applications. The Project Support funding

criteria will continue to emphasize public benefit. CAC staff will continue to support applicants with a robust menu of options, including in-person workshops and one-on-one technical assistance.

Anticipate a Decrease in Maximum Grant Amounts

To ensure we can support a growing pool of applicants within a fixed annual budget of \$1.9M, we anticipate recommending smaller maximum request amounts for both PSI and PSII (current maximum grant amount for PSI is \$30,000; \$5,000 for PSII). In the coming weeks, the team will finalize the maximum grant request amount and include it in the PS 2020 guidelines.

Next Steps

Staff will continue to finalize the PSI and PSII grant guidelines in preparation for the Board's review and approval in April. In the interim, we welcome any questions or comments you may have that help us to shape the policies for the next cycle of our Project Support grant program.



MEMORANDUM

Date: February 20, 2019
To: CAC Board of Trustees
From: CAC Staff: Heather Johnson-Banks, Luis Gomez and Dan McLaughlin, program managers
Re: Planning for General Operating Support 2020-21 grant program

Executive Summary: This memo serves as an update on the current planning and strategy for Cuyahoga Arts & Culture’s next cycle of General Operating Support: GOS 2020-21. There will be no action taken at the February meeting.

Staff anticipates putting forth guidelines that include the following two recommendations in April: 1) continuing a “steady cohort” application exemption for current GOS grant recipients; and 2) launching an application for prospective applicants that is based on CAC’s longstanding funding criteria and eligibility requirements.

Background

In a September 2018 memo, staff shared initial plans for the 2020-21 General Operating Support grant cycle with the Board. The following is an update on the current planning for the 2020-21 General Operating Support grant program, in preparation for a vote on the policies within the guidelines this April.

Staying Consistent in 2020-21: Program Goals & Commitment to Grantee Input

CAC’s commitment to General Operating Support remains strong. The GOS program will continue to provide flexible, substantive, multi-year support to arts and cultural institutions that provide a range of programs benefiting residents throughout Cuyahoga County.

Informing the recommendations below, program managers have been in regular communication with current General Operating Support grant recipients throughout 2018 and into 2019. In addition to site visits, the team surveyed all GOS organizations in December 2018 asking for their thoughts and feedback on the upcoming 2020-21 grant cycle. They have also benchmarked CAC’s work against peer institutions nationwide.

Recommendations for 2020-21

In April, staff will bring two, fully-developed recommendations to the Board for its approval. A preview of these recommendations follows:

Recommendation #1: Continue “Steady Cohort” for Current Grantees

CAC recommends continuing to fund all 61 current GOS recipients for 2020-21, exempting them from the application process. Grant amounts would be determined by re-running the formula based on updated organizational financials (Eligible Revenue and Support (ERS) forms for 2016, 17 and

18) in the fall. These organizations would still be required to set annual goals that align with CAC's funding criteria, submit annual financial documentation and complete semi-annual reports.

We define the "steady cohort" as organizations that have a history of four years of consistent funding, as achieved through either:

- GOS 2018-19 and GOS 2015-17; or
- GOS 2018-19 and PS16 and PS17

CAC used this "steady cohort" model last cycle and believes it is worth continuing because we maintain strong, long-term relationships with these organizations, many of whom we've funded consistently for 12 years now. We remain in regular communication with cultural partners, attending their events, conducting site visits, and offering guidance, as needed. We can continue to do this important work without requiring organizations to submit applications and be reviewed by a panel.

Recommendation #2: Issue Guidelines & Hold Panel for New Applicants

CAC must also ensure that there is a mechanism for new entrants into the GOS program. As such, we will ask that the Board review and approve the GOS 2020-21 guidelines at its April meeting. The application process would launch in the late spring with applications due in the summer and a panel for new applicants in the fall of 2019.

Given that the *goals* of the General Operating Support grant program will remain the same, the key elements that make up the grant program itself will remain consistent. Once again, the program will provide two-year grants. The robust technical assistance, funding criteria, eligibility criteria, and the submission of a SMU DataArts Cultural Data Profile will also remain the same.

CAC will hold a panel in fall of 2019 wherein a diverse group of arts and culture professionals from outside Northeast Ohio will score applications. Historically, applicants going through our panel process have experienced a high success rate. Thorough vetting by an outside panel of experts provides helpful feedback to the organization and CAC staff as we begin a more flexible operating grant relationship.

A national scan of operating support grant programs reaffirmed that the mathematical formula used by CAC is standard in the field. Every agency surveyed used a combination of grantee operating budgets and grant program allocation to determine grant amounts – just as CAC has done. CAC will continue in-depth discussions with current and potential applicants to the program, as survey feedback indicated that continued conversation on this subject is warranted. CAC will continue to use the same formula with the base of grantee operating budgets determined by a three-year average of the organizational revenue as determined by the Eligible Revenue and Support (ERS) forms.

Next Steps

In the coming weeks, staff will continue to seek feedback from current and potential GOS grant recipients and work to incorporate these recommendations into the guidelines. We look forward to bringing the Board fully developed guidelines for its review and approval in April.