



Minutes of the Regular Meeting of the Board of Trustees

Monday, November 14th, 2011

A regular meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:05 p.m. in the Fuller House of BAYarts, Bay Village, Ohio.

The roll call showed Trustees Matt Charboneau, Sari Feldman and Steven Minter to be present. Vickie Johnson arrived at 4:25. Chris Coburn was absent. It was determined that there was a quorum.

Also in attendance were: CAC staff: Karen Gahl-Mills, executive director, Jill Paulsen, director of grant programs, Meg Harris, director of administration; and Stacey Hoffman and Maria Miranda, program managers.

1. APPROVAL OF MINUTES

Motion by Trustee Minter, seconded by Trustee Charboneau, to approve the minutes of the September 21st, 2011 Regular Meeting of the Board of Trustees. Discussion: Add the word "of" to page four, sentence 1 of paragraph 3. Vote: All ayes. Motion carried.

2. EXECUTIVE DIRECTOR'S REPORT

Ms. Gahl-Mills welcomed meeting attendees and thanked BAYarts for hosting today's meeting. She the welcomed and introduced new CAC staff members Maria Miranda and Jennifer Schlosser.

Ms. Gahl-Mills stated that Trustees received a packet of reports prior to today's meeting. She noted that one item they did not receive was a CAC Dashboard that staff has put together to provide an overview of CAC activities to date and on the near horizon. She noted that the dashboard provided is a working draft that is being refined. She added that staff looks forward to receiving comments on its content and layout from the Board.

Ms. Gahl-Mills reviewed the contents of the CAC Dashboard (see attached). She asked the members of the Board for suggestions and/or feedback on the Dashboard.

Ms. Gahl-Mills called the Board's attention to the revised tagline and accompanying positioning statement included in the materials for today's meeting. She stated that CAC has been working with a team at Liggett|Stashower to help refine CAC's public messaging. This work has been concurrent with CAC's work to refine its mission statement and create a vision for the first 10 years of CAC's public funding work.

She added that the focus groups that Liggett conducted back in the spring were very instructive, and from that work, their creative team put together both a positioning statement and a new tagline that reflects the elements of CAC's mission and vision: CAC – strengthening community.

Ms. Gahl-Mills continued her report, stating that some of the Board or audience members may have seen a very recent report by Holly Sidford, put out by the National Committee for Responsive Philanthropy. The report lays out a case for changes in the way the arts in this country are supported, given the significant cultural and demographic changes that we have experienced in the last 50 years.

In the report, Ms. Sidford makes a very clear case for changing the way the arts are funded from simply preserving institutions to “strengthening people and communities through artistic processes.” The national dialogue about how the arts are used to catalyze community change grows louder each day, and CAC should feel good that its work is on the leading edge of that debate.

Ms. Gahl-Mills highlighted the Project Support grants that would be approved later in the meeting, stating that the grants would be awarded to a wide and diverse group of organizations and disciplines, bringing CAC’s work of “Strengthening Community” to life. CAC will do its part in helping to make our community stronger and more vibrant by investing in these organizations and the way they use art to provide exceptional value to the public.

3. CONNECT WITH CULTURE

Ms. Paulsen introduced Nancy Heaton, Executive Director of BAYarts.

Ms. Heaton provided a summary of the activities taking place at BAYarts.

4. COMMUNITY PARTERNSHIP FOR ARTS AND CULTURE (CPAC)

Kristin Puch, Research Manager of CPAC, provided an update on the [Remix Cleveland](#), CPAC's Music Industry Study that was released on October 19, 2011. The report illustrated the importance and value of Cleveland's music industry.

INFORMATON AND DISCUSSION

Budget Objectives for FY2012

Ms. Gahl-Mills called the Board’s attention to the memo detailing the budget objectives for fiscal year 2012. She stated that the December board meeting agenda would include the approval of the operating budget for 2012.

She stated that the budget serves to concretely express how CAC will achieve its goals and objectives for the year. The purpose of the budget memo is to lay out both a set of objectives and a framework for ensuring that the budget provides room for achieving those objectives in a fiscally responsible way.

Ms. Gahl-Mills referred to the budget memo included in the Board materials, which included an outline of the objectives for 2012. She highlighted that in addition to CAC’s constant and ongoing work to better improve existing programs, 2012 will include a comprehensive review of CAC’s Special Initiative grant program. She continued, stating CAC will retool the Special Initiative grant

program, turning it into something that better reflects CAC's values of transparency and impartiality and allows CAC to achieve the Board's objective of crafting a high impact, high engagement activity with a county-wide reach as discussed at the board retreat.

The new program will be rolled out in 2012 for funding in 2013; the 2012 budget will reflect one last year of dedicated funding to The Cleveland Orchestra for its free Public Square concert, prior to opening the program up to more applicants.

Ms. Gahl-Mills stated that revenue projections for 2012, while still declining over 2011, are declining at a slower rate than initially projected.

She added, in 2011 it is anticipated that CAC will receive about \$380k more revenue than projected, providing more funds to work with next year than originally thought. This higher –than-projected revenue will provide additional funds that can be invested into grant programs in 2012, and is part of the justification for asking the Board to increase the investment in Project Support for 2012.

Ms. Gahl-Mills concluded by saying she hoped to meet with each member of the Board by early December in order to answer any questions or concerns prior to the completion of the final budget document.

Mr. Minter asked about the projected earnings on investments and what CAC was doing in order to increase its return. Ms. Gahl-Mills stated that CAC staff has been working with Baird Public Investment Advisors to finalize an investment relationship with the goal of increasing the yield on CAC's invested monies. She emphasized that these investments would still be invested in safe, low risk vehicles that would generate slightly higher yields. She added that the Ohio Revised Code restricts the types of investments open to public entities to those that are very secure.

(Ms. Johnson arrived at 4:25 p.m.)

BOARD ACTION

2012 Project Support

Ms. Paulsen and Ms. Hoffman presented an overview of the 2012 Project Support I and II Grant Program Memo (attached), provided to the Board in advance of this meeting.

The following actions were taken throughout the presentation:

Approval of 2012 Project Support panel scores;

Motion by Trustee Charboneau, seconded by Trustee Johnson, to approve 2012 Project Support I and II panel scores. Discussion: None. Vote: All ayes. Motion carried.

Allocation of Project Support funds

Motion by Trustee Johnson, seconded by Trustee Charboneau, to approve the allocation of \$1,029,164 to the 2012 Project Support Grant Program with the following breakdown:

- \$704,278 to 501c3 orgs for PS I
- \$143,248 for units of government for PS I (derived from interest on invested monies)
- \$181,638 to 501c3 orgs for PS II

Discussion: None. Vote: All ayes. Motion carried.

Approval of grant awards for Project Support I program

Motion by Trustee Charboneau, seconded by Trustee Johnson, to approve the 2012 Project Support grant award in amount of \$44,667 to Baldwin Wallace College. Discussion: None. Vote: All ayes. Abstain: Minter. Motion carried.

Motion by Trustee Johnson, seconded by Trustee Minter, to approve the 2012 Project Support grant awards to:

- Arts in Strongsville in the amount \$5,669 AND
- Detroit Shoreway Community Development Organization in the amount of \$26,859

Discussion: None. Vote: All ayes. Abstain: Charboneau. Motion carried.

Motion by Trustee Minter, seconded by Trustee Johnson, to approve the 2012 Project Support I grant awards to:

| Organization | Award |
|---|--------------|
| Art Song Festival | \$ 13,570 |
| Art Therapy Studio | \$ 17,736 |
| Arts Collinwood | \$ 19,539 |
| Berea Arts Fest | \$ 10,197 |
| Building Bridges Murals, Inc. | \$ 9,569 |
| Chagrin Foundation for Arts and Culture | \$ 29,662 |
| City of Cleveland Heights | \$ 28,700 |
| City of Cleveland, Division of Recreation | \$ 19,600 |
| City of Solon | \$ 32,433 |
| CityMusic Cleveland | \$ 48,000 |
| CMSD, Dept of Arts Education | \$ 34,533 |
| Cleveland TOPS Swingband | \$ 12,855 |
| Cleveland Urban Design Collaborative | \$ 27,982 |
| Cleveland Women's Orchestra | \$ 11,007 |
| convergence-continuum | \$ 7,056 |
| Downtown Cleveland Alliance | \$ 47,000 |
| Duffy Liturgical Dance | \$ 22,080 |
| EcoWatch | \$ 21,840 |
| Ensemble Theatre of Cleveland | \$ 19,535 |
| Fairmount Center for the Arts | \$ 19,125 |
| Fevered Dreams Productions | \$ 5,754 |
| Friends of Cleveland School of the Arts | \$ 20,921 |
| Greater Cleveland Media Development Corp. | \$ 13,973 |
| Historic Gateway Neighborhood Corporation | \$ 11,400 |

| | | |
|---|----|--------|
| Historic Warehouse District Development Corp. | \$ | 8,671 |
| Hospice of the Western Reserve, Inc. | \$ | 26,719 |
| Independent Pictures | \$ | 11,947 |
| Jennings Center for Older Adults | \$ | 14,507 |
| Mercury Summer Stock | \$ | 10,439 |
| Merrick House | \$ | 9,753 |
| Music and Art at Trinity Cathedral | \$ | 19,937 |
| Ohio City Near West Development Corporation | \$ | 7,354 |
| Open Doors, Inc. | \$ | 21,633 |
| Scenarios USA | \$ | 49,333 |
| Schuhplattler und Trachtenverein Bavaria | \$ | 6,291 |
| St Clair Superior Development Corporation | \$ | 8,425 |
| The Singers' Club of Cleveland | \$ | 9,225 |
| The West Shore Chorale | \$ | 5,765 |
| University Circle Inc. | \$ | 39,333 |
| West Side Community House | \$ | 16,933 |

Approval of grant awards for Project Support II Programs

Motion by Trustee Johnson, seconded by Trustee Charboneau, to approve the following 2012 Project Support II grant awards

| Organization | Award |
|--|--------------|
| Arts Renaissance Tremont | \$ 4,267 |
| Burten, Bell, Carr Development, Inc. | \$ 4,533 |
| Cantores Ecclesiae | \$ 2,780 |
| Case Western Reserve University | \$ 5,000 |
| Cesear's Forum | \$ 4,600 |
| Chagrin Falls Historical Society | \$ 4,600 |
| Choral Arts Society of Cleveland | \$ 3,313 |
| Cleveland Chamber Symphony | \$ 4,300 |
| Cleveland Philharmonic Orchestra | \$ 4,767 |
| Cleveland Shakespeare Festival | \$ 4,733 |
| Council Gardens | \$ 4,567 |
| Coventry Village Special Improvement District | \$ 4,600 |
| Cudell Improvement, Inc. | \$ 4,633 |
| Facing History and Ourselves National Foundation | \$ 4,733 |
| First Cut Studios Inc. | \$ 4,633 |
| FiveOneMusic | \$ 1,260 |
| Foluke Cultural Arts Center, Inc. | \$ 4,170 |
| FutureHeights | \$ 4,933 |
| Gordon Square Arts District | \$ 4,600 |
| Great Lake Youth Ballet | \$ 4,133 |
| Heights Chamber Orchestra | \$ 2,501 |
| International Services Center | \$ 3,375 |
| Jewish Family Service Association of Cleveland | \$ 4,633 |
| Kamm's Corners Development Corporation | \$ 4,733 |
| LakewoodAlive, Inc. | \$ 2,760 |
| Legacy in Education | \$ 1,417 |
| Local 4 Music Fund | \$ 4,567 |
| MorrisonDance | \$ 4,717 |

| | | |
|--|----|-------|
| Musical Upcoming Stars in the Classics | \$ | 3,163 |
| Old Brooklyn Community Development Corporation | \$ | 2,760 |
| Olmsted Historical Society | \$ | 3,547 |
| Organization of Chinese Americans of Gr. Cleveland | \$ | 2,600 |
| Quire Cleveland | \$ | 4,800 |
| Shaker Arts Council | \$ | 4,633 |
| Shore Civic Centre Corporation | \$ | 4,400 |
| Suburban Symphony Orchestra | \$ | 4,249 |
| The Asian Services in Action | \$ | 4,867 |
| The Cleveland Chamber Music Society | \$ | 4,567 |
| The Housing Research & Advocacy Center | \$ | 4,700 |
| The River Valley Ringers Inc. | \$ | 625 |
| The Roberto Ocasio Foundation | \$ | 4,667 |
| VSAO/Cleveland Division (Very Special Arts) | \$ | 4,767 |
| West Side Catholic Center | \$ | 4,533 |
| Westtown Community Development Corporation | \$ | 4,300 |
| Woodland Cemetery Foundation of Cleveland, Ohio | \$ | 4,600 |

Discussion: None. Vote: All ayes. Motion carried.

Upon conclusion of the presentation of the memo, Ms. Feldman asked how the geographic distribution changed between PS 2011 and PS 2012. Staff responded that they would provide that information to Ms. Feldman from last year's PS 2011 Panel Report.

Mr. Minter asked how the Cultural Data Project was used in this grant program. Ms. Paulsen said staff is still evaluating how best to use the CDP reports in the conjunction with PS program knowing that they types of organizations apply for grants vary widely. She added that more information on this topic is included under the Lessons Learned section of the PS memo.

Personnel Report

Ms. Harris stated that the Board had received a personnel report. She asked the Board to approve the personnel report and the items detailed within the report.

Mr. Minter asked for clarification to the change in CAC's Fringe Benefit Pick-up program. Ms. Harris replied that the change would eliminate any PERS Pick-up paid by CAC for any staff not currently employed under a contract. The change would be effective immediately.

Motion by Trustee Minter, seconded by Trustee Johnson, to approve the Personnel Report of November 14, 2011. Discussion: None. Vote: All ayes. Motion carried.

Contracts

Ms. Harris informed the Board that there was one new contract to be approved for communications and research services from Burges & Burges Strategists. The contract is for \$4,000 per month for communications consulting with a term 15.5 months and \$2,500 per month for research with a contract term of six months. Ms. Harris explained that the 15.5 month term was to get the service contract in sync with CAC's fiscal year.

Motion by Trustee Minter, seconded by Trustee Charboneau, to authorize Ms. Gahl-Mills to enter into a contract with Burges & Burges Strategist for \$4,000 per month for communications

consulting, for a 15.5 month term from 9/15/11-12/31/12 and \$2,500 per month for research, for a six month term from 11/1/2011-4/30/2012. Discussion: None. Vote: All ayes. Motion carried.

5. PUBLIC COMMENT

Several members of the audience spoke, thanking CAC for the grant and congratulating staff on a successful, transparent grantmaking process. It was noted that there was a wonderful range of diverse organizations and project funded through this program.

Next Meeting

The next meeting of the CAC Board of Trustees is scheduled for Monday, December 12th, 2011 at 4:00 p.m. at the Idea Center at PlayhouseSquare.

Motion by Trustee Johnson, seconded by Trustee Charboneau, to adjourn the meeting. Discussion: None. Vote: All ayes. Motion carried. Meeting adjourned at 5:01 p.m.

Sari Feldman, President, Board of Trustees

Attest:

Vickie Eaton Johnson, Secretary, Board of Trustees



Memorandum

Date: November 4, 2011
To: CAC Board of Trustees
From: Jill M. Paulsen, director of grant programs
Stacey Hoffman, program manager
Re: Project Support 2012: approval of budget allocation, grant scores and awards

EXECUTIVE SUMMARY

The goal of CAC's Project Support (PS) grant program is to *promote public access and encourage the breadth of arts and/or cultural programming in our community*. To achieve this goal, CAC significantly retooled and expanded its PS program for 2012. Evolutions included: the launch of a pilot, small grants program; increased panel training and extensive community outreach to attract new applicants.

Board Actions

At this time, staff is pleased to share with the Board the outcomes of the application and panel review process. In addition, we look to the board to formally approve Project Support 2012 (PS12):

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

These three, distinct board actions will all take place at the November 14 board meeting.

Further background on the Project Support 2012 timeline and detail on each of the three board decision points are included in the following memo. To assist in the discussion and approval process, staff calls to the board's attention several key findings from the PS12 application and panel process, outlined below.

Key Findings

Project Support 2012 garnered the largest number of Intent to Apply and full applications in CAC's history.

- 131 organizations submitted Intent to Apply materials, of which 118 of were eligible. This is up over 45% from 2011 (the previous record number of submissions).
- If approved, the PS12 cohort will include 88 cultural partners, up 56% from the 56 cultural partners in the PS11 cohort.

Increased outreach and a new, small grants program (Project Support II) led to a jump in participation.

- 36% of all organizations were first-time applicants to CAC.

Project Support II's simplified application process appealed to organizations of all sizes.

- The first-time program garnered 49% of all Project Support 2012 applications.
- Originally designed for micro organizations, PS II attracted applicants with annual budgets ranging from several thousand dollars (River Valley Ringers) to nearly \$1B (Case Western Reserve University).

Project Support I and II attracted applicants doing a wide variety of arts and cultural activities.

- Organizations self-selected one of the following categories as the primary goal for their project: artistic presentation: 43%; community cultural development: 31%; arts learning: 15%; cultural heritage: 11%.

Cleveland-based organizations remain the (slim) majority of all Project Support applicants.

- 53% of applications came from organizations based in the City of Cleveland; 29% from eastern suburbs; 18% from western and southern suburbs. This represents a steady trend from previous cycles.

I. PROJECT SUPPORT 2012 BACKGROUND

Evolving CAC Grantmaking

Last year the Board issued a challenge to staff to continually assess and refine our work, to improve CAC's impact and respond to feedback from the arts and cultural community. Staff concurred and began reviewing the current framework for Project Support 2012.

As a part of the initial Project Support (PS) review, staff gathered data on national trends, commissioned an external analysis of past PS cycles (produced by Community Partnership for Arts and Culture, CPAC) and conducted a self-assessment of CAC's current grantmaking practices. Equally as important, staff listened to the community and continually requested feedback from our grantee partners and other local nonprofits. Together, these data points guided policy decisions for Project Support 2012 and the panel review outcomes before the Board now.

Preparing for Project Support 2012: Examining Challenges & Launching a New Program

Our primary focus over the past 12 months has been to expand CAC's reach and impact in the community. To achieve the newly stated Project Support goal to: *promote public access and encourage the breadth of arts and/or cultural programming in our community*, staff addressed four key issues before the launch of Project Support 2012.

Define the Landscape: For PS 2012, CAC tracked applications in a systematic manner—focusing on project outcomes rather than simply activities. To accomplish this, applicants self-selected one of four categories: artistic presentation, arts learning, community cultural development and cultural heritage. Our hope was that this small change would not only provide better trend data, but it would encourage organizations to stay focused on their overarching project goals (See page 4 for a breakout of project goals).

Expand Access: Second, staff tailored outreach to ensure that smaller, neighborhood-based and more ethnically, geographically and racially diverse organizations were represented in the PS applicant pool. We continued to increase our profile in the community and reached out to previously untapped partners (Neighborhood Connections, Neighborhood Progress Inc., Community Neighborhood Development Coalition, Mental Health Advocacy Network, art therapy organizations, funding colleagues with shared interests, etc.). (See page 3 for 2012 New vs. Previous applicant data).

Reduce Barriers to Entry: Third, some organizations have struggled to meet our past eligibility and application criteria. To tackle this issue CAC launched a new small-grants program in 2012 targeting smaller organizations. Known as Project Support II, the pilot initiative has shown early success, attracting nearly half of all 2012 applications (See page 3 for 2012 Applications by Program: PS I vs. PS II).

This pilot program was designed to expand access to arts programming throughout Cuyahoga County, while simplifying the application process. As a result, CAC offered two Project Support programs in 2012:

- Project Support I: grants up to \$50,000 for 501c3s and \$35,000 for units of government
- Project Support II: grants up to \$5,000 for 501c3s

Improve Grantmaking Practice: Fourth, our research indicated that CAC would benefit from aligning its programs with national trends in public grantmaking. As such, we reevaluated our PS eligibility thresholds, grant amounts and panel selection process. This led to improved panelist education, a re-working of the Cultural Data Project report, and the successful first-time inclusion of Ohio-based panelists (who all resided outside Cuyahoga County or any contiguous counties).

As a public funder committed to stewarding public dollars, CAC also re-weighed its traditional funding criteria – placing more emphasis (and therefore more points in the scoring system) on 'Public Benefit: Community Involvement and Public Impact' criterion over 'Artistic/Cultural Quality' or 'Organizational Capacity.' This shifted how applicants shaped their projects and how panelists scored applications. See page 6 for further detail on the revised Funding Criteria.

II. GRANT APPLICATION PROCESS

Participation Jumps in 2012

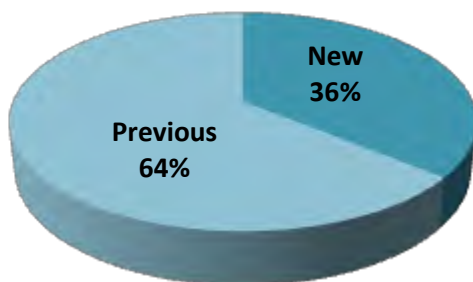
The Intent to Apply process resulted in the submission of 131 applications; of which 118 were eligible. **This represented a 45% increase over last year.** The eligible applicants were spread equally among the two programs; 54% of the applicants to the PSII program were new to CAC.

CAC encouraged all eligible applicants to attend informational workshops in late August/early September. Approximately 50 of the 118 eligible applicants attended our workshops, held at public libraries in Mayfield and Cleveland’s near west side. Staff provided personalized technical assistance to applicants through one-on-one meetings, “help-desk” calls, and regular e-blasts/targeted mailings. We also placed an increased emphasis on panel training, to ensure that our outside experts understood CAC’s funding goals and were prepared to fairly adjudicate the applications.

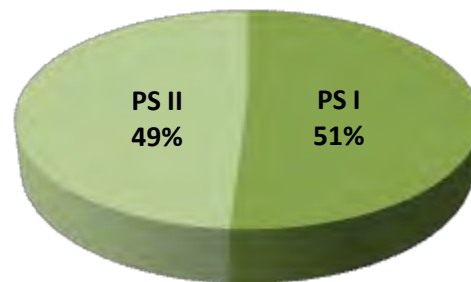
Of the 118 organizations deemed eligible to apply for either Project Support I or II, **100 submitted full applications:**

- 51 organizations applied for Project Support I (the traditional PS program); and
- 49 organizations applied for Project Support II (the new, small grants program).

New vs. Previous Applicants



Breakdown by Program



Project Support 2012 garnered the largest number of Intent to Apply and full applications in CAC’s history.

- 131 organizations submitted Intent to Apply materials, of which 118 were eligible. This is up over 45% from 2011 (the previous PS record number of submissions).
- If approved, the PS12 cohort will include 88 grantee partners, up 56% from the 56 grantee partners in the PS11 cohort. (See chart below)

Increased outreach and a new, small grants program (Project Support II) led to a jump in participation.

- 36% of all organizations were first-time applicants to CAC.

Project Support II’s simplified application process appealed to organizations of all sizes.

- The first-time program garnered 49% of all Project Support 2012 applications.
- Originally designed for micro organizations, PS II attracted applicants with annual budgets ranging from several thousand dollars (River Valley Ringers) to nearly \$1B (Case Western Reserve University).

Increase in Participation from 2011 to 2012

| Number of Orgs successful at each application step | PS 2011 | PS 2012 | % Increase |
|--|---------|---------|------------|
| a. Organizations deemed eligible to apply | 81 | 118 | 45% |
| b. Organizations that submitted an application | 67 | 100 | 49% |
| c. Organizations funded | 56 | 88* | 56% |

**Pending board approval on November 14, 2011*

Project Goals and Applicant Geography

For PS 2012, CAC implemented a Community Partnership for Arts and Culture (CPAC) devised framework that asked all applicants to self-select the primary goal of their project. The aim was to get applicants to think beyond the *activity* (dance, mural, concert, etc.) to define the project *goal* (what will happen as a result of this CAC-funded project?).

- **Artistic Presentation:** to exhibit, perform or otherwise make the opportunity available for Cuyahoga County residents to experience or grow an appreciation for a particular arts or cultural discipline.
- **Arts Learning:** to educate audiences, enrich artistic skills sets or advance the practical application of a particular arts or cultural discipline for Cuyahoga County residents.
- **Community Cultural Development:** to engage, empower or unite a group through art with the goal of promoting community togetherness, increasing awareness around issues or common cause or supporting neighborhood involvement in Cuyahoga County.
- **Cultural Heritage:** to exhibit, perform or otherwise make the opportunity available for Cuyahoga County residents to experience an event or activity grounded in traditional arts or cultural practices, historic understanding or local custom.

Project Goal (Self-Selected by Applicant)

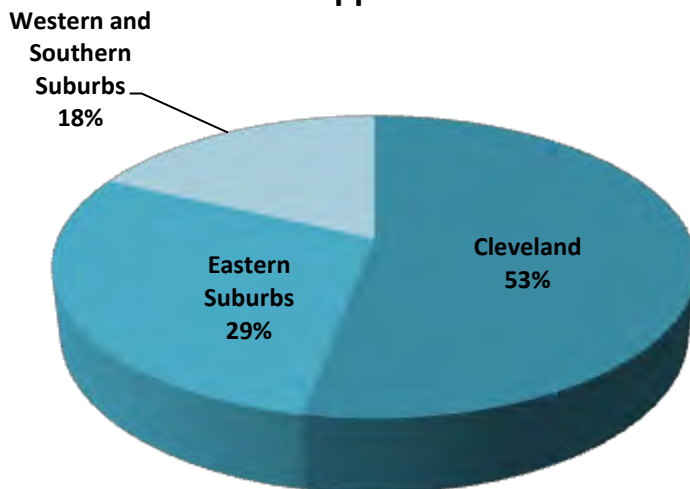


PROJECT CATEGORIES

Project Support I and II attracted applicants doing a wide variety of arts and cultural activities. Organizations self-selected one of the categories as the primary goal for their project.

Looking Ahead: Staff may reconsider having applicants self-select their project category. See *Lessons Learned* section on page 5.

Geographic Distribution of Applicants



GEOGRAPHY

Cleveland-based organizations remain the (slim) majority of all Project Support applicants. This represents a steady trend from previous cycles.

Looking Ahead: Staff will consider further outreach in the surrounding suburbs. See *Lessons Learned* section on page 5.

III. PANEL REVIEW

Panelists and Day-of Panel Process

A Board-approved roster of 14 qualified arts professionals served as PS12 panelists. They represented a diverse cross-section of individuals with expert knowledge of specific arts or cultural disciplines, management/financial experience, as well as prior panel experience. For the first time, we included several panelists from Ohio (but outside our region). This test case was a success and is worth replicating for future panels. Ohio-based panelists brought knowledge of our state, without any conflicts of interest.

Panelists reviewed 100 eligible applications on October 17, 18 and 19 at the Idea Center at Playhouse Square. Each application was deliberated and scored by the panel in accordance with the Funding Criteria from page 7 of the 2012 PS Grant Program Guidelines ([PSI](#); [PSII](#)). Approximately 100 people, primarily from applicant organizations, attended the panel review. As in previous years, the panel review was also audio-streamed live from the CAC website. To help all observers understand the panel review process and reiterate the funding criteria (especially since 36 percent of applicants were new to CAC), CAC distributed an [Audience Guide](#). Each panel day concluded with a public comment session.

Using Audio Tracks as Educational Tools

The 2012 PS Panel Review was audio recorded for the public record and is accessible [here](#). The applicants received their score via email the week of October 24th and received a link to the audio recordings in early November. The audio clips serve as excellent educational tools. CAC staff encourages all applicants, regardless if they are funded, to share the links with their staff and board. All three days of panel review are posted on CAC's website so organizations may listen and learn from their peers.

Seeking Feedback

At the conclusion of each panel day, CAC staff, the panelists, board and audience members participated in an informal public comment session. That discussion is recorded on its own track for each Panel day [here](#). We use this feedback to inform our future policy and program decisions. In addition, CAC will survey all panelists and applicants to gather data on the entire process. The results will be shared with the Board at the December meeting.

IV. LESSONS LEARNED

Thinking Ahead to PS 2013

- **Project Categories** – As discussed on page 4, staff will reconsider having applicants self-select their project category. Selection was inconsistent (for instance, many projects that we may have categorized as 'community cultural development,' applicants deemed 'artistic presentation.' This confused panelists and did not substantially improve the PS 2012 process.
- **Cultural Data Project** – Staff will reexamine the use of the Cultural Data Project, looking for ways to better connect it with the application.
- **Online Application System** – Staff will continue to work with the site developers to make the system more efficient for panelists to use during the public panel and more intuitive for applicants.
- **Additional Workshops** – In response to consistent panel requests for stronger support materials (videos, picture, audio that demonstrate public benefit and artistic/cultural quality), staff may conduct Support Materials-specific technical assistance workshops for PS 13, perhaps in tandem with General Operating Support 2013-14 applicants.

NEXT STEPS

With a summary of the Project Support 2012 process complete, staff now turns to the CAC board to take three distinct Board Actions. Each action builds off the preceeding action. Together, they will ensure that CAC's 2012 Project Support grants are wisely stewarded and support arts and cultural programs that reach the residents of Cuyahoga County.

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

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

BOARD ACTION #1: Approve panel scores.

At the November 14 meeting, the board will be asked to approve PS 2012 panel scores.

- See Appendix 1 for a list of all 100 applicants' scores.
- See Appendix 2 for a list of the 12 organizations scoring below 21 points (with panel comments) that will NOT be recommended for funding.

Scoring Background

As a reminder, seven panelists reviewed and scored each application on a point scale from 1 to 30 based on the funding criteria. The Olympian method is used to reach an average panel score for each applicant. All applicants that received a score of 21 or higher have been recommended for a PS grant. Any applicant with a score lower than 21 has not been recommended for a PS grant.

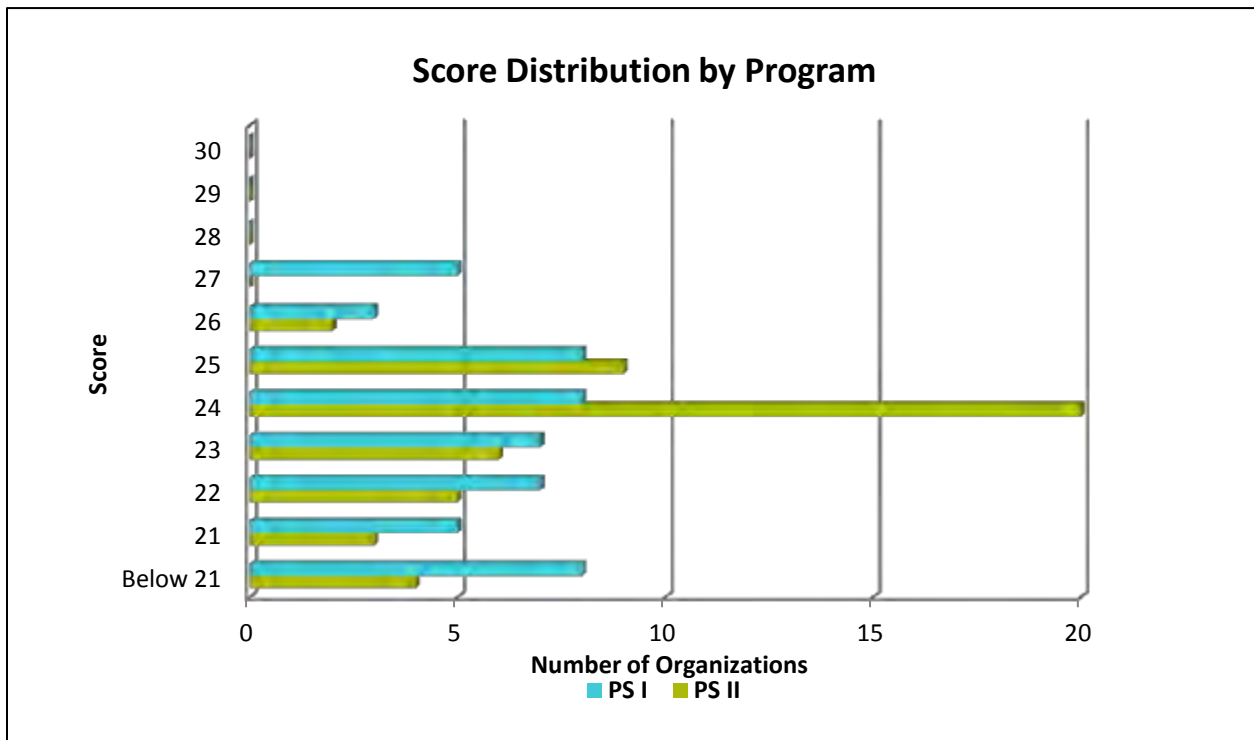
CAC's Revised Funding Criteria

To reflect CAC's role as a public funder – committed to using public dollars to support the public good – CAC weighed Public Benefit more heavily than the other two funding criteria. For the first time in CAC history, this shift meant organizations that demonstrated a stronger connection to their community scored higher than those that did not show how their projects would impact the public.

- Public Benefit: Community Involvement and Public Impact (13 points maximum)
- Artistic or Cultural Quality of Project (10 points maximum)
- Organizational Capacity (7 points maximum)

Board Action #1: Panel Scores

Eighty-eight applications received a score of 21 points or higher, while twelve applications received a score below 21 points. Per CAC's guidelines, only organizations with a score of 21 or higher will be recommended for funding.



BOARD ACTION #2: Allocate Project Support 2012 funds.

At the November 14 meeting, the Board will be asked to allocate funding for: Project Support I (501c3 projects); Project Support I (Units of Government); and Project Support II totalling \$1,029,164.

- See Appendix 1 for detail on how each allocation was determined.

Allocation Background

Historically, the Board has set the Project Support allocation at least one month *in advance* of approving grant amounts, often before the panel adjudication. This sequence required CAC staff to estimate likely grant amounts based on historical data instead of current year realities. While the process was manageable, it is not ideal. As the chart below demonstrates, even the best estimates often lead to significant gaps in between what was allocated and what eventually is paid out to cultural partners (who must meet a 1:1 match before fully drawing down their CAC funds).

This cycle, we ask that the Board review all the actions that go into determining grant amounts (scores and allocation) at the same meeting. Doing so will allow staff to make clearly defined recommendations. This method will also ensure that we are good stewards of public funds, while at the same time not limiting Project Support applicants to an earlier determined estimate.

All allocation figures are based in the CAC board-approved spending policy, which notes “that CAC will endeavor to invest 10-15 percent of its future excise revenues in the Project and Special Initiative grants programs.” The PS 12 allocation, while a modest increase over our historic high point of \$1M in 2008 and 2009, is in line with the stated spending policy. The overall allocation growth comes from PS II, an anticipated outcome of our goal to reach out to new organizations and increase application.

This increased investment in the Project Support grant program does not impact the 2012 General Operating Support grants; that figure is secured at \$14M.

History of Allocations and Grants Paid

| Program Year | Allocation | Awarded | Paid Out | % of Allocation Paid Out |
|--------------|--------------|--------------|-------------|--------------------------|
| PS 2008 | \$1,000,000 | \$979,900 | \$819,568 | 82% |
| PS 2009 | \$1,000,000 | \$825,695 | \$719,803 | 71% |
| PS 2011 | \$800,000 | \$757,447 | In progress | |
| PS 2012 | \$1,029,164* | \$1,029,164* | n/a | n/a |

*Pending board approval on November 14, 2011

Board Action #2: Allocation

As such, we ask that the Board approve the following allocations for the Project Support 2012 program:

1. \$704,278 to 501c3 organizations for Project Support I
2. \$143,248 to Units of Government** for Project Support I
3. \$181,638 to 501c3 organizations for Project Support II

Together, this makes for a **Project Support 2012 allocation of \$1,029,164.**

**Note: Units of Government are funded through investment income earned on the cigarette tax collections.

BOARD ACTION #3: Approve grant award amounts.

At the November 14 meeting, the board will be asked to approve Project Support 2012 grant award amounts.

- See Appendix 1 for a list of all 88 awardees' grant award amounts.

Background: Determining Grant Amounts

Over its short history, CAC has used a variety of methods to calculate Project Support grant awards. For the last cycle (PS11), CAC determined grant awards by incorporating the panel score into the grant determination and dividing cultural partners into cohorts. Those scoring between 85 and 100 received 100% of their grant request; those scoring between 80 and 84.9 received 90% of their score; etc. This process ensured that scores mattered, but required staff to decide where to make scoring cut-offs. For PS12, and moving forward, CAC desires to put into place a method that still makes score matter—but can be *consistently applied* from year to year (staying true to our value of impartiality). What follows is a revised method that keeps PS12 grant awards fair and consistent.

Revised Funding Method: Apply a Curve to the Highest Scoring Application

For Project Support 2012, the highest scoring application in PS I was 27.8 points. This became the “new” 100 percent, ensuring that the top scoring organization received 100 percent of its request. All other scores above 21 were than “scored on a curve,” essentially adding 2.2 points their scores (multiplying it by 33.3 percent to bring it up to a 100 percent scale). If an organization received a 27.4 (99 percent of the curve), they are being recommended for a grant of 99 percent of their request. Likewise, the lowest scoring eligible project received a 21.2. If Action #3 is approved by the board, this organization would receive 78 percent of its request.

This methodology was also applied to PS II, where the highest score was a 26.6. All other organizations scoring above a 21 will be assigned to the curve and receive a score that reflects that percentage of their original request.

This methodology ensures that stronger applications are rewarded (score matters). Using a curve also takes into account any discrepancies from day-to-day (and year to year) with ever-changing panelists. If approved on November 14, staff strongly recommends that this funding method be used for future Project Support funding cycles. It ensures consistency, is fair for all applicants, and rewards strong projects.

Board Action #3: Grant Amounts

The panel reviewed 94 applications from 501c3 organizations and six applications from units of government. The total request amount from the 100 organizations was \$1,314,709. Eighty-eight (88) of the 100 applicants received an aggregate Olympian score of 21 points or higher. In order to determine grant amount recommendations (Board Action #3), CAC applied the method outlined above.

Recommended total grants and grant amounts for Project Support 2012 are:

1. 83 grants totaling of \$885,916 to 501c3 organizations
2. Five grants totaling \$143,248 to units of government

If approved, the Project Support 2012 portfolio will be made up of **88 grants totaling \$1,029,164.**

NEXT STEPS: November 14 board meeting

We look forward to a lively and productive discussion with you at the November 14th Board meeting that we hope will result in the approval of all three board actions.

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

| Project Support I Applicants - 501c3 organizations | | | Board Action #1 | | Board Action # 3 |
|--|---|----------------|------------------------|---------------------|-------------------------|
| Panel Scores and Funding Recommendations (ranked by highest score) | | | | | |
| # | Organization | Request | Score | % of Request | Award |
| 1 | Music and Art at Trinity Cathedral | \$ 19,937 | 27.8 | 100% | \$ 19,937 |
| 2 | Scenarios USA | \$ 50,000 | 27.4 | 99% | \$ 49,333 |
| 3 | Art Therapy Studio | \$ 18,098 | 27.2 | 98% | \$ 17,736 |
| 4 | CityMusic Cleveland | \$ 50,000 | 26.6 | 96% | \$ 48,000 |
| 5 | Friends of Cleveland School of the Arts | \$ 22,100 | 26.2 | 95% | \$ 20,921 |
| 6 | Downtown Cleveland Alliance | \$ 50,000 | 26 | 94% | \$ 47,000 |
| 7 | Detroit Shoreway Community Development Organization | \$ 28,777 | 25.8 | 93% | \$ 26,859 |
| 8 | Hospice of the Western Reserve, Inc. | \$ 28,628 | 25.8 | 93% | \$ 26,719 |
| 9 | Cleveland TOPS Swingband | \$ 13,872 | 25.6 | 93% | \$ 12,855 |
| 10 | Duffy Liturgical Dance | \$ 24,000 | 25.4 | 92% | \$ 22,080 |
| 11 | Open Doors, Inc. | \$ 23,514 | 25.4 | 92% | \$ 21,633 |
| 12 | Fevered Dreams Productions | \$ 6,300 | 25.2 | 91% | \$ 5,754 |
| 13 | Jennings Center for Older Adults | \$ 16,000 | 25 | 91% | \$ 14,507 |
| 14 | Ensemble Theatre of Cleveland | \$ 21,705 | 24.8 | 90% | \$ 19,535 |
| 15 | Mercury Summer Stock | \$ 11,599 | 24.8 | 90% | \$ 10,439 |
| 16 | Baldwin-Wallace College | \$ 50,000 | 24.6 | 89% | \$ 44,667 |
| 17 | Berea Arts Fest | \$ 11,500 | 24.4 | 89% | \$ 10,197 |
| 18 | Merrick House | \$ 11,000 | 24.4 | 89% | \$ 9,753 |
| 19 | St Clair Superior Development Corporation | \$ 9,574 | 24.2 | 88% | \$ 8,425 |
| 20 | Greater Cleveland Media Development Corporation | \$ 16,000 | 24 | 87% | \$ 13,973 |
| 21 | The West Shore Chorale | \$ 6,601 | 24 | 87% | \$ 5,765 |
| 22 | Chagrin Foundation for Arts and Culture | \$ 34,225 | 23.8 | 87% | \$ 29,662 |
| 23 | Cleveland Women's Orchestra | \$ 12,700 | 23.8 | 87% | \$ 11,007 |
| 24 | Independent Pictures | \$ 14,000 | 23.4 | 85% | \$ 11,947 |
| 25 | West Side Community House | \$ 20,000 | 23.2 | 85% | \$ 16,933 |
| 26 | Building Bridges Murals, Inc. | \$ 11,392 | 23 | 84% | \$ 9,569 |
| 27 | convergence-continuum | \$ 8,400 | 23 | 84% | \$ 7,056 |
| 28 | EcoWatch | \$ 26,000 | 23 | 84% | \$ 21,840 |
| 29 | Fairmount Center for the Arts | \$ 22,950 | 22.8 | 83% | \$ 19,125 |
| 30 | Historic Gateway Neighborhood Corporation | \$ 13,790 | 22.6 | 83% | \$ 11,400 |
| 31 | Arts in Strongsville | \$ 6,913 | 22.4 | 82% | \$ 5,669 |
| 32 | The Singers' Club of Cleveland | \$ 11,250 | 22.4 | 82% | \$ 9,225 |
| 33 | Schuhplattler und Trachtenverein Bavaria | \$ 7,799 | 22 | 81% | \$ 6,291 |

Project Support I Applicants - 501c3 organizations (continued)

Panel Scores and Funding Recommendations (ranked by highest score)

| | | | Board Action #1 | Board Action #3 | |
|------------------------|---|-------------------|-----------------|-----------------|-------------------|
| # | Organization | Request | Score | % of Request | Award |
| 34 | Art Song Festival | \$ 16,963 | 21.8 | 80% | \$ 13,570 |
| 35 | Ohio City Near West Development Corporation | \$ 9,270 | 21.6 | 79% | \$ 7,354 |
| 36 | Historic Warehouse District Development Corporation | \$ 11,022 | 21.4 | 79% | \$ 8,671 |
| 37 | University Circle Inc. | \$ 50,000 | 21.4 | 79% | \$ 39,333 |
| 38 | Arts Collinwood | \$ 25,050 | 21.2 | 78% | \$ 19,539 |
| 39 | Mandel Jewish Community Center of Cleveland | \$ 50,000 | 20.6 | - | \$ - |
| 40 | Cassidy Theatre, Inc. | \$ 24,000 | 19.8 | - | \$ - |
| 41 | Tremont West Development Corporation | \$ 7,950 | 19.8 | - | \$ - |
| 42 | Morgan Art of Papermaking Conservatory & Educational Foundation | \$ 24,671 | 19.6 | - | \$ - |
| 43 | Olmsted Performing Arts | \$ 8,805 | 19.2 | - | \$ - |
| 44 | North Union Farmers Market | \$ 8,739 | 18.8 | - | \$ - |
| 45 | Ukrainian Cultural Arts Association | \$ 10,000 | 18.2 | - | \$ - |
| Board Action #2 | TOTAL ALLOCATION for PS I – 501c3 organizations | \$ 925,094 | N/A | N/A | \$ 704,278 |

Project Support I Applicants - Units of Government

Panel Scores and Funding Recommendations (ranked by highest score)

| | | | Board Action #1 | Board Action #3 | |
|------------------------|--|-------------------|-----------------|-----------------|-------------------|
| # | Organization | Request | Score | % of Request | Award |
| 1 | Cleveland Metropolitan School District, Dept of Arts Education | \$ 35,000 | 27.4 | 99% | \$ 34,533 |
| 2 | City of Cleveland, Division of Recreation | \$ 20,000 | 27.2 | 98% | \$ 19,600 |
| 3 | City of Solon | \$ 35,000 | 25.6 | 93% | \$ 32,433 |
| 4 | City of Cleveland Heights | \$ 35,000 | 22.4 | 82% | \$ 28,700 |
| 5 | Cleveland Urban Design Collaborative | \$ 34,124 | 22.4 | 82% | \$ 27,982 |
| 6 | City of Shaker Heights | \$ 21,213 | 20.4 | - | \$ - |
| Board Action #2 | TOTAL ALLOCATION for PS I – units of government | \$ 180,337 | N/A | N/A | \$ 143,248 |

Project Support II Applicants

Panel Scores and Funding Recommendations (ranked by highest score)

| # | Organization | Request | Board Action #1 | % of Request | Board Action #3 |
|----|--|----------|-----------------|--------------|-----------------|
| | | | Score | | Award |
| 1 | Case Western Reserve University | \$ 5,000 | 26.6 | 100% | \$ 5,000 |
| 2 | FutureHeights | \$ 5,000 | 26.2 | 99% | \$ 4,933 |
| 3 | The Asian Services in Action | \$ 5,000 | 25.8 | 97% | \$ 4,867 |
| 4 | Quire Cleveland | \$ 5,000 | 25.4 | 96% | \$ 4,800 |
| 5 | Cleveland Philharmonic Orchestra | \$ 5,000 | 25.2 | 95% | \$ 4,767 |
| 6 | MorrisonDance | \$ 4,948 | 25.2 | 95% | \$ 4,717 |
| 7 | VSAO/Cleveland Division (Very Special Arts) | \$ 5,000 | 25.2 | 95% | \$ 4,767 |
| 8 | Choral Arts Society of Cleveland | \$ 3,500 | 25.0 | 95% | \$ 3,313 |
| 9 | Cleveland Shakespeare Festival | \$ 5,000 | 25.0 | 95% | \$ 4,733 |
| 10 | Facing History and Ourselves National Foundation, INC. | \$ 5,000 | 25.0 | 95% | \$ 4,733 |
| 11 | Kamm's Corners Development Corporation | \$ 5,000 | 25.0 | 95% | \$ 4,733 |
| 12 | The Housing Research & Advocacy Center | \$ 5,000 | 24.8 | 94% | \$ 4,700 |
| 13 | The Roberto Ocasio Foundation | \$ 5,000 | 24.6 | 93% | \$ 4,667 |
| 14 | Cantores Ecclesiae | \$ 3,000 | 24.4 | 93% | \$ 2,780 |
| 15 | Cudell Improvement, Inc. | \$ 5,000 | 24.4 | 93% | \$ 4,633 |
| 16 | First Cut Studios Inc. | \$ 5,000 | 24.4 | 93% | \$ 4,633 |
| 17 | Foluke Cultural Arts Center, Inc. | \$ 4,500 | 24.4 | 93% | \$ 4,170 |
| 18 | Jewish Family Service Association of Cleveland | \$ 5,000 | 24.4 | 93% | \$ 4,633 |
| 19 | Shaker Arts Council | \$ 5,000 | 24.4 | 93% | \$ 4,633 |
| 20 | Cesear's Forum | \$ 5,000 | 24.2 | 92% | \$ 4,600 |
| 21 | Chagrin Falls Historical Society | \$ 5,000 | 24.2 | 92% | \$ 4,600 |
| 22 | Coventry Village Special Improvement District | \$ 5,000 | 24.2 | 92% | \$ 4,600 |
| 23 | FiveOneMusic | \$ 1,370 | 24.2 | 92% | \$ 1,260 |
| 24 | Gordon Square Arts District | \$ 5,000 | 24.2 | 92% | \$ 4,600 |
| 25 | LakewoodAlive, Inc. | \$ 3,000 | 24.2 | 92% | \$ 2,760 |
| 26 | Old Brooklyn Community Development Corporation | \$ 3,000 | 24.2 | 92% | \$ 2,760 |
| 27 | Woodland Cemetery Foundaiton of Cleveland, Ohio | \$ 5,000 | 24.2 | 92% | \$ 4,600 |
| 28 | Council Gardens | \$ 5,000 | 24.0 | 91% | \$ 4,567 |
| 29 | Local 4 Music Fund | \$ 5,000 | 24.0 | 91% | \$ 4,567 |
| 30 | Surburban Symphony Orchestra | \$ 4,652 | 24.0 | 91% | \$ 4,249 |
| 31 | The Cleveland Chamber Music Society | \$ 5,000 | 24.0 | 91% | \$ 4,567 |
| 32 | Burten, Bell, Carr Development, Inc. | \$ 5,000 | 23.8 | 91% | \$ 4,533 |
| 33 | West Side Catholic Center | \$ 5,000 | 23.8 | 91% | \$ 4,533 |
| 34 | International Services Center | \$ 3,750 | 23.6 | 90% | \$ 3,375 |

Project Support II Applicants (continued)

Panel Scores and Funding Recommendations (ranked by highest score)

| | | | Board Action #1 | | Board Action #3 |
|--------------------------------|--|-------------------|-----------------------|-----------------|--------------------|
| # | Organization | Request | Score | % of Request | Award |
| 35 | Heights Chamber Orchestra | \$ 2,800 | 23.4 | 89% | \$ 2,501 |
| 36 | Olmsted Historical Society | \$ 4,000 | 23.2 | 89% | \$ 3,547 |
| 37 | Shore Civic Centre Corporation | \$ 5,000 | 23.0 | 88% | \$ 4,400 |
| 38 | Musical Upcoming Stars in the Classics | \$ 3,650 | 22.6 | 87% | \$ 3,163 |
| 39 | Organization of Chinese Americans of Greater Cleveland | \$ 3,000 | 22.6 | 87% | \$ 2,600 |
| 40 | Cleveland Chamber Symphony | \$ 5,000 | 22.4 | 86% | \$ 4,300 |
| 41 | Westown Community Development Corporation | \$ 5,000 | 22.4 | 86% | \$ 4,300 |
| 42 | Arts Renaissance Tremont | \$ 5,000 | 22.2 | 85% | \$ 4,267 |
| 43 | Legacyin Education | \$ 1,700 | 21.6 | 83% | \$ 1,417 |
| 44 | The River Valley Ringers Inc. | \$ 750 | 21.6 | 83% | \$ 625 |
| 45 | Great Lake Youth Ballet | \$ 5,000 | 21.4 | 83% | \$ 4,133 |
| 46 | North Royalton Garden Club | \$ 2,073 | 20.4 | - | \$ - |
| 47 | Northern Ohio Bibliophilic Society | \$ 1,910 | 20.4 | - | \$ - |
| 48 | The Wheatt Foundation | \$ 3,000 | 20.4 | - | \$ - |
| 49 | Garfield Players | \$ 4,675 | 19.8 | - | \$ - |
| Board Action #3 | TOTAL ALLOCATION for PS II | \$ 209,278 | N/A | N/A | \$ 181,638 |

APPENDIX 2: Reference for Board Action #1

Applicants Scoring Below 21 Points: Not Recommended for Funding

**Indicates Past Grantee*

Project Support I

1. *Cassidy Theatre** – Panel Score: 19.8

Panel Comments:

- Difficult to assess artistic quality.
- Weak support materials.
- Concerns with organizational capacity.
- Concerns with Cultural Data Project financials.

2. *City of Shaker Heights* – Panel Score: 20.4

Panel Comments:

- Application lacked evidence of community engagement in planning process.
- Project details are not fully articulated.
- Evaluation process not clearly developed.
- Artist selection process is unclear.

3. *Mandel Jewish Community Center of Cleveland** – Panel Score: 20.6

Panel Comments:

- Community involvement/engagement not well articulated or supported by application.
- No visible partners/collaborations; concerns regarding long-term funding and planning
- Concerns with Cultural Data Project financials.
- Artistic quality unclear.
- Limited audience/participation information.
- Educational programming is unclear.

4. *Morgan Art of Papermaking Conservatory & Educational Foundation** – Panel Score: 19.6

Panel Comments:

- Community involvement/engagement not well articulated or supported by application.
- Concerns with organizational capacity.
- Concerns with Cultural Data Project report.
- Partnerships are not well-defined.

5. *North Union Farmers Market** – Panel Score: 18.8

Panel Comments:

- Community involvement/engagement not well articulated or supported by application.
- Concerns with Cultural Data Project report.
- Weak support materials.

6. *Olmsted Performing Arts** – Panel Score: 19.2

Panel Comments:

- Community involvement/engagement not well articulated or supported by application.
- Difficult to assess artistic quality.
- Concerns with organizational capacity.
- Project details are not fully articulated or developed.
- Weak support materials.

Project Support I (continued)7. *Tremont West Development Corporation** – Panel Score: 19.8

Panel Comments:

- Concerns with organizational capacity.
- Artist selection plan was weak.
- Weak/unclear partnerships and coalitions.
- Target audience is broad, plan to reach targeted audience too general.

8. *Ukrainian Cultural Arts Association* – Panel Score: 18.2

Panel Comments:

- Community involvement/engagement not well articulated or supported by application.
- Concerns with organizational capacity.
- Unclear marketing and audience development plans.
- Concerns with Cultural Data Project report.
- Fair support materials.

Project Support II1. *Garfield Players* – Panel Score: 19.8

Panel Comments:

- Community involvement/engagement not well articulated or supported by application.
- Selection process unclear
- Concerns with organizational capacity.
- Weak evaluation plan.
- Weak support materials.

2. *North Royalton Garden Club* – Panel Score: 20.4

Panel Comments:

- Community involvement/engagement not well articulated or supported by application.
- Audience not well-defined.
- No financial match provided.
- Plan for evaluation not included.

3. *Northern Ohio Bibliophilic Society* – Panel Score: 20.4

Panel Comments:

- Community involvement/engagement not well articulated or supported by application.
- Project details are not fully articulated.
- Weak/unclear partnerships.

4. *The Wheatt Foundation* – Panel Score: 20.4

Panel Comments:

- Project details are not fully articulated.
- Weak/unclear partnerships.
- Concerns with organizational capacity.
- Selection process unclear.
- Fair support materials.