Annual Meeting of the
Cuyahoga Arts & Culture Board of Trustees
Miller Classroom at the Idea Center, Playhouse Square
Tuesday, April 10, 2018 4:00 pm

1. **Call to order, approval of minutes**
   a. Call to order
   b. Call the roll
   c. Motion to approve February minutes

2. **Public Comment on Today's Agenda**

3. **Executive Director Report**

4. **Finance Report**

5. **Connect with Culture**

6. **Board Action**

   a. Discussion and Approval: 2019 PS guidelines
   b. Administrative matters
      i. Annual approval of key policies
      ii. Affirm members of Audit & Finance Advisory Committee
      iii. Annual appointment of Meg Harris as Public Records Manager
      iv. Contracts and misc.
   c. Election of Officers

7. **Public Comment**

   Next Meeting: Regular Meeting and Retreat
   Tuesday, June 12, 2018 at 4 pm
   Idea Center at Playhouse Square – Miller Classroom

8. **Adjourn**

Minutes of the Regular Meeting of the Board of Trustees
Tuesday, Feb 13, 2018

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:02 pm in Miller Classroom, Idea Center, 1347 Euclid Avenue, Cleveland.

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

Motion by Trustee Gibbons, seconded by Trustee Avsec, to excuse Trustee Miller's absence due to illness. No discussion. Vote: all ayes. The motion carried.

Also in attendance were: CAC staff: Karen Gahl-Mills, executive director; Jill Paulsen, deputy director; Meg Harris; Heather Johnson-Banks; Luis Gomez; Dan McLaughlin; India Pierre-Ingram; and Jake Sinatra.

1. APPROVAL OF MINUTES

Motion by Trustee Gibbons, seconded by Trustee Sherman, to approve the minutes from the December 11, 2017 Board meeting as amended. Vote: all ayes. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no public comments on the meeting agenda items.

3. EXECUTIVE DIRECTOR'S REPORT

Ms. Gahl-Mills thanked everyone for joining her and the Board for the first Board meeting of 2018. Ms. Gahl-Mills' full remarks can be found here.

4. FINANCE REPORT

Ms. Harris provided the following financial report to the Board. Ms. Harris' full report can be found here.

5. CONNECT WITH CULTURE

Ms. Pierre-Ingram presented the Board a preview of the Cleveland Arts Events website.

6. **BOARD ACTION**

Approval of Board Workplan

Ms. Gahl-Mills walked the Board through the workplan for the rest of the year. The Board accepted the work plan without taking action.

Approval of Support for Artists Timeline

Mr. Sinatra presented the support for artists timeline to the Board. The timeline can be found here.

Motion by Trustee Garth, seconded by Trustee Gibbons, to approve the support for artists timeline with the added request to keep it as an ongoing item on the Board agenda. Discussion: None. Vote: All ayes. The motion carried.

Contracts

Ms. Paulsen gave an overview of the Neighborhood Connections contract. She asked the Board to approve a $150,000 grant to continue, for an additional two years, the five-year partnership with Neighborhood Connections to support grassroots grant making in Cleveland and East Cleveland at a level of $75k per year; $60k for grants and $15k for program management/network building.

Motion by Trustee Avsec, seconded by Trustee Sherman, to approve the Neighborhood Connections Grant for $150,000 for the period January 1, 2018 through December 31, 2019. Discussion: None. Vote: All ayes. The motion carried.

7. **PUBLIC COMMENT**

Mr. Soul (Artist) and Vince Robinson (Artist).

The next meeting will be held at 4:00 pm on Tuesday, April 10, 2018 at the Idea Center at Playhouse Square in the Miller Classroom.

8. **ADJOURNMENT**

Motion by Trustee Gibbons, seconded by Trustee Avsec, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 5:22 pm

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Joe Gibbons, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees

Executive Director's Report
Annual Meeting of the Board of Trustees
10 April 2018

Welcome to our Annual Meeting for 2018. Cuyahoga Arts & Culture was established as a public agency in April 2007, and so, with this meeting, we mark 11 years of service to the community.

We will ask the Board to take the following important actions at today's meeting.

- First, we will ask you to **review and approve guidelines for the next iteration of our Project Support** grant programs. <u>You'll notice that not much has changed since the last time that we created guidelines, and that is by design</u>: while we always work to simplify the process whenever possible, there are no substantive, policy-level changes reflected in the proposed 2019 guidelines. The memo on pages 14-16 provides an overview of the contents of the guidelines and draft applications, which begin on page 17. Kudos to the full team for their work.

- Also at today's meeting, as is our custom at our annual meeting, we will ask the Board to **affirm the key policies that guide our work**. The full policy documents begin on page 71. You'll notice that we are only recommending changes to one of our policy documents, the Internal Controls policy, based on the recommendation of our Audit & Finance Advisory Committee. Our counsel, Mike Sharb of Squire, Patton Boggs, will be on hand at the meeting to provide an overview of our key policies and answer your questions.

- We will also ask you to **affirm the members of our Audit & Finance Advisory committee**. Ed Bell, Tim Longville, and Cindy Riehl have served faithfully for the past several years and all are willing to be reappointed. We thank them for their service.

- Mark Avsec will also lead a brief discussion and the **election of officers** for the coming year.

Some additional updates:

- As requested, we are providing a substantive update on our plans for providing support to artists, beginning on page 102. We are moving ahead with a public call for partners, to identify collaborating nonprofit organizations through which funding can be distributed, with the launch of a Support for Artists network, to help build our own information base, with the creation of a set of Network Leaders, to help us continue our commitment to work differently, and to pilot both professional development and project-based funding programs. Kudos to Jake Sinatra and Roshi Ahmadian, who have worked hard to make the workplan more concrete.
- CAC is providing the 4-hour "Groundwater" training, provided by the Racial Equity Institute in partnership with Cleveland Neighborhood Progress, to organizations currently receiving a CAC grant. Please see page six for more details. Kudos to Jill Paulsen for leading this project.
- Building on the work that staff has been doing with Michael Rohd, Rebecca Martinez, and Soneela Nankani of the Center for Performance and Civic Practice, staff has created a set of Equity Commitments that will guide our decision making. These commitments will help CAC live out its value of equity in all of our work and to make decisions in a way that appropriately stewards its public tax resource.

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

CAC Board Meeting April 10, 2018
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. This year our team objectives remain focused on our two constituencies: 1) the local arts and culture sector and; 2) Cuyahoga County residents, as well as noting our efforts to continuously improve our operations so we can deliver on our mission.

What follows are highlights of the work the team has accomplished since our February 2018 Board meeting.

GRANTMAKING / Connecting with artists and organizations

Our Core Grantmaking: An Update on General Operating Support and Project Support
The 2017 cycle of Project Support is wrapping up. The grant program team (Luis, Heather and Dan and India) have been reviewing and closing final reports for the 184 of our 2017 Project Support cultural partners. The 2017 cycle of General Operating Support is also complete, with nearly all GOS year-end reports (and 2018 goals) approved and final payments made. CAC staff looks forward to working with all 256 of our 2018 cultural partners in both Project Support and General Operating Support. Staff has been doing the ongoing work of keeping in contact with cultural partners and beginning 2018 site visits. With our new team structure that has three program managers working across both project and operating support, we anticipate making more visits to see our partners and their work in action.

Looking Ahead: Project Support 2019
The 2019 cycle of Project Support is in the final planning stages. At the April meeting, CAC's board will be asked to review and approve guidelines for the next iteration of our Project Support grant program. No policy changes are being proposed, and that is by design; while we always work to simplify the process whenever possible, there are no substantive, policy-level changes reflected in the proposed 2019 guidelines. See the memo on page 14 for more details.

> **Guidelines Informed by Cultural Partner Feedback**: As a part of developing the PS19 guidelines, we invited all grant recipients to offer their feedback on the draft guidelines during an open, public comment period (the draft guidelines are posted on CAC's website and were emailed directly to all current Project Support cultural partners). Staff also issued a short survey and followed up with a representative sample of over 20 cultural partners to gather more in-depth feedback regarding the application structure, process and workshops. The team continues to listen and consider feedback as we receive it. Cultural partner thoughts regarding the application questions and the content of our summer workshops have been particularly insightful and will shape the way we offer technical assistance this year.

Arts & Culture Network Night
On March 27, CAC and Neighborhood Connections co-hosted the first of three Arts & Culture Network Nights. The meeting was held at Neighborhood Connections' headquarters above the Agora on Euclid

Avenue in midtown Cleveland). Over 75 people attended, representing a mix of artists, arts organization and residents.

CAC's aim for these sessions is to bring the arts community together for relationship building, mutual support and to spark new initiatives with others. These sessions come in direct response to frequent requests from our cultural partners for opportunities to connect and network, as well as CAC's team objective to offer more feedback opportunities for cultural partners, artists and residents. Topics that were discussed included support for artists, arts & cultural programming for teens, engaging volunteers for community projects and ways to connect artists to our most vulnerable communities. This meeting was different in structure than other CAC events, and was based around community organizing practices that have been used in Neighborhood Connections' Neighbor Up nights. Our next Arts & Culture Network Night will be June 6.

Racial Equity: Free Training Available to Cultural Partners
In 2018, Cuyahoga Arts & Culture is pleased to offer free admission to the half-day "groundwater" presentations by the Racial Equity Institute, in partnership with Cleveland Neighborhood Progress.

With support from Cuyahoga Arts & Culture, up to five staff and/or board members from organizations who are currently receiving a CAC grant can attend free of charge between March and July. CAC's full staff and Board members have participated in this training, along with thousands of peers and cultural partners. View the upcoming workshops and use code "CAC" to register. Space is limited. Have questions or need help registering, contact CAC staff.

Mapping Equity Practices of Cultural Partners. Knowing that our over 250 cultural partners have taken a wide variety of steps to address equity in their work, we have contracted our past intern Maritess Escueta to conduct a scan of these types of activities. Through individual meetings, surveys collected at CAC gatherings, and other modes of research, we have a bank of information at hand about the work that our cultural partners are already doing in this sphere. Maritess has begun compiling and synthesizing

these data with the goal of sharing her executive summary with us in May, so that we can reach a better understanding of how we can best serve our community's cultural ecology.

Support for Artist Update

As outlined in the memo on page 102, staff is making progress along the workplan approved by the Board in February. The memo tracks progress against the workplan and outlines a series of next steps to provide funding and support to Cuyahoga County artists.

Over the next quarter, based on input from the Board, the Support for Artists Planning Team, local artists, and supplemented by staff research, CAC will take steps to:

- provide equitable support for Cuyahoga County artists;
- hold a public "call for partners" to identify nonprofit collaborators;
- launch a "Support for Artists" network with core leaders;
- pilot a professional development and project-based funding program; and,
- work within the allotted budget for 2018.

To successfully provide equitable and meaningful support to artists, Cuyahoga Arts & Culture must work differently. Staff is working diligently to get support and funding to artists as soon as possible, in line with our stated goals and priorities. At the same time, in order to do this new work, staff must take the appropriate time learn new things, build new relationships, and get input on decisions.

For additional details, please review the enclosed memo and updated workplan on pages 102-106.

RAISING AWARENESS / Connecting with residents

Spotlighting CAC Cultural Partners. In line with our 2018 effort to consistently tell the stories of our partners, CAC is leveraging its digital platforms and strengthening its media relationships. A few examples of this work since the February meeting include:

- Through our partnership with Fresh Water Cleveland, CAC continues to shine the light on the unique or inspiring work happening across Cuyahoga County. In March, a feature titled *"How Cuyahoga Arts & Culture is helping organizations heal others through arts and music"* put a variety of our cultural partners working in art therapy front and center, connecting across grant programs to focus on a theme that is relevant and meaningful to Cuyahoga County residents. A feature on CAC-funded organizations who provide accessible programming is slated for April.

- With the launch of CAC's new Cleveland Arts Events website, the potential for sharing and connecting residents to CAC-funded programs and events is now greatly enhanced. Through this separate and distinct brand and logo, a unique digital presence for Cleveland Arts Events has been launched on Facebook, Twitter (@CLEartsevents) and Instagram (@clevelandartsevents). In just a few short weeks, hundreds of followers are connecting with these online platforms and finding it easier to access information about cultural partner's events and programming.

CAC Crediting & Educational Tools. While we work with our graphic designer Philip McFee at FlyingHand to design new crediting and educational tools for our cultural partners, we would like to

invite partners to request any of our existing materials. <u>Need a yard sign, pack of rack cards, or posters for your upcoming event? Request these items at</u> cacgrants.org/swag.

Media Placements. Below is a summary of recent media clips (since the last CAC Board meeting) focused on CAC's work or crediting Cuyahoga Arts & Culture. For reference: the "Potential Reach" feature reports out the number of potential viewers that may be exposed to a coverage about Cuyahoga Arts & Culture. The "Sentiment" feature tracks how coverage is broken down by positive and negative sentiment over time.

Date	Headline	Source	Reach	Sentiment
3/25/2018	New Shaw Adaptation Receives American Premiere At Karamu House	BroadwayWorld.com	935,978	Neutral
3/23/2018	42nd Cleveland International Film Festival Tickets are Now on Sale	LorainCounty.com	10,741	Neutral
3/20/2018	My First Time Makes Regional Premiere at Beck Center	Ohio Patch.com	522	Neutral
3/18/2018	Karamu House's big comeback: editorial	Cleveland.com	1,931,846	Neutral
3/22/2018	Cleveland Arts listings for March 23-29: Cleveland rock photographer Anastasia Pantsios at Cleveland Print Room & More	Cleveland.com	1,931,846	Neutral
3/21/2018	'Singing in the Rain Jr.' on stage at Cleveland library	The News-Herald	65,046	Positive
3/13/2018	42nd Cleveland International Film Festival (CIFF) Announces Program Line-Up	LorainCounty.com	-	Neutral
3/10/2018	Cleveland Play House Announces 2018 2019 Season	BroadwayWorld.com	935,978	Neutral
3/14/2018	Case Western Reserve University And Cleveland Play House MFA Acting Program Ensemble Class Of 2020 Present FIFTH OF JULY	BroadwayWorld.com	935,978	Neutral
3/10/2018	Waterloo Arts Pairs Chamber Concert with DaGloSho	Euclid Observer	316	Neutral
3/8/2018	Smoking rates decline, but at slower pace for minorities and poor, CDC says	Cleveland.com	1,931,846	Negative
3/8/2018	Beck Center Dance Presents THE FAIRY DOLL	BroadwayWorld.com	935,978	Neutral
3/2/2018	The Easter Bunny is hopping over to Brecksville: Talk of the Towns	Cleveland.com	1,931,846	Neutral
3/2/2018	Concert honors retiring choral master Martin Kessler	The Heights Observer	1,151	Positive
3/1/2018	How Cuyahoga Arts & Culture is helping organizations heal others through arts and music	Fresh Water Cleveland	6,000	Positive
2/28/2018	Jake Boland brings Irish songs and tales to Chagrin Falls on March 17	Cleveland.com	1,931,846	Neutral
2/28/2018	CLE Chatter: Cuyahoga Arts & Culture board president won't seek reappointment	Cleveland.com	1,931,846	Neutral
2/19/2018	GLT presents Shakespeare's Towering Tragedy MACBETH	BroadwayWorld.com	935,978	Neutral
2/14/2018	Cuyahoga Arts & Culture wants to support artists and close race gap, but money still not in artists' hands	Cleveland.com	1,931,846	Neutral
2/22/2018	Convergence-Continuum Presents the Cleveland Premiere of THE OLDEST PROFESSION	BroadwayWorld.com	935,978	Neutral
2/23/2018	BW's Cihlar to curate Cleveland art show: Around The Town	Cleveland.com	1,931,846	Neutral
2/26/2018	Beck Center Youth Theater Presents The Laramie Project; Includes Post-Show Talk-Back	BroadwayWorld.com	935,978	Neutral
2/19/2018	Greater Tuna returns to spawn laughs at CVLT in March	Cleveland.com	1,931,846	Neutral

BUILDING INTERNAL CAPACITY

Internal Commitment to Racial Equity

- Building on the work that staff has been doing with Michael Rohd, Rebecca Martinez, and Soneela Nankani of the Center for Performance and Civic Practice, staff has created a set of Equity Commitments that will guide our decision making. These commitments will help CAC live out its value of equity in all of our work and to make decisions in a way that appropriately stewards its public tax resource.

Continuous Improvement/commitment to learning
CAC's team is committed to continuous improvement so we are best able to deliver on our mission. Here is a sampling of recent trainings/learning opportunities in which are staff participated:

- *Racial Equity Institute:* Newly-hired Luis Gomez and Heather Johnson-Banks attended REI's two-day Phase One training in February. All CAC staff have participated in REI's Phase One training.
- *Nonprofit Finance Fund* webinars: Luis, Heather and Dan are participating in a series of webinars on nonprofit financials to improve service to our cultural partners.
- *YWCA*: On February 28, the majority of the staff attended YWCA's It's Time to Talk Conference on racism and structural racism. The training helped reinforce the importance of our organizational commitment to equity.
- *Neighborhood Connections Network Nights*: In order to prepare for CAC's first co-hosted Arts & Culture Network Night, Dan, Jill, India and Luis participated in a number of Neighborhood Connections Network Nights, including the Buckeye-Shaker Network Night and Community of Practice.
- *Public Records Training:* Meg Harris completed CAC's annual Public Records training in March. At CAC's April Board meeting, the Board will be asked to once again designate Meg to serve as CAC's public records manager.
- *Philanthropy Ohio's Putting Racism on the Table*: Jill Paulsen is participating in a six-month funders' peer group to explore key elements of racism and the role philanthropy and public funding can play in addressing racial inequity.
- *Cleveland Arts Education Consortium*: In early April, India Pierre-Ingram participated in a one-day Social Justice Training Workshop that will investigate the way the role of art leaders intersects with issues of diversity, equity, and inclusion.
- *Cleveland Racial Equity + Arts Team:* Jill and Roshi are representing CAC on a funder-led peer group, along with representatives from the Cleveland and Gund Foundations, consider options for joint work in racial equity in 2018+.

FINANCIAL UPDATE

2017 Annual Audit
The Local Government Service staff finalized CAC's FY17 financial statements in February. The annual audit began on March 12 and will be completed and filed with the Ohio Auditor of State no later than June 30.

2018 YTD
Revenue. Tax revenue through March 31 was $3,286,799. This figure is $402,201 (10.9%) below forecast for the first three months of the fiscal year and $486,799 or 13% below revenue for the same period in 2017. Interest revenue through March was $71,144. This figure is above forecast by $1,444 which partially due to improved investment returns and timing.

Expenditure. Cash expenditures through March were $7,200,245. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2018 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

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

- STAR Plus: $506 (yield 1.51%)
- RedTree Investment Advisors: $15,317,631 (target yield 1.50%)
- STAR Ohio: $475,831 (yield 1.56%)

Audit and Finance Committee. The Committee met on March 26 to discuss CAC's Internal Financial Controls Policy and Procedures as well as the Audit Committee Charter. Minor updates were recommended Internal Financial Policies and Procedures which can be found on page 80 of these materials. The Board will be asked to approve these changes as well as to reaffirm additional policies at this meeting.

Additionally, at this meeting, the Board will be asked to reaffirm committee members to another one-year term of service. The non-CAC board members of the committee are:

Ed Bell, President, Gries Financial, LLC
Tim Longville, Director of Finance, Cleveland Clinic Foundation
Cynthia Riehl, Director, Global Markets Commercialization, Ernst and Young

		Cuyahoga Arts & Culture					
		Through 3/31/2018					
		Actual YTD		**Budget YTD**		**$ Over/Under Budget**	**% of Budget**
Ordinary Revenue/Expenditures							
Revenue							
Excise Tax	$	3,286,799	$	3,689,000	$	(402,201)	-10.90%
Interest	$	71,144	$	69,700	$	1,444	102.07%
Other revenue	$	3,611	$	-	$	3,611	
Total Revenue	$	3,361,553	$	3,758,700	$	(397,147)	89.4%
Expenditures							
Arts & Cultural Programming							
Salaries, Wages and Benefits	$	92,468	$	100,929	$	(8,461)	91.6%
Grant Panel Expenses	$	-	$	-	$	-	
Grant Management Expenses	$	25,888	$	27,000	$	(1,112)	95.9%
Awareness Activities	$	1,511	$	19,000	$	(17,489)	8.0%
Grants**	$	11,977,833	$	12,048,410	$	(70,577)	99.4%
Total A&C Exenditures	$	12,097,701	$	12,195,339	$	(97,638)	99.2%
General & Administrative						$ -	
Salaries, Wages and Benefits	$	77,106	$	94,310	$	(17,204)	81.8%
Facilities, Supplies, Equipment	$	24,297	$	30,071	$	(5,774)	80.8%
Professional Fees	$	33,900	$	47,809	$	(13,909)	70.9%
Depreciation	$	-	$	-	$	-	
Total G&A Expenditures	$	135,303	$	172,190	$	(36,887)	78.6%
Total Expenditures	$	12,233,003	$	12,367,529	$	(134,526)	98.9%
Net Ordinary Revenue	$	**(8,871,450)**	$	**(8,608,829)**	$	**(262,621)**	

** Outstanding 2017 and 2018 grant obligations are on the balance sheet.

Cash Disbursements YTD	$	7,200,245

(This figure includes final payments for 2017 grants as well as 2018 grant payments remitted in 2018.)

<div align="center">
Cuyahoga Arts & Culture
Balance Sheet as of
</div>

		Mar 31, 18
ASSETS		
Current Assets		
Checking/Savings		
KeyBank	$	64,867
RedTree (U.S.Bank)	$	15,317,631
Star Ohio	$	475,831
STAR Plus	$	506
Total Checking/Savings	$	15,858,836
Accounts Receivable		
11000 · Accounts Receivable	$	1,122,154
Total Accounts Receivable	$	1,122,154
Total Current Assets	$	16,980,989
Fixed Assets		
15000 · Furniture and Equipment	$	75,223
15001 · Software and Webdesign	$	10,000
17000 · Accumulated Depreciation	$	(78,966)
Total Fixed Assets	$	6,256
TOTAL ASSETS	**$**	**16,987,246**
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
20000 · Accounts Payable	$	7,000
Total Accounts Payable	$	7,000
Other Current Liabilities		
24000 · Payroll Liabilities	$	13,958
24200 · GOS Grants	$	5,157,839
24300 · Project Support Grants	$	1,573,695
24400 · Other Grants/Program Contracts	$	12,500
Total Other Current Liabilities	$	6,757,992
Total Current Liabilities	$	6,764,992
Total Liabilities	$	6,764,992
Equity		
32000 · Retained Earnings	$	19,093,703
Net Income	$	(8,871,450)
Total Equity	$	10,222,254
TOTAL LIABILITIES & EQUITY	**$**	**16,987,246**

CIGARETTE TAX RECEIPTS FY 17 VS FY 18 YTD				
	2017	**2018**		
Month	**2017**	**2018**	**$VAR**	**17-18% VAR**
JANUARY	$ 1,257,349.49	$ 1,489,490.74	$ 232,141.25	18%
FEBRUARY	$ 1,222,139.47	$ 675,154.53	$ (546,984.94)	-45%
MARCH	$ 1,294,282.38	$ 1,122,153.58	$ (172,128.80)	-13%
APRIL	$ 1,194,757.98			
MAY	$ 1,347,820.51			
JUNE	$ 2,007,016.71			
JULY	$ 156,576.58			
AUGUST	$ 1,321,542.39			
SEPTEMBER	$ 1,448,391.10			
OCTOBER	$ 1,036,974.45			
NOVEMBER	$ 1,250,948.89			
DECEMBER	$ 995,231.02			
TOTALS	**$ 14,533,030.97**	**$ 3,286,798.85**	**$ (486,972.49)**	-13%

2017 & 2018 Tax Revenue
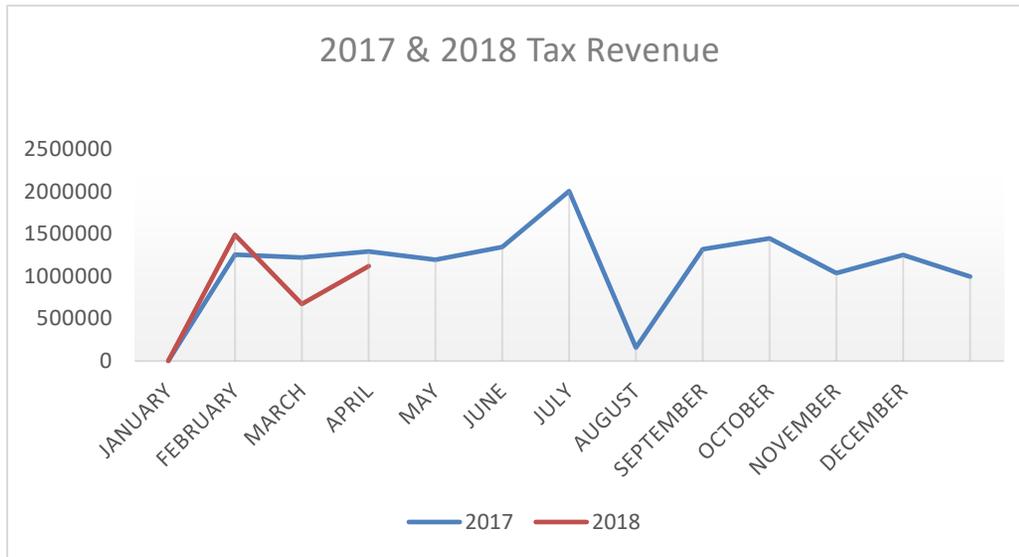
MEMORANDUM

Date: April 10, 2018
To: CAC Board of Trustees
From: CAC Program Managers: Luis Gomez; Heather Johnson-Banks; and Dan McLaughlin
Re: 2019 Project Support Guidelines

Executive Summary: At its April meeting, staff will present to the Board the 2019 Project Support guidelines for review and approval. The guidelines are the policy documents that shape CAC's grantmaking work and are the result of months of planning, feedback and discussion. CAC's staff is not proposing any policy changes to the 2019 cycle of Project Support.

For PS19, the team will continue to streamline processes and offer expanded technical assistance. As always, this work is informed by feedback from our cultural partners. We made early drafts of the guidelines available on CAC's website and shared with all of our current cultural partners. We requested feedback on the application structure, questions and process (via survey, email, phone calls and in-person meetings) to inform the guidelines before the Board for its approval, as well as the team's approach to technical assistance throughout the application cycle.

Background
Project Support is one of Cuyahoga Arts & Culture's two primary grant programs. The 2018 cycle of Project Support is currently supporting 195 cultural partners through a total investment of approximately $1.75 million. This summer CAC will accept applications for the next cycle of Project Support (2019). Our other primary grant program, General Operating Support, is mid-cycle (2018-19) and will not accept new applications this year.

Important note: recall that, in our financial modeling for 2019 and forward, we do not anticipate growing the total financial investment in project support above $1.9 million annually; any growth in the program will be achieved through expanding our reach to new/different organizations, not through increased financial investment.

A Consistent Approach to Project Support 2019
No policy changes are proposed for the 2019 cycle of Project Support. The core program elements remain unchanged from the previous cycle:
- *Funding criteria* – the funding criteria will remain the same, with a continued focus on public benefit.

- *Request amounts* – Project Support I applicants will be able to request up to 15% of their organization's arts & cultural expenses, with a maximum request amount of $30,000. Project Support II applicants will be able to request up to $5,000.
- *Grant cycles* – Project Support will continue to be an annual grant program.
- *Eligible organizations* – our grant programs will continue to use the same eligibility criteria and be open to all kinds of organizations offering public arts & cultural programming. First-time applicants to Project Support must still apply for Project Support II.
- *Accessibility* – Project Support II will continue to have a shorter, simplified application ensuring accessibility for organizations that are smaller, newer, or have limited grant-seeking capacity.
- *Cultural Data Profile* – applicants to Project Support I will still complete a DataArts Cultural Data Profile, though they will submit it at the time of the Eligibility Check deadline.
- *Public panels* – Project Support grants will be reviewed by the same panel processes as last year (in-person for PS I, online for PS II).
- *Commitment to technical assistance* – CAC's grant program team will continue to offer a variety of support opportunities throughout the application process. More details below.

Using Feedback to Shape our Recommendations

As is our habit, this year's guidelines have been informed by cultural partner feedback, sourced in a number of ways. The CAC team maintains ongoing communication with cultural partners by phone, email and in-person discussions at site visits, Board meetings and events (including our first Arts & Culture Network Night).

We tracked concerns and comments throughout the previous application process surveyed all applicants last fall. In the past month, CAC invited all 195 current Project Support cultural partners to provide feedback on the draft 2019 guidelines. In addition, staff intentionally sought more in-depth feedback from a representative sample of cultural partners, taking into account organization size, mission, discipline, and CAC funding history. A sampling of findings includes:

- Nearly all respondents to our email survey indicated that the written feedback received from PSII panelists is helpful and important; informing our decision not to limit this feedback and affirming our commitment to an open and transparent review process. Staff will also continue to consider ways to improve panelist training and the format of panelist feedback.

- When asked if completing a Cultural Data Profile as part of the eligibility check would present a challenge, PS I applicants expressed that it would not, citing that it would already be completed for other grant applications. Requesting this information earlier will improve the process used to determine request amounts.

- Cultural partners also identified potential topics for application workshops and technical assistance which are being incorporated into our workflow.

Continued Commitment to Technical Assistance

Every cycle, CAC staff commits time and resources to technical assistance for applicants as a step toward achieving more equitable grantmaking. Last year, CAC staff explored some new approaches to technical assistance which we plan to continue. Examples include:

- Staff will *offer one-on-one, in-person office hours* for applicants throughout the eligibility check and application processes. We have heard feedback from applicants that these opportunities were particularly helpful.

- Recognizing that differing levels of digital literacy impact an applicant's ability to apply, staff will *continue to offer hands-on technical assistance.* This approach was piloted last cycle and helped a number of first-time applicants get started in the online application system.

- Continue to offer *application workshops* that reflect and serve the diverse pool of Project Support applicants, by incorporating varied times, locations and methods of delivery. We also view these sessions as opportunities to live our values of *connection* and *equity*, intentionally highlighting arts & cultural venues and programs that reflect the full range of offerings in the county.

With a full grant program team (Luis, Heather, Dan and India), CAC looks forward to the ongoing work of improving technical assistance. New ideas being considered include:

- Identifying consistently successful applicants willing to serve as on-call *application coaches* for newer, or less successful applicants.

- Creating a series of *brief videos* addressing questions frequently asked by applicants (e.g. completing budget tables, defining your community, using previously successful applications).

- Offering a *webinar* version of the application workshop, so it can be accessed by applicants anytime and anywhere.

Next Steps
If the policies within the guidelines are approved, CAC staff will finalize the application documents, currently in draft form in the Board packet. The early May launch date and a late June due date for the eligibility check allows ample time for the CAC team to offer personalized technical assistance to applicants. Additional key dates are as follows:

2019 Key Program Dates

April 10	**Board reviews and can approve policies in 2019 guidelines**
Late April	CAC staff finalizes application questions and creates online application
May 1	Complete guidelines and applications are available online
June-August	Project Support application workshops
Ongoing	CAC provides technical assistance to applicants
June 21	Last day to submit eligibility check
August 9	Applications due
September	PS II panel conducted online
Week of October 1st	Project Support I panel (exact dates to be determined once number of applications confirmed)
November 13	Board reviews and can vote to approve 2019 allocation and grants

cuyahoga
arts & culture
strengthening community

2019 Project Support I

**GUIDELINES AND
APPLICATION INSTRUCTIONS**

Cleveland Print Room. Photo by McKinley Wiley

Eligibility Check Due:
JUNE 21, 2018 BY 4:30 PM ET

Application Due:
AUGUST 9, 2018 BY 4:30 PM ET

Dear Applicant,

Thank you for your interest in the 2019 Project Support I program. Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC is excited to work with you to connect Cuyahoga County residents to arts and culture in our community.

Cuyahoga Arts & Culture (CAC) is one of the largest public funders for arts and culture in the nation, helping hundreds of organizations in Cuyahoga County connect millions of people to cultural experiences each year. CAC is a political subdivision of the State of Ohio enabled by the Ohio Revised Code (ORC), Chapter 3381. Since 2007, CAC has invested $170 million in more than 350 organizations both large and small, making our community a more vibrant place to live, work and play.

This cycle, both our Project Support I and Project Support II programs are open to applications. If you're unsure of which program is the best fit for your organization, please take a look at the 2019 Grant Programs Guide. If you're still unsure, feel free to contact us with any questions – we are happy to help explain the differences.

This document contains the guidelines and detailed application instructions for 2019 Project Support I, which offers grants of up to $30,000 for 501c3 organizations providing arts and cultural programming to residents of Cuyahoga County. Please keep in mind these two important dates:

- **Submit your Eligibility Check by June 21, 2018, by 4:30 pm ET**
- **Submit your Application by August 9, 2018, by 4:30 pm ET**

We encourage all applicants to start the process early to give themselves and CAC staff as much time as possible to check for errors. CAC will be holding informational workshops during the application cycle, as well as other opportunities for one-on-one assistance. CAC staff is always available to help answer any questions. As public employees, our team is here to support you and help you to be successful.

For additional information please contact a program manager: Luis Gomez at 216-515-8303 x106, Heather Johnson-Banks at x108 or Dan McLaughlin at x101. To learn more about Cuyahoga Arts & Culture, visit cacgrants.org and sign up to receive email updates.

We look forward to working with you!

Sincerely,

The Cuyahoga Arts & Culture Team

Table of Contents

Program Overview

Background

The purpose of Cuyahoga Arts & Culture's Project Support (PS) grant program is to promote public access and encourage the breadth of arts and cultural programming in our community by supporting Cuyahoga County-based projects. Grant applications are reviewed annually through a public panel review process. CAC will offer two Project Support grant options in 2018 for projects occurring in the January 1 – December 31, 2019 grant period. This document provides the guidelines and application instructions for the Project Support I program.

The Boys & Girls Clubs of Cleveland has been a Project Support I recipient since 2013.

Project Support I (PS I)

- Grant requests of up to $30,000 for 501c3 organizations based in Cuyahoga County
- Application consists of 10 narrative questions, budget and support materials
- Completion of a DataArts Cultural Data Profile for fiscal year 2017 required. (Refer to page 8 for more information)
- 1:1 cash match required

CAC will also offer the following grant opportunities for 2019:

- 2019 Project Support II (PS II): grants of up to $5,000 for 501c3 organizations.

To learn more about the differences between Project Support I and Project Support II, refer to the 2019 Grant Program Guide. Organizations may only submit one application per cycle.

Key Dates

Eligibility Check Deadline
June 21, 2018, by 4:30 pm ET

→

Application Deadline
August 9, 2018, by 4:30 pm ET

→

Public Panel Review
Week of October 1, 2018

→

Board Approves Grants
November 13, 2018

Who May Apply

To be eligible for the 2019 Project Support I grant program, applicant organizations must meet all of the following eligibility criteria:

- Have received CAC funding in the past (Project Support or General Operating Support);
- Have a permanent and viable base of operations in Cuyahoga County for at least one year prior to June 21, 2018 (as verified in part by an organization's Articles of Incorporation);
- Be a 501c3 organization as verified by Guidestar's Charity Check service;
- Have produced or presented arts or cultural program(s) open to the public within the previous two years prior to June 21, 2018;
- Provide the required financial documentation as outlined in the table on page 6;* and
- Be incorporated and authorized to do business in Ohio as verified by the Ohio Secretary of State.
- CAC strongly encourages applicants who have been historically excluded or marginalized.

Informed by the Grantmakers in the Arts' "Racial Equity: Statement of Purpose," these communities include: African and African American; Latino/a; Asian and Asian American; Arab; Native American; Pacific Islander; lesbian, gay, bisexual, queer; transgender and gender variant people; people with disabilities; and women.

Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed here and encourage applicants to articulate and provide supporting evidence about the marginalization of any community or ethnic/people group not named above. Marginalized communities do not include fringe artistic disciplines.

> **New This Year:** You will submit your DataArts Cultural Data Profile Funder Report as part of the Eligibility Check process, and not with the Application. CAC will determine your maximum request amount using your FY 2017 arts and cultural expenses from the Funder Report.

Who May Not Apply

The following types of organizations are not eligible to apply to the 2019 Project Support I grant program (this list is not exhaustive): organizations that have not received CAC funding in the past; organizations that are serving as fiscal agents or fiscal sponsors for an organization or program; units of government; K-12 schools; private non-operating foundations; individuals; religious institutions without a separate 501c3 organization that specifically administers non-sectarian public programming; and organizations that are not in good standing with CAC and/or in compliance with previous grants. Additionally, organizations receiving General Operating Support or applying for a Project Support II grant from CAC are not eligible to apply for Project Support I funding in the same grant cycle.

Please note: Colleges and universities are eligible only for activities that clearly serve the needs of the community and are designed to involve a broad audience. Activities that are credit-producing or are oriented primarily to collegiate students and the academic community are not eligible.

What is a Project?

A project is a specific, connected set of activities, with a beginning and an end, explicit goals/objectives and a predetermined cost that does not equal the organization's total annual budget. Projects may be one-time events, such as a festival or exhibit; or a defined series of events, such as a roster of classes or a series of productions. Projects with multiple components must show that there is a cohesive theme that ties the project together.

Pre-Screening of Applications
CAC staff will pre-screen applications before moving them forward to panelists for review. If the submitted project does not meet CAC's definition of a project (above) or of arts or cultural heritage (page 19), or if the application appears to be a request for general operating support, CAC staff will deem the project ineligible for funding. The application will not be reviewed by the panel and your organization will be ineligible for funding in 2019.

Application Review Process

All eligible applications are evaluated by a panel of arts or cultural professionals from outside the region in a public panel review process. Panelists are chosen to represent a cross-section of professionals qualified to provide expert knowledge of specific arts or cultural disciplines, as well as for their management experience, professional knowledge of the sector and prior panel experience. CAC staff and trustees take every effort to ensure that the panel is diverse in terms of race, gender, age, and discipline. All panelists receive an honorarium for their service.

CAC staff members provide eligible grant applications and support materials to panelists approximately four weeks prior to the panel review meeting in order to allow panelists sufficient time for their evaluation. During the panel review meeting, **the panel will evaluate all eligible applications based on CAC Funding Criteria: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.** For more information see the Funding Criteria on page 11.

CAC staff members chair the panel review, but do not score or provide opinions on applications. Staff will manage all administrative and logistical actions necessary to conduct a successful panel review: provide panelists all documentation necessary to evaluate applications effectively; train panelists in matters of CAC policy and procedures; and provide all available objective information regarding an applicant to the panel.

Cultural Partner Requirements

Grant Agreement and Compliance
If your application is approved for funding by CAC's Board at its November 13, 2018, meeting, CAC will prepare a letter with the grant amount and grant agreement for each Cultural Partner, which is how CAC refers to it grant recipients. CAC staff will be available to meet with new and returning

Cultural Partners to review the grant agreement requirements. In order to be considered an active Cultural Partner, recipients must sign a grant agreement. All funded activities and grant expenditures must occur during the grant period, January 1 – December 31, 2019.

Cultural Partner Expectations

Funding from Cuyahoga Arts & Culture comes from a tax approved by residents of Cuyahoga County. CAC asks that organizations receiving project support partner with CAC throughout the grant cycle by communicating with their grant manager at CAC, posting events and job opportunities on CAC's website, connecting with CAC on social media, and saying thank you to the residents of Cuyahoga County for their support. The Cultural Partner Expectations outline how to partner with us effectively. Cultural partners that do not comply with these expectations may be subject to a reduced final grant amount.

Reporting Requirements

All Cultural Partners that receive a 2019 Project Support grant must submit a final report online within 60 days of the completion of the project. In addition to a final report, CAC staff may conduct site visits during the project period. Reporting guidelines and instructions will be posted online in advance of deadlines. Reports consist of a narrative, financial documentation and support materials. Cultural partners that submit a late final report, or do not submit a final report, may receive a reduced or revoked final grant amount.

Maintaining Good Standing

In order to receive CAC funds, a Cultural Partner must maintain its good standing with CAC during the grant period. A Cultural Partner is in good standing if it:

- Fully and completely meets all requirements as stated in the grant agreement for the duration of the grant period;
- Accurately represents its organization and its activities in all documents submitted to CAC. This includes, but is not limited to, the eligibility check, application, final report and all other reports and forms; and
- Continues to meet the eligibility criteria.

A Cultural Partner not in good standing with CAC will be officially informed of this status in writing.

Heights Youth Theatre has received a Project Support I grant for the past three cycles.

Program Overview

Application Process

The following is an overview of Cuyahoga Arts & Culture's Project Support I grant program application process. News, updates and events (including technical assistance workshops and webinars) will be posted on the CAC website and distributed via email. Sign up at www.cacgrants.org and opt-in to receive *CAC Grant Information* to learn more.

We strongly recommend that you begin your eligibility check and online application well before the due date to familiarize yourself with the system, complete the DataArts Cultural Data Profile requirements, and to address any technical concerns.

Key Dates

Eligibility Check Deadline	Application Deadline	Public Panel Review	Board Approves Grants
June 21, 2018, by 4:30 pm ET	August 9, 2018, by 4:30 pm ET	Week of October 1, 2018	November 13, 2018

Pre-Application

➢ **Attend a Workshop**
CAC will offer a variety of technical assistance workshops/trainings in advance of the application deadline. Information regarding such trainings will be posted on the CAC website and all applicants will be notified by email. While workshops are not required, we strongly encourage and invite all eligible applicants to attend.

> **Eligibility Check due June 21, 2018, by 4:30 pm ET**

➢ **Submit the Eligibility Check**
The eligibility check is the first step in applying for a Project Support grant for all applicants and is submitted via CAC's online system. CAC uses the eligibility check process to determine whether or not an organization meets the criteria to submit an application. **You do not need to have a finalized project plan at this stage.**

Organizations that do not complete the eligibility check will not be permitted to submit a Project Support grant application and will not be eligible for funding. However, completing the eligibility check does not automatically make your organization eligible to apply for funding. Following the submission of the online eligibility check, CAC will notify applicants via email, to the primary contact on record, whether or not they are eligible.

Recipients of 2017 or 2018 Project Support grant funds will submit fewer items during the eligibility check process.

The following table indicates what documentation must be uploaded for the eligibility check.

Financial documentation required based on past CAC funding	For 2017 or 2018 CAC Grant Recipients	For CAC Grant Recipients Prior to 2017
Documentation of public arts/cultural programs conducted within the last two years. Up to two examples, such as marketing materials or dated photos.		✔
DataArts Cultural Data Profile (CDP) Funder Report*	✔	✔
FY 2017 Financial Document** • Organizational Budget Expenses $750,000 or more: Independently certified financial audit • Organizational Budget Expenses $749,999 or less: Independently certified financial audit or review **OR** IRS Form 990 or Form 990-PF***	✔	✔

*All PS I applicants will need to complete a Cultural Data Profile for fiscal year 2017 as part of the eligibility check.
**If your organization is unable to provide data or documentation from the 2017 fiscal year, please contact your program manager (well in advance of June 21/immediately)
**For CAC's purposes, IRS Form 990 must indicate total expenses on Line 17 for Project Support

➢ **Complete your FY 2017 Cultural Data Profile and Generate and Review the Funder Report**
Cuyahoga Arts & Culture requires all Project Support I applicants to complete a FY 2017 Cultural Data Profile through the DataArts website (http://www.culturaldata.org/) as part of the Eligibility Check process. DataArts is a national, collaborative online system that collects and standardizes historical financial and organizational data.

You will need to generate your CAC Funder Report and upload it in the Support Materials section. Please refer to the *Cultural Data Profile Guide* for more information.

➢ **Learn your Maximum Request Amount and Gain Access to the Online Application**
If your organization is deemed eligible, the primary contact on record will receive an email containing the maximum grant request amount for your project and access to the online Project Support I application. The earlier you submit the eligibility check, the sooner you will have access to the online application.

Cuyahoga Arts & Culture determines your maximum grant request amount. This amount is based on the financial documentation submitted in your Cultural Data Profile during the eligibility check. The maximum grant request amount reflects up to 15% of the organization's expenses for arts or cultural programming after deducting CAC funds, not to exceed $30,000.

To estimate your maximum request amount, use this formula:

$$\left[\begin{array}{ccc} \textbf{Your FY 2017} & \textbf{Your FY 2017} & \textbf{Your 2017} \\ \textbf{Arts and Culture} - & \textbf{In-Kind} - & \textbf{CAC Grant} \\ \textbf{Expenses} & \textbf{Expenses} & \end{array}\right] \textbf{X 15\%}$$

CAC staff will be happy to help you estimate your maximum grant request. Contact a program manager for more details.

Your request amount may not exceed the maximum grant request amount determined by CAC or 50% of the proposed project's total expenses. Grant requests may only include expenses directly related to the project that will be incurred during the grant period.

Application

<div style="border:1px solid #9aba38; text-align:center; padding:10px;">

Application due August 9, 2018, by 4:30 pm ET

</div>

All applicants will take the following steps in preparing an application:

➢ **Determine Your Project**

Eligible Projects
Proposed projects must be arts or cultural activities open to the public. The funded activities must originate and be completed during the grant period, January 1 – December 31, 2019. The project must be open to the public and conducted in Cuyahoga County. Organizations may only apply for one project per funding cycle. **College and university projects must involve and show support from the general community beyond the students, faculty and staff.**

What does CAC mean by arts and culture?
The Ohio Revised Code Chapter 3381, CAC's enabling law, defines arts and culture as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Organizations that do not have a primary mission that is arts & cultural are encouraged to apply (community development corporations, social service organizations, etc.), as long as the proposed project meets CAC's definition of arts and culture.

What is a project?
A project is a specific, connected set of activities, with a beginning and an end, explicit goals/objectives and a predetermined cost that does not equal the organization's total annual

budget. Projects may be one-time events, such as a festival or exhibit; or a defined series of events, such as a roster of classes or a series of productions. Projects with multiple components must show that there is a cohesive theme that ties the project together.

➢ **Match Requirements**
Project Support I grants are matching grants through which applicants are expected to leverage CAC funds to secure support from outside sources. This program requires a 1:1 cash match by the applicant. This means that Cuyahoga Arts & Culture will provide no more than one half of the total expenses of the proposed project.

The matching funds may come from any source, excluding in-kind. Potential sources of your matching funds include, but are not limited to, foundation and/or government grants, private donations, ticket sales and member dues.

Matching funds may not include other funds from Cuyahoga Arts & Culture. **This includes CAC co-funded grants through the Neighborhood Connections program.** Contact CAC staff with any questions.

➢ **Funding Restrictions**
Project Support I funds cannot be requested for: operating support; fundraising events; religious ceremonies or events advancing or inhibiting a particular religious ideology; or advocacy of specific political causes or candidates.

Restricted uses of CAC funds include but are not limited to:

- credit-bearing academic programs (K-12 and college level)
- activities that are not open to the general public
- general operating support or operating expenses not directly related to your project
- fundraising or benefits
- regranting, scholarships, tuition assistance, awards or cash prizes
- deficit reduction or elimination, trust endowments, cash reserves, penalty or litigation fees, loans, or interest on loans
- capital improvements, facilities or equipment
- religious ceremonies or events advancing or inhibiting a particular religious ideology
- cost of receptions, food and beverages
- agent's fees for programs contracted through commercial agencies
- travel outside of the United States
- advocacy of specific political causes or candidates.

➢ **Gather your Support Materials**
Support materials are images, audio files, video files, links and/or other supporting documents that help bring your organization's mission and programs to life for panelists. They are essential to your application and play a critical role in helping panelists evaluate your organization and gain a better understanding of the proposed project. You may submit up to three support materials with your application. Please refer to the *Support Materials Guide* for more information.

➢ **Complete and Submit the Application by August 9, 2018, by 4:30 pm ET**
To be considered complete, an application must include all required narrative responses, a complete budget and support materials. See the Application section on page 13 for further details.

Late or incomplete applications will NOT be accepted. After 4:30 pm ET applications will no longer be able to be submitted through the online system.

Post Application

➢ **Attend the Public Panel Review Meeting**

- The public panel review meeting will take place at the Idea Center at Playhouse Square during the week of October 1, 2018.

- CAC staff will notify all applicants of the panel review meeting dates, times and locations; live streaming links; and will post all details on the CAC website in advance. Additional information will be made available closer to the panel review date.

- Though applicants do not take part in the panel deliberations, they are encouraged to attend to hear and learn as panelists discuss their application.

  2019 Project Support I Public Panel Review Meeting
  Week of October 1, 2018
  Idea Center at Playhouse Square, Miller Classroom
  1375 Euclid Avenue
  Cleveland, OH 44115

➢ **Learn your Organization's Score**

- During the panel review meeting, panelists will score each application on a point scale from 1 to 100 based on the Funding Criteria. Refer to the Funding Criteria and Scoring Framework details (pages 11-12).

- The panelists' scores will be averaged for each application to determine the panel score.

- Any applicant receiving an averaged final panel score of 75.00 or higher will be recommended for a Project Support grant at either full or partial funding. Any applicant receiving a final panel score lower than 75.00 will not be recommended for a Project Support grant. Scores are not rounded.

- CAC staff will notify all applicants of their final panel score and whether or not they will be recommended for funding via email within two weeks of the panel review meeting.

➢ **Attend the CAC Board of Trustees Meeting to Learn your Grant Amount**

- Panel scores and grant amounts will not be confirmed until the CAC Board of Trustees meets on November 13, 2018, at 5 pm. This meeting is open to the public, and applicants are encouraged to attend.

- The grant amount and total number of Project Support I grants will be determined by the following factors: the amount of funding allocated to the Project Support grant program (I & II); the panel score for each application; and the total request amount of all applications eligible for funding.

University Circle Inc.'s WOW: Wade Oval Wednesdays has received CAC funding since 2008.

These are general guidelines and are subject to change based on the total CAC funds available to the Project Support grant program in any given year. It is possible that all of the allocated Project Support grant funds could be awarded to those applicants receiving higher scores and applicants with lower scores (within the 75-100 point range) will not receive funding.

➢ **Appeals Process**
CAC will only consider and review appeals that are evidence-based and due to materially significant CAC *processing errors* that could have compromised an applicant's grant proposal. This does not include information that was in excess of the application's space limitations or information that was submitted after the application deadline. Any requests for appeals must be filed with the CEO + Executive Director within 10 working days after the conclusion of the panel review meeting. Requests received after 10 days will not be considered.

Please note: The panel's analysis and scoring of applications are *not* subject to appeal and therefore will not be considered for appeal by the CAC Board of Trustees. Neither grant awards nor grant award amounts are subject to appeal.

Funding Criteria and Scoring

What are Funding Criteria?

The Funding Criteria are the principles that anchor the Project Support application: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.

Why Funding Criteria Matter

Panelists will use the Funding Criteria to evaluate and score the application. Your organization's commitment to Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity should thread through your entire application, including the narrative, financials and support materials. By demonstrating this commitment, organizations of any size and discipline can achieve an exceptional rating in each of the three priority areas.

Panelists will evaluate and score the application using the following criteria for a total of 100 possible points:

Public Benefit: 45 points
CAC defines public benefit as an organization's ability to meaningfully engage its community through its project.

An organization meaningfully engages its community by:
- Demonstrating that it understands, works with, respects, and responds to its community
- Using knowledge of its community to drive its work
- Building meaningful relationships with residents and community partners
- Being accessible and inviting to its community and open to the public

Artistic and Cultural Vibrancy: 35 points
CAC defines Artistic and Cultural Vibrancy as an organization's ability to create a quality project that inspires and challenges its community.

An organization inspires and challenges its community by:
- Engaging a diverse team of arts and cultural professionals, qualified to complete the project
- Inspiring its community to think creatively and/or differently
- Incorporating a process of reflection that ensures fresh programming

Organizational Capacity: 20 points
Cuyahoga Arts & Culture defines Organizational Capacity as an organization's ability to successfully plan for and manage its project.

An organization successfully plans for and manages its project by:
- Recruiting and retaining an engaged and diverse board, staff, and/or volunteers who are qualified to complete the project
- Planning as a team to set project goals, measure progress and evolve
- Having clear plans to implement the project and achieve stated project goals
- Setting a budget that is realistic and appropriate for the project; demonstrating a clear plan to reach the match requirement

Scoring Framework

Panelists will use the following scoring framework and descriptions to assess each application:

Public Benefit: 45 Points

Weak	Fair	Good	Strong	Exceptional
1 – 23	24 – 33	34 – 38	39 – 42	43 – 45

Artistic and Cultural Vibrancy: 35 Points

Weak	Fair	Good	Strong	Exceptional
1 – 18	19 – 25	26 – 29	30 – 32	33 – 35

Organizational Capacity: 20 Points

Weak	Fair	Good	Strong	Exceptional
1 – 10	11 – 14	15 – 16	17 – 18	19 – 20

Scoring Descriptions

Exceptional: The applicant has provided <u>overwhelming</u> evidence throughout the application that demonstrates that this funding criterion is fully met. Responses are clear and directly address this funding criterion. The support materials are clear, highly relevant and lead to a deeper understanding of how the criterion is met.

Strong: The applicant has provided <u>clear</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are clear and address this funding criterion. The support materials are clear, highly relevant and lead to a deeper understanding of how the criterion is met.

Good: The applicant has provided <u>sufficient</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are generally clear, but do not consistently address this funding criterion. The support materials are relevant but provide only some understanding of how the criterion is met.

Fair: The applicant has provided <u>limited</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses may not be clear and may not address this funding criterion. The support materials may not be relevant and may not provide additional understanding of how the criterion is met.

Weak: The applicant has provided <u>insufficient</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are unclear and/or do not address this funding criterion. The support materials may not be relevant and may not provide additional understanding of how the criterion is met.

Application

If your organization is deemed eligible through the eligibility check process, Cuyahoga Arts & Culture will notify your organization via email and provide access to the online 2019 Project Support I Application. The application must be submitted online using CAC's Online Grant Application & Reporting System.

The application has six sections:

- Organizational Overview and Financial Snapshot
- Project Basics
- Application Narrative
- Project Budget and Financials
- Support Materials
- Statement of Assurances

Organizational Overview and Financial Snapshot

The organizational overview and project basics give panelists a glimpse into your organization and the basic details of your proposed project.

- **Mission statement, organizational history and contact information.**

   This section will be pre-populated from your FluidReview Organization Details, but you may update or correct any information here.

Financial Snapshot
- **Enter your <u>organization's total budget</u> (expenses) for the current fiscal year.**

   This should NOT be the project budget

- **Enter your <u>arts and cultural budget</u> (income and expenses) for FY 2017, 2018 and 2019. Depending on your fiscal year, these data may be historic or projected.**

   If your organization's primary mission is arts and cultural, this will be your full budget. If your organization's primary mission is NOT arts and cultural, this will be your arts and cultural income and expenses ONLY. Tip: this should mirror/reflect your DataArts Funder Report.

	FY 2017	FY 2018	FY 2019
Income			
Expenses			

   FluidReview will calculate your net budget from the information you typed above.

Net			

Project Basics

Use the fields in this section to provide basic project details.

- **Project Title** (Up to 100 characters)

  This should be the title, not a summary of the project.

- **Project Summary** (Up to 500 characters)

  Briefly describe the project in a sentence or two.

- **Total Project Expenses**

  What you will spend on this project.

- **Amount Requested from CAC**

  The requested amount cannot be more than 50% of the proposed project's total expenses. See your eligibility email from CAC for your maximum allowable request amount.

- **Project Dates**

  The start and end dates should not be the entire grant period. All events must begin and end within the grant period (January 1, 2019 – December 31, 2019).

- **Public Event Frequency**

  What months will the public portions of your project take place.

- **Public Event Location(s)** (Up to 750 characters)

- **Total number of expected participants and/or audience members**

- **Will the event/activity be free or fee-based? How was this decision made?** (Up to 500 characters)

Application Narratives

The narrative is an important part of your application. It is your opportunity to communicate to the panel the specific details of your proposed project. Keep in mind that panelists are from outside the region and likely not familiar with your organization and/or community. It is important that you communicate all relevant information necessary for a person unfamiliar with your organization to fully understand your project. Before starting your responses to the narrative section, review the Funding Criteria and Scoring Framework on pages 11-12.

We recommend that you prepare your answers offline in a word processing program and copy/paste your responses into the appropriate text box in the online application. Please note that your application can be saved at any point and you may return to the application to continue work.

Application

1) **Define the community that you will serve through this project.** (Up to 1,000 characters)

   Tip: A community may be defined by geography (place), identity (attributes) or affinity (what we like). The best way to demonstrate your project's public benefit is to demonstrate that you know, work with, respect and respond to your community.

2) **Describe your project.** (Up to 2,500 characters)

   Tip: Include an overview of project activities and how the project will be carried out. Be sure to include when and where your project takes place.

3) **This question is about public benefit: describe how your project engages your community in a meaningful way.** (Up to 1,000 characters)

   Tip: CAC's definition of Public Benefit can be found on page #.

4) **This question is about artistic & cultural vibrancy: describe how your project will inspire and challenge your community.** (Up to 1,000 characters)

   Tip: CAC's definition of Artistic & Cultural Vibrancy can be found on page #.

5) **Set one project goal. In addition to completing this project, what goal does your organization want to accomplish within this project?**

   Goal: (Up to 500 characters)
   How will you know you have accomplished or made progress towards your goal? (Up to 500 characters)

   Tip: This goal should be specific, measurable and be related to why your organization is doing this project. If awarded funds, you are required to report the status of this goal with the final report.

6) **Describe the team that will carry out your project.** (Up to 2,000 characters)

   Tip: Specify the roles of staff members, board members and/or volunteers who will execute the project. Identify the arts and cultural professionals and include an explanation of their roles in the project. Consider including and referencing support materials that highlight their work. If you have not yet made these decisions for 2019, provide examples of individuals you have worked with in the past.

OPTIONAL: Is there any additional information about your project or organization that may be helpful to an outside panelist reviewing your application? (Up to 1,500 characters)

   Tip: CAC recruits all panelists from outside of the region. What might be important information to share with someone who is unfamiliar with Cuyahoga County or your work?

Project Budget and Financials

Complete the following project budget tables in *FluidReview.*

Income

Please describe your sources of income and their amounts in the table below. NOTE: Use the first row for your CAC Request.

	Income Source	Income Amount
1 - Type "CAC Request" in the Income Source column		
2 – List another source of income and the amount		
3 - List another source of income and the amount		
4 - List another source of income and the amount		
5 - List another source of income and the amount		
Total		$

Expenses

Please describe your expense categories and their amounts in the table below.

	Expense Category	Expense Amount
1 - Type "Administrative Personnel" in the Expense Category column		
2 - Type "Arts and Cultural Professionals" in the Expense Category		
3 - Type "Marketing/Publicity" in the Expense Category		
4 - Type "Production/Event" in the Expense Category		
5 – Type "Other" in the Expense Category		
Total		$

Application

These questions correspond to the budget and support material sections as appropriate.

1) **How will you spend CAC funds?** (Up to 500 characters)

    Tip: *Indicate how CAC funds will be used.*

2) **What is your plan to raise matching funds for the project?** (Up to 750 characters)

    Tip: *Specify your anticipated income sources for the project. Indicate whether funds are pending or committed.*

3) **Use this field to further explain your project budget.** (Up to 1,000 characters)

    Tip: *Detail any line items that require additional information.*

4) **How will you proceed with your project if you don't receive the full amount of funding requested from CAC?** (Up to 500 characters)

    Tip: *Most applicants to Project Support I receive a portion of the funds they request, based on their score (generally 75% or greater). CAC does not expect any organization to carry out their full project on only a partial budget.*

5) **Upload your DataArts Funder Report containing information on fiscal years 2016 & 2017. Identify areas where items require additional explanation to help panelists better understand your financial and participation data.** (up to 1,000 characters)

    Tip: *Responses can pertain to overarching themes, trends, a particular line item or anything else that requires a short explanation. Remember, panelists are from outside the region and do not likely have firsthand experience with your organization. Please refer to the Cultural Data Profile Guide for further information.*

Support Materials

Support materials play a critical role in helping panelists evaluate your application by bringing to life your organization's mission and programs. Applicants are encouraged to select their support materials carefully and submit items that are clear, recent and relevant to the proposed project. Support materials may include images, audio files, video files, hyperlinks and/or other supporting documents.

If you have web-based support materials such as a YouTube or Vimeo channel, you can share links *instead* of uploading files. If you submit links, they will count toward your maximum allowed. **Panelists will not review materials in excess of the maximum three optional items permitted**.

For information on selecting, uploading and/or linking to support materials, please refer to the *Support Materials Guide*.

Please note: CAC does not own, collect royalties on or hold copyrights to artistic products resulting from its grants, nor will it take any action on behalf of the Cultural Partner to protect the Cultural Partner's intellectual property rights. CAC does, however, have legal authority to reproduce and use submitted documentation (electronically and in print) of such artistic products for educational, promotional, official or noncommercial purposes.

All applicants must upload or provide links to the following:

- ***Upload Optional Support Material(s) -*** *At least one, but no more than three, item(s) of your choice that demonstrate your Public Benefit, Artistic and Cultural Vibrancy and Organizational Capacity.*

- ***Upload Board of Directors List -*** *Include affiliations and their roles in the project (if applicable)*

Statement of Assurances

After completing the support materials section, your organization will electronically authorize the application by completing the Statement of Assurances. An Authorizing Official will certify that s/he is authorized to submit the application on behalf of the organization and that the information submitted in the application is true and correct to the best of his/her knowledge.

Glossary

Arts or Cultural Heritage: defined in the Ohio Revised Code, Chapter 3381 (CAC's enabling law) as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Arts or Cultural Organization: defined in the Ohio Revised Code, Chapter 3381, as "any corporation, organization, association or institution that provides programs or activities in areas directly concerned with the arts and cultural heritage; and is not for profit and whose net earnings may not lawfully inure to the benefit of any private shareholder, member or individual."

Authorizing Official: an official of your organization who has authority to legally bind the organization. This individual has authority to sign all application and grant-related documents.

Capital: capital improvements, expenditures, acquisitions and restorations (facilities and equipment).

Community: CAC defines community as the constituents (audience, participants, neighbors and beneficiaries) the applicant intends to serve. The strongest applicants clearly define their community and include plans to engage these constituents in the planning and implementation of their mission.

Criteria: minimum standards applicants must comply with to be considered for funding. Meeting specific criteria does not guarantee a grant award since all CAC programs are competitive.

Cultural Data Profile: an online survey that collects financial and programmatic data for your organization by fiscal year through DataArts.

Cultural Partner: The term CAC uses when referring to grant recipients.

DataArts: a national, collaborative online system that collects and standardizes historical financial and organizational data. For more information, visit the DataArts website at www.culturaldata.org.

Diverse: composed of distinct qualities and characteristics; age, color, ethnicity, ancestry, sex, family or marital status, gender identity or expression, language, national origin, physical and mental disability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, citizenship status and other characteristics that make individuals unique.

Eligibility Check: the process used to determine an applicant's eligibility to apply for CAC funding.

Fiscal Agent or Sponsor: an incorporated, nonprofit, tax-exempt organization that provides administrative and financial services for projects initiated by unincorporated, nonprofit organizations or incorporated, nonprofit organizations that do not have financial or administrative capability. Unincorporated groups or organizations may not apply to the Project Support program through an organization acting as a fiscal agent.

Matching Grant: a grant or gift made with the specification that the amount donated must be matched. Project Support I grants require a 1:1 cash match.

Nonprofit Organization: organizations that have tax-exempt status under Internal Revenue Code Section 501(c)(3) but are not private foundations under Internal Revenue Code Section 509 or are among those "operating" private foundations (private foundations that implement programs similar to public

Glossary

charities). These organizations are tax-exempt and contributions to them are tax deductible under such Internal Revenue Code Sections as 170, 642, 2055 and 2522.

Permanent and Viable Base of Operations in Cuyahoga County: applicant organization, branch or affiliate office must have a business address in Cuyahoga County and present the majority of its local programs and services in Cuyahoga County for the residents of Cuyahoga County and visitors to Cuyahoga County.

Public Programming: activities, services, productions, exhibits, tours, lectures, workshops, etc., that are open to the public.

Qualified Personnel: Personnel who meet specific requirements or precedent conditions for the position they occupy. Can be measured by educational attainment, experience, certifications, knowledge of community, etc.

Support Material: recent, relevant and quality evidence submitted by the applicant that demonstrates alignment with funding criteria and supports written narrative. Includes print, video, audio and visual materials. For more detailed information, please see the *Support Materials Guide*.

Glossary

Additional Resources

CAC will offer a variety of application workshops, webinars and technical assistance trainings in advance of the application deadline. Workshop dates, locations and registration information will be posted on the CAC website and all eligible applicants will be notified by email regarding workshop details.

Please use the following guides referenced throughout this document for more detailed information to help you throughout the application process:

> *2019 Grant Program Guide*
>
> *Online Application & Reporting System Guide*
>
> *Support Materials Guide*
>
> *Cultural Data Profile Guide*

Also consider the following resources throughout the application process:

> DataArts Help Desk
>
> Past Applications: Applicants who wish to review high-scoring applications from past cycles are encouraged to contact the CAC staff.
>
> Panel Review Audio Files: Applicants may listen to audio recordings from previous panel review meetings to inform their applications and learn from others.

As always, CAC staff is here to assist you:

> **Luis Gomez, grant programs manager**
> lgomez@cacgrants.org
> 216.515.8303 x106
>
> **Heather Johnson-Banks, grant programs manager**
> hjohnsonbanks@cacgrants.org
> 216.515.8303 x108
>
> **Dan McLaughlin, grant programs manager**
> dmclaughlin@cacgrants.org
> 216.515.8303 x101
>
> **India Pierre-Ingram, associate – communications & grant programs**
> ipierreingram@cacgrants.org
> 216.515.8303 x107

2019 Project Support II

GUIDELINES AND APPLICATION INSTRUCTIONS

New to CAC? Start here!

First-time applicants may only apply to this program, Project Support II.

Djapo Cultural Arts Juneteenth Concert

Eligibility Check Due:
JUNE 21, 2018 BY 4:30 PM ET

Application Due:
AUGUST 9, 2018 BY 4:30 PM ET

Dear Applicant,

Thank you for your interest in the 2019 Project Support II program. Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC is excited to work with you to connect Cuyahoga County residents to arts and culture in our community.

Cuyahoga Arts & Culture (CAC) is one of the largest public funders for arts and culture in the nation, helping hundreds of organizations in Cuyahoga County connect millions of people to cultural experiences each year. CAC is a political subdivision of the State of Ohio enabled by the Ohio Revised Code (ORC), Chapter 3381. Since 2007, CAC has invested more than $170 million in more than 350 organizations both large and small, making our community a more vibrant place to live, work and play.

This cycle, both our Project Support I and Project Support II programs are open to applications. **If you are a first-time applicant this program is right for you!** If you're unsure of which program is the best fit for your organization, please take a look at the 2019 Grant Programs Guide. If you're still unsure, feel free to contact us with any questions – we are happy to help explain the differences.

This document contains the guidelines and detailed application instructions for 2019 Project Support II, which offers grants of up to $5,000 for 501c3 organizations providing arts and cultural programming to residents of Cuyahoga County. Please keep in mind these two important dates:

- **Submit your Eligibility Check by June 21, 2018, by 4:30 pm ET**
- **Submit your Application by August 9, 2018, by 4:30 pm ET**

We encourage all applicants to start the process early to give themselves and CAC staff as much time as possible to check for errors. CAC will be holding informational workshops during the application cycle, as well as other opportunities for one-on-one assistance. CAC staff is always available to help answer any questions. As public employees, our team is here to support you and help you to be successful.

For additional information please contact a program manager: Luis Gomez at 216-515-8303 x106, Heather Johnson-Banks at x108 or Dan McLaughlin at x101. To learn more about Cuyahoga Arts & Culture, visit cacgrants.org and sign up to receive email updates.

We look forward to working with you!

Sincerely,

The Cuyahoga Arts & Culture Team

Table of Contents

Program Overview

Background

The purpose of Cuyahoga Arts & Culture's Project Support (PS) grant program is to promote public access and encourage the breadth of arts and cultural programming in our community by supporting Cuyahoga County-based projects. Grant applications are reviewed annually through a public panel review process. CAC will offer two Project Support grant options in 2018 for projects occurring in the January 1 – December 31, 2019 grant period. This document provides the guidelines and application instructions for the Project Support II program.

Negative Space Gallery has been a Project Support II recipient for the past three years.

Project Support II (PS II)

- Grant requests up to $5,000 for 501c3 organizations based in Cuyahoga County
- Application consists of 5 narrative questions, budget and support materials
- 1:1 match required (25% of match can come from in-kind contributions)

CAC will also offer the following grant opportunities for 2019:

- 2019 Project Support I (PS I): grants of up to $30,000 for 501c3 organizations who have received CAC funding in the past.

To learn more about the differences between General Operating Support, Project Support I and Project Support II, refer to the *2019 Grant Program Guide.* Organizations may only submit one application per cycle.

Key Dates

Eligibility Check Deadline
June 21, 2018, by 4:30 pm ET

→

Application Deadline
August 9, 2018, by 4:30 pm ET

→

Application Review Online
September - October, 2018

→

Board Approves Grants
November 13, 2018

Who May Apply

To be eligible for the 2019 Project Support II grant program, applicant organizations must meet all of the following eligibility criteria:

- Have a permanent and viable base of operations in Cuyahoga County for at least one year prior to June 21, 2018 (as verified in part by an organization's Articles of Incorporation);
- Be a 501c3 organization as verified by Guidestar's Charity Check service;
- Have produced or presented arts or cultural program(s) open to the public within the previous two years prior to June 21, 2018;
- Be incorporated and authorized to do business in Ohio as verified by the Ohio Secretary of State.
- CAC strongly encourages applicants who have been historically excluded or marginalized.

> Informed by the Grantmakers in the Arts' "Racial Equity: Statement of Purpose," these communities include: African and African American; Latino/a; Asian and Asian American; Arab; Native American; Pacific Islander; lesbian, gay, bisexual, queer; transgender and gender variant people; people with disabilities; and women.

> Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed here and encourage applicants to articulate and provide supporting evidence about the marginalization of any community or ethnic/people group not named above. Marginalized communities do not include fringe artistic disciplines.

Who May Not Apply

The following types of organizations are not eligible to apply to the 2019 Project Support II grant program (this list is not exhaustive): organizations that are serving as fiscal agents or fiscal sponsors for an organization or program; units of government; K-12 schools; private non-operating foundations; individuals; religious institutions without a separate 501c3 organization that specifically administers non-sectarian public programming; and organizations that are not in good standing with CAC and/or in compliance with previous grants. Additionally, organizations receiving General Operating Support or applying for a Project Support I grant from CAC are not eligible to apply for Project Support II funding in the same grant cycle.

Please note: Colleges and universities are eligible only for activities that clearly serve the needs of the community and are designed to involve a broad audience. Activities that are credit-producing or are oriented primarily to collegiate students and the academic community are not eligible.

What is a Project?

A project is a specific, connected set of activities, with a beginning and an end, explicit goals/objectives and a predetermined cost that does not equal the organization's total annual budget. Projects may be one-time events, such as a festival or exhibit; or a defined series of events, such as a roster of classes or a series of productions. Projects with multiple components must show that there is a cohesive theme that ties the project together.

Pre-Screening of Applications

CAC staff will pre-screen applications before moving them forward to panelists for review. If the submitted project does not meet CAC's definition of a project (above) or of arts or cultural heritage (page 16), or if the application appears to be a request for general operating support, CAC staff will deem the project ineligible for funding. The application will not be reviewed by the panel and your organization will be ineligible for funding in 2019.

Application Review Process

All eligible applications are evaluated by a panel of arts or cultural professionals from outside the region in an **online panel review process**. **There is no in-person panel.** Panelists will review and score applications independently and provide written feedback. Unlike other CAC grant programs, there will not be an in-person panel review session for Project Support II.

Panelists are chosen to represent a cross-section of professionals qualified to provide expert knowledge of specific arts or cultural disciplines, as well as for their management experience, professional knowledge of the sector and prior panel experience. CAC staff and trustees take every effort to ensure that the panel is diverse in terms of race, gender, age, and discipline. All panelists receive an honorarium for their service

CAC staff members provide eligible grant applications and support materials to panelists approximately four weeks prior to the panel review meeting in order to allow panelists sufficient time for their evaluation. During the panel review meeting, **the panel will evaluate all eligible applications based on CAC Funding Criteria: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.** For more information see the Funding Criteria on page 10.

CAC staff monitors the online panel review, but does not score or provide opinions on applications. Staff will manage all administrative and logistical actions necessary to conduct a successful panel review: provide panelists all documentation necessary to evaluate applications effectively; train panelists in matters of CAC policy and procedures; and provide all available objective information regarding an applicant to the panel.

Cultural Partner Requirements

Grant Agreement and Compliance

If your application is approved for funding by CAC's Board at its November 13, 2018, meeting, CAC will prepare a letter with the grant amount and grant agreement for each Cultural Partner, which is how CAC refers to it grant recipients. CAC staff will be available to meet with new and returning cultural partners to review the grant agreement requirements. In order to be considered an active cultural partner, recipients must sign a grant agreement. All funded activities and grant expenditures must occur during the grant period, January 1 – December 31, 2019.

Cultural Partner Expectations

Funding from Cuyahoga Arts & Culture comes from a tax approved by residents of Cuyahoga County. CAC asks that organizations receiving project support partner with CAC throughout the grant cycle by communicating with their grant manager at CAC, posting events and job opportunities on CAC's website, connecting with CAC on social media, and saying thank you to the residents of Cuyahoga County for their support. The Cultural Partner Expectations outline how

to partner with us effectively. Cultural Partners that do not comply with these expectations may be subject to a reduced final grant amount.

Julia de Burgos Cultural Arts Center has received CAC funding since 2015.

Reporting Requirements

All cultural partners that receive a 2019 Project Support grant must submit a final report online within 60 days of the completion of the project. In addition to a final report, CAC staff may conduct site visits during the project period. Reporting guidelines and instructions will be posted online in advance of deadlines. Reports consist of a narrative, financial documentation and support materials. Cultural Partners that submit a late final report, or do not submit a final report, may receive a reduced or revoked final grant amount.

Maintaining Good Standing

In order to receive CAC funds, a cultural partner must maintain its good standing with CAC during the grant period. A cultural partner is in good standing if it:

- Fully and completely meets all requirements as stated in the grant agreement for the duration of the grant period;
- Accurately represents its organization and its activities in all documents submitted to CAC. This includes, but is not limited to, the eligibility check, application, final report and all other reports and forms; and
- Continues to meet the eligibility criteria.

A cultural partner not in good standing with CAC will be officially informed of this status in writing.

Application Process

The following is an overview of Cuyahoga Arts & Culture's Project Support II grant program application process. News, updates and events (including technical assistance workshops and webinars) will be posted on the CAC website and distributed via email. Sign up at www.cacgrants.org and opt-in to receive *CAC Grant Information* to learn more.

We strongly recommend that you begin your eligibility check and online application well before the due date to familiarize yourself with the system and to address any technical concerns.

Key Dates

Eligibility Check Deadline		Application Deadline		Application Review Online		Board Approves Grants
June 21, 2018, by 4:30 pm ET	→	August 9, 2018, by 4:30 pm ET	→	September - October, 2018	→	November 13, 2018

Pre-Application

For New Applicants

➢ **Meet with CAC Staff**
First-time applicants to CAC grant programs are highly encouraged to schedule an informational meeting with CAC staff before the eligibility check deadline (June 21, 2018). To schedule a meeting, please contact one of our grant program managers.

For All Applicants

➢ **Attend a Workshop**
CAC will offer a variety of technical assistance workshops/trainings in advance of the application deadline. Information regarding such trainings will be posted on the CAC website and all applicants will be notified by email. While workshops are not required, we strongly encourage and invite all eligible applicants to attend.

> ### Eligibility Check due June 21, 2018, by 4:30 pm ET

➢ **Submit the Eligibility Check**
The eligibility check is the first step in applying for a Project Support grant for all applicants and is submitted via CAC's online system. CAC uses the eligibility check process to determine whether or not an organization meets the criteria to submit an application. **You do not need to have a finalized project plan at this stage.**

Organizations that do not complete the eligibility check will not be permitted to submit a Project Support grant application and will not be eligible for funding. However, completing the eligibility check does not automatically make your organization eligible to apply for funding. Following the submission of the online eligibility check, CAC will notify applicants via email, to the primary contact on record, whether or not they are eligible.

Recipients of 2017 or 2018 Project Support grant funds will submit fewer items during the eligibility check process. The required eligibility documentation is outlined in the following tables.

The following tables indicate what information and documentation is required for the eligibility check.

For 2017 or 2018 Grant Recipients
No documentation needs to be uploaded for 2017 or 2018 CAC grant recipients.
Verify 501c3 status and Ohio charitable status

For All Other Applicants (Includes New Applicants)
Upload documentation of public arts/cultural programs conducted within the last two years. Up to two examples, such as marketing materials or dated photos.
Enter amount of arts & cultural expenses from your organization's most recently completed fiscal year.
Verify 501c3 status and Ohio charitable status

➢ **Gain Access to the Online Application**
Once your organization has been deemed eligible, the primary contact on file will receive an email providing access to the online Project Support II application. The earlier you submit the eligibility check, the sooner you will have access to the online application.

Application due August 9, 2018, by 4:30 pm ET

All applicants will take the following steps in preparing an application:

➢ **Determine Your Project**

Eligible Projects
Proposed projects must be arts or cultural activities open to the public. The funded activities must originate and be completed during the grant period, January 1 – December 31, 2019. The project must be open to the public and conducted in Cuyahoga County. Organizations may only apply for

one project per funding cycle. **College and university projects must involve and show support from the general community beyond the students, faculty and staff.**

What does CAC mean by arts and culture?
The Ohio Revised Code Chapter 3381, CAC's enabling law, defines arts and culture as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Organizations that do not have a primary mission that is arts & cultural are encouraged to apply (community development corporations, social service organizations, etc.), as long as the proposed project meets CAC's definition of arts and culture.

What is a project?
A project is a specific, connected set of activities, with a beginning and an end, explicit goals/objectives and a predetermined cost that does not equal the organization's total annual budget. Projects may be one-time events, such as a festival or exhibit; or a defined series of events, such as a roster of classes or a series of productions. Projects with multiple components must show that there is a cohesive theme that ties the project together.

CAC staff will pre-screen applications before moving them forward to panelists for review. If the submitted project does not meet CAC's definition of a project or of arts or cultural heritage, or if the application appears to be a request for general operating support, CAC staff will deem the project ineligible for funding. The application will not be reviewed by the panel and the organization will be ineligible for funding in 2019.

How much can I request?
The request amount may not exceed $5,000 or 50% of the proposed project's total expenses. Grant requests may only include expenses directly related to the project, which will be incurred during the grant period.

➢ **Match Requirements**
Project Support II grants are matching grants. Applicants are expected to leverage CAC funds to secure support from outside sources. This program requires a 1:1 match by the applicant. **Up to 25% of your organization's matching dollars can come from in-kind contributions**. Documentation of all contributions will be required with your final report. For the purposes of PS II, the value of volunteer labor is set at $24.14, the most recently published value for volunteer time for the United States.

This means that Cuyahoga Arts & Culture will provide no more than one half of the total expenses of the proposed project. The matching funds may come from any source. Potential sources of your matching funds include, but are not limited to, foundation and/or government grants, private donations, ticket sales and member dues.

Matching funds may not include other funds from Cuyahoga Arts & Culture. **This includes CAC co-funded grants through the Neighborhood Connections program.** Contact CAC staff with any questions.

➢ **Funding Restrictions**
Project Support II funds cannot be requested for: operating support; fundraising events; religious ceremonies or events advancing or inhibiting a particular religious ideology; or advocacy of specific political causes or candidates.

Project Support I funds cannot be requested for: operating support; fundraising events; religious ceremonies or events advancing or inhibiting a particular religious ideology; or advocacy of specific political causes or candidates.

Restricted uses of CAC funds include but are not limited to:

- credit-bearing academic programs (K-12 and college level)
- activities that are not open to the general public
- general operating support or operating expenses not directly related to your project
- fundraising or benefits
- regranting, scholarships, tuition assistance, awards or cash prizes
- deficit reduction or elimination, trust endowments, cash reserves, penalty or litigation fees, loans, or interest on loans
- capital improvements, facilities or equipment
- religious ceremonies or events advancing or inhibiting a particular religious ideology
- cost of receptions, food and beverages
- agent's fees for programs contracted through commercial agencies
- travel outside of the United States
- advocacy of specific political causes or candidates.

➢ **Gather your Support Materials**
Support materials are images, audio files, video files, links and/or other supporting documents that help bring your organization's mission and programs to life for panelists. They are essential to your application and play a critical role in helping panelists evaluate your organization and gain a better understanding of the proposed project. You may submit up to three support materials with your application. Please refer to the *Support Materials Guide* for more information.

➢ **Complete and Submit the Application by August 9, 2018, by 4:30 pm ET**
To be considered complete, an application must include all required narrative responses, a complete budget and support materials. See the Application section on page 12 for further details.

Late or incomplete applications will NOT be accepted. After 4:30 pm ET applications will no longer be able to be submitted through the online system.

Post Application

➢ **Online Panel**
- The online panel review process will take place in late September – early October.

➢ **Receive your Organization's Score & your Panelist Feedback**
- During the online panel review, panelists will score each application based on the Funding Criteria, with an emphasis on Public Benefit. Refer to the Funding Criteria and Scoring on (pages 10-11).

- Each panelist will score and comment on each application. CAC staff will compile these comments, make them available to applicants and upload them to the CAC website as a learning tool for future applications.

- Any application that demonstrates evidence that it meets each of CAC's three funding criteria will be recommended for a Project Support grant at full funding or partial funding (at least 75% of request amount).

- CAC staff will notify all applicants of their final panel score and whether or not they will be recommended for funding via email in October.

➢ **Attend the CAC Board of Trustees Meeting to Learn your Grant Amount**

- Panel scores and grant amounts will not be confirmed until the CAC Board of Trustees meets on November 13, 2018, at 4 pm. This meeting is open to the public, and applicants are encouraged to attend.

- The grant amount and total number of Project Support II grants will be determined by the following factors: the amount of funding allocated to the Project Support grant program (I & II); the panel score for each application; and the total request amount of all applications eligible for funding.

- These are general guidelines and are subject to change based on the total CAC funds available to the Project Support grant program in any given year. It is possible that all of the allocated Project Support grant funds could be awarded to those applicants receiving higher scores and applicants with lower scores will not receive funding.

Cleveland Inner City Ballet (Pink Tutu Outreach Company) has received a PS II grant since 2015.

➢ **Appeals Process**
CAC will only consider and review appeals that are evidence-based and due to materially significant CAC *processing errors* that could have compromised an applicant's grant proposal. This does not include information that was in excess of the application's space limitations or information that was submitted after the application deadline. Any requests for appeals must be filed with the CEO + Executive Director within 10 working days after the conclusion of the panel review. Requests received after 10 days will not be considered.

Please note: The panel's analysis and scoring of applications are *not* subject to appeal and therefore will not be considered for appeal by the CAC Board of Trustees. Neither grant awards nor grant award amounts are subject to appeal.

Funding Criteria and Scoring

What are Funding Criteria?

The Funding Criteria are the principles that anchor the Project Support application: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.

Why Funding Criteria Matter

Panelists will use the Funding Criteria to evaluate and score the application. Your organization's commitment to Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity should thread through your entire application, including the narrative, financials and support materials. By demonstrating this commitment, organizations of any size and discipline can achieve an exceptional rating in each of the three priority areas.

Panelists will evaluate and score the application using the following criteria:

Public Benefit
CAC defines public benefit as an organization's ability to meaningfully engage its community through its project.

An organization meaningfully engages its community by:
- Demonstrating that it understands, works with, respects, and responds to its community
- Using knowledge of its community to drive its work
- Building meaningful relationships with residents and community partners
- Being accessible and inviting to its community and open to the public

Artistic and Cultural Vibrancy
CAC defines Artistic and Cultural Vibrancy as an organization's ability to create a quality project that inspires and challenges its community.

An organization inspires and challenges its community by:
- Engaging a diverse team of arts and cultural professionals, qualified to complete the project
- Inspiring its community to think creatively and/or differently
- Incorporating a process of reflection that ensures fresh programming

Organizational Capacity
Cuyahoga Arts & Culture defines Organizational Capacity as an organization's ability to successfully plan for and manage its project.

An organization successfully plans for and manages its project by:
- Recruiting and retaining an engaged and diverse board, staff, and/or volunteers who are qualified to complete the project
- Planning as a team to set project goals, measure progress and evolve
- Having clear plans to implement the project and achieve stated project goals
- Setting a budget that is realistic and appropriate for the project; demonstrating a clear plan to reach the match requirement

Scoring Descriptions

Yes: Yes, evidence is provided throughout the application that the funding criteria are fully met. The applicant's responses are clear and address the questions in the application. The support materials are clear, highly relevant and lead to a deeper understanding of how the criteria are met.

Somewhat: Some evidence is provided throughout the application that the funding criteria are met. The applicant's responses are sufficient and address the questions in the application. The support materials are relevant but provide only some understanding of how the criteria are met.

No: No, evidence is not provided throughout the application that the funding criteria are met. Responses are unclear and/or do not address this funding criterion. The support materials may not be relevant and may not provide additional understanding of how the criteria are met.

Application

If your organization is deemed eligible through the eligibility check process, Cuyahoga Arts & Culture will notify your organization via email and provide access to the online 2019 Project Support II Application. The application must be submitted online using CAC's *FluidReview*.

The application has six sections:

- Organizational Overview and Financial Snapshot
- Project Basics
- Application Narrative
- Project Budget
- Support Materials
- Statement of Assurances

Organizational Overview and Financial Snapshot

The organizational overview and project basics give panelists a glimpse into your organization and the basic details of your proposed project.

- **Mission statement, organizational history and contact information.**

  This section will be pre-populated from your FluidReview Organization Details, but you may update or correct any information here.

Financial Snapshot
- **Enter your <u>organization's total budget</u> (expenses) for the current fiscal year.**

  This is NOT the project budget. Enter the amount of money you spend to operate your entire organization during the year.

- **Enter your <u>arts and cultural budget</u> (income and expenses) for the current fiscal year.**

  If your organization's primary mission is arts and cultural, this will be your full budget. If your organization's primary mission is NOT arts and cultural, this will be your arts and cultural income and expenses ONLY.

Project Basics

Use the fields in this section to provide basic project details.

- **Project Title** (Up to 100 characters)

  This should be the title, not a summary of the project.

- **Project Summary** (Up to 500 characters)

    Briefly describe the project in a sentence or two.

- **Total Project Expenses**

- **Amount Requested from CAC**

    The requested amount cannot be more than 50% of the proposed project's total expenses.

- **Project Dates**

    The start and end dates should not be the entire grant period. All events must begin and end within the grant period (January 1, 2019 – December 31, 2019).

- **Public Event Frequency**

    What months will the public portions of your project take place.

- **Public Event Location(s)** (Up to 750 characters)

- **Total number of expected participants and/or audience members**

- **Will the event/activity be free or fee-based? How was this decision made?**

Application Narratives

The narrative is an important part of your application. It is your opportunity to communicate to the panel the specific details of your proposed project. Keep in mind that panelists are from outside the region and likely not familiar with your organization and/or community. It is important that you communicate all relevant information necessary for a person unfamiliar with your organization to fully understand your project. Before starting your responses to the narrative section, review the Funding Criteria on page 10.

We recommend that you prepare your answers offline in a word processing program and copy/paste your responses into the appropriate text box in the online application. Please note that your application can be saved at any point and you may return to the application to continue work.

1) **Define the community that you will serve through this project. How will you work with this community to carry out your project?** (Up to 1,000 characters)

    Tip: A community may be defined by geography (place), identity (attributes) or affinity (what we like). The best way to demonstrate your project's public benefit is to demonstrate that you know, work with and respond to your community.

2) **What will you do? How will you do it?** (Up to 2,000 characters)

    Tip: Include an overview of project activities and how the project will be carried out. Consider what, where, when and how.

3) **This question is about public benefit: describe how your project engages your community in a meaningful way.** (Up to 1,000 characters)

Tip: CAC's definition of Public Benefit can be found on page 11.

4) **Set one project goal. In addition to completing the project, what goal does your organization want to accomplish within this project?**

Goal: (Up to 500 characters)

How will you know you have accomplished or made progress toward your goal? (Up to 500 characters)

Tip: This goal should be specific, measurable and be related to why your organization is doing this project. If awarded funds, you are required to report the status of this goal with the final report.

5) **Who will be involved?** (Up to 1,000 characters)

Tip: Specify the roles of any staff/volunteers, board members and/or other project partners. Specify any arts or cultural professionals/expertise.

OPTIONAL: Is there any additional information about your project or organization that may be helpful to an outside panelist reviewing your application? (Up to 1,500 characters)

Tip: CAC recruits all panelists from outside of the region. What might be important information to share with someone who is unfamiliar with Cuyahoga County or your work?

Project Finances

Complete the following questions about your project's finances in the Online Application and Reporting System.

1) **How will you spend CAC funds?** (Up to 500 characters)

Tip: CAC funds cannot be used for any of the following: fundraising activities, or costs related to fundraising; cost of receptions, food and beverages; re-granting; tuition, scholarships, awards or cash prizes; capital expenditures; agent's fees for programs contracted through commercial agencies; and travel outside of the United States.

2) **How will you raise matching funds?** (Up to 500 characters)

Tip: List the sources and amounts you'll use to raise the matching income for the rest of the project budget.

3) **Use this field to further explain your project finances.** (Up to 1,000 characters)

Tip: Detail anything that may require additional information. Consider adding information about any in-kind sources here.

Application

Support Materials

Support materials play a critical role in helping panelists evaluate your application by bringing to life your organization's mission and programs. Applicants are encouraged to select their support materials carefully and submit items that are clear, recent and relevant to the proposed project. Support materials may include images, audio files, video files, hyperlinks and/or other supporting documents.

If you have web-based support materials such as a YouTube or Vimeo channel, you can share links *instead* of uploading files. If you submit links, they will count toward your maximum allowed. Panelists will not review materials in excess of the **maximum three optional items permitted**.

For information on selecting, uploading and/or linking to support materials, please refer to the *Support Materials Guide*.

Please note: CAC does not own, collect royalties on or hold copyrights to artistic products resulting from its grants, nor will it take any action on behalf of the cultural partner to protect the cultural partner's intellectual property rights. CAC does, however, have legal authority to reproduce and use submitted documentation (electronically and in print) of such artistic products for educational, promotional, official or noncommercial purposes.

All applicants must upload or provide links to the following:

- ***Upload Optional Support Material(s) -*** *At least one, but no more than three, item(s) of your choice that demonstrate your Public Benefit, Artistic and Cultural Vibrancy and Organizational Capacity.*

Statement of Assurances

After completing the support materials section, your organization will electronically authorize the application by completing the Statement of Assurances. An Authorizing Official will certify that s/he is authorized to submit the application on behalf of the organization and that the information submitted in the application is true and correct to the best of his/her knowledge.

Glossary

Arts or Cultural Heritage: defined in the Ohio Revised Code, Chapter 3381 (CAC's enabling law) as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Arts or Cultural Organization: defined in the Ohio Revised Code, Chapter 3381, as "any corporation, organization, association or institution that provides programs or activities in areas directly concerned with the arts and cultural heritage; and is not for profit and whose net earnings may not lawfully inure to the benefit of any private shareholder, member or individual."

Authorizing Official: an official of your organization who has authority to legally bind the organization. This individual has authority to sign all application and grant-related documents.

Capital: capital improvements, expenditures, acquisitions and restorations (facilities and equipment).

Community: CAC defines community as the constituents (audience, participants, neighbors and beneficiaries) the applicant intends to serve. The strongest applicants clearly define their community and include plans to engage these constituents in the planning and implementation of their mission.

Criteria: minimum standards applicants must comply with to be considered for funding. Meeting specific criteria does not guarantee a grant award since all CAC programs are competitive.

Cultural Partner: The term CAC uses when referring to grant recipients.

Diverse: composed of distinct qualities and characteristics; age, color, ethnicity, ancestry, sex, family or marital status, gender identity or expression, language, national origin, physical and mental disability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, citizenship status and other characteristics that make individuals unique.

Eligibility Check: the process used to determine an applicant's eligibility to apply for CAC funding.

Fiscal Agent or Sponsor: an incorporated, nonprofit, tax-exempt organization that provides administrative and financial services for projects initiated by unincorporated, nonprofit organizations or incorporated, nonprofit organizations that do not have financial or administrative capability. Unincorporated groups or organizations may not apply to the Project Support program through an organization acting as a fiscal agent.

In-Kind Contribution: a gift of goods and services. In-kind goods and services are typically goods and services that your organization would have to otherwise buy if they had not been donated (including donated space, equipment or expertise, etc). The value of the donated supplies or services may be recorded as the amount that your organization would have to pay for similar items.

For the purposes of PS II, the value of volunteer labor is set at $24.14, the most recently published value for volunteer time for the United States.

Matching Grant: a grant or gift made with the specification that the amount donated must be matched. Project Support II grants require a 1:1 match. In-kind contributions can account for no more than 25% of your matching income.

Nonprofit Organization: organizations that have tax-exempt status under Internal Revenue Code Section 501(c)(3) but are not private foundations under Internal Revenue Code Section 509 or are among those "operating" private foundations (private foundations that implement programs similar to public charities). These organizations are tax-exempt and contributions to them are tax deductible under such Internal Revenue Code Sections as 170, 642, 2055 and 2522.

Permanent and Viable Base of Operations in Cuyahoga County: applicant organization, branch or affiliate office must have a business address in Cuyahoga County and present the majority of its local programs and services in Cuyahoga County for the residents of Cuyahoga County and visitors to Cuyahoga County.

Public Programming: activities, services, productions, exhibits, tours, lectures, workshops, etc., that are open to the public.

Qualified Personnel: Personnel who meet specific requirements or precedent conditions for the position they occupy. Can be measured by educational attainment, experience, certifications, knowledge of community, etc.

Support Material: recent, relevant and quality evidence submitted by the applicant that demonstrates alignment with funding criteria and supports written narrative. Includes print, video, audio and visual materials. For more detailed information, please see the *Support Materials Guide*.

Additional Resources

CAC will offer a variety of application workshops, webinars and technical assistance trainings in advance of the application deadline. Workshop dates, locations and registration information will be posted on the CAC website and all eligible applicants will be notified by email regarding workshop details.

Please use the following guides referenced throughout this document for more detailed information to help you throughout the application process:

2019 Grant Program Guide

Online Application & Reporting System Guide

Support Materials Guide

Also consider the following resources throughout the application process:

Past Applications: Applicants who wish to review high-scoring applications from past cycles are encouraged to contact the CAC staff.

Panel Review Results: Applicants may review the panel results and comments from last year's panel to inform their applications and learn from others.

As always, CAC staff is here to assist you:

Luis Gomez, grant programs manager
lgomez@cacgrants.org
216.515.8303 x106

Heather Johnson-Banks, grant programs manager
hjohnsonbanks@cacgrants.org
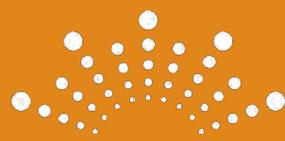**216.515.8303 x108**

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ipierreingram@cacgrants.org
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cuyahoga
arts & culture
strengthening community

MEMORANDUM

Date: April 10, 2018
To: CAC Board of Trustees
From: Meg Harris, director of administration
Re: Annual Approval of CAC Policies

Annually, the Board of Trustees is asked to review and reapprove the policies that guide the work of Cuyahoga Arts & Culture. In advance of this meeting, the Audit and Finance Committee met to review and provide recommended updates on CAC's internal financial controls and financial policies.

Below is a list of policies, the date last approved by the Board, and the status of proposed changes, if any, to the policies. Changes to any policy are provided in a marked-up version of the policy which follows this memo.

Policy Name	Last Approved	Revised?	Notes
Allocation Policy	10/16/17	No	
Audit Committee Charter	4/17/2017	No	
Business Continuity Policy	4/17/2017	No	
Cash Reserve Policy	4/17/2017	No	
Ethics Policy	4/17/2017	No	
Internal Financial Controls Policy and Procedures and related financial policies	4/17/2017	Yes	On 3/26/18 the audit committee discussed and recommended minor procedural updates, as indicated, to these policies.
Investment Policy	4/17/2017	No	
Public Participation Policy	4/17/2017	No	
Public Records Policy	4/17/2017	No	
Social Media Policy	12/12/2011	No	
Website Privacy Policy	4/5/2009	No	

Cuyahoga Arts & Culture
Allocation Policy
Approved October 16, 2017

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. Through our grantmaking, we support the people and organizations that create meaningful cultural experiences for our residents.

To live that mission, CAC must make wise and strategic investments of the public funds that we manage. CAC's Board of Trustees sets forth this Allocation Policy to guide the annual budgeting process. The policy is reviewed each year to ensure funds are spent in line with our mission, vision, values, and our community's needs.

CAC's 2016 Cuyahoga Voices & Vision project resulted in the creation of a roadmap that articulates two key priorities for CAC's future work. It states that CAC will:

1. Continue to support a wide variety of cultural organizations, artists, and creative people; and
2. Explore ways to recognize and equitably support our community's varied ecology.

CAC will continue its efforts to make all of its grant programs more equitable, and it will endeavor to set aside funds each year specifically to support efforts that equitably benefit Cuyahoga County residents.

Annual Allocation of Funds

Grantmaking and program management represent the majority of work done by CAC and, accordingly, shall account for the vast majority of annual expenditures. Specific appropriations to CAC grant programs will generally follow these guidelines:

- **General Operating Support** grants provide flexible, multi-year support to nonprofit arts and culture institutions that provide a range of programs to benefit residents throughout Cuyahoga County. General Operating Grants are not replicated in many local institutional funding settings, so maintaining a high level of support for this type of funding is particularly important. Accordingly, CAC will endeavor to invest the majority of its excise tax revenues in the General Operating Support program.

- **Project Support** grants expand the reach of CAC's funding by providing annual grants to a range of organizations producing, creating or presenting arts and cultural projects that benefit residents throughout Cuyahoga County. Accordingly, CAC will endeavor to maintain the program and provide meaningful grants that meet community demand.

- **Other Grants and Grant Programs** may be approved from time to time in order to expand the reach of CAC's funding for specific purposes. Grants falling within this category shall not take precedence over the General Operating Support and Project Support grant programs.

CAC will endeavor to limit administrative overhead and expenditures while providing appropriate oversight and stewardship of the public funds dedicated for arts and cultural pursuits.

Cuyahoga Arts & Culture
Audit and Finance Advisory Committee Charter

Purpose:
To ensure public confidence and integrity in the financial management of Cuyahoga Arts & Culture (CAC).

Membership:
The Audit and Finance Advisory Committee will consist of a minimum of one member of the Board of Trustees and three to five other individuals. The Members of the Advisory Committee are appointed by the Board of Trustees. All non-trustee members shall be professionals in the field of financial management with at least one member having accounting or related financial management expertise. Members appointed to this Committee shall comply with CAC's Ethics Policy. Appointed Committee members shall assume for purposes of applying the Ethics Policy that they are held to the same conduct as the Ethics Policy requires of CAC Trustees. Members of the committee shall be reappointed annually to one year terms.

Role of Executive Director:
The executive director, as the chief fiscal officer (ORC 3381.051) of CAC, shall maintain all financial records, shall have the care and custody of the funds of CAC and shall deposit and invest the funds in accordance with applicable laws of the State and the investment policy adopted by the Board of Trustees. The executive director will serve as an ex officio member of this advisory committee. The director of administration will serve as the staff resource person to the Advisory Committee.

Responsibilities:
The Advisory Committee shall be responsible for reviewing with CAC's executive director and director of administration, and shall recommend to the Board of Trustees for approval, any and all strategies, plans, policies and actions related to the following:

- Risk assessment and internal controls policies
- The creation of an investment policy, and regular review of the adherence to the investment policy
- The annual financial audit, completed by the Auditor of State, ensuring that any audit recommendations are appropriately addressed
- Other audits of financial policies and procedures and/or internal controls, as deemed necessary

Meetings and Reports:
The Advisory Committee will meet between two (2) and four (4) times annually. The committee shall maintain written minutes of its meetings, which will be filed with the minutes of the Board of Trustees. A member of the Board of Trustees appointed to the Advisory Committee and/or the executive director shall provide the Board of Trustees with periodic reports of the Advisory Committee's activities and proceedings.

Cuyahoga Arts & Culture
Business Continuity Policy

Purpose
The purpose of this policy is to ensure Cuyahoga Arts & Culture's (CAC) ability to conduct normal business in the event of a disaster.

Policy

1. CAC is committed to business continuity planning in all its activities.

2. Staff and contractors who work at CAC are required to share this commitment by complying with all relevant policies and procedures.

3. The Business Continuity Plan enables CAC to keep operating in the case of unanticipated incidents and thus reduce the immediate danger posed to staff, the public and our reputation. It therefore:

   a. provides, manages and supports activity that promotes effective disaster recovery and business continuity planning;
   b. requires key staff to undertake appropriate preparation to mitigate the impact of an incident on our assets, reputation, interests and activities;
   c. identifies the appropriate people, processes and equipment to manage our response to an incident;
   d. identifies the appropriate people and processes to implement an expeditious recovery from an incident;
   e. provides the necessary organization, expertise and resource, including communication and consultation, planning, monitoring, inspection and auditing procedures to ensure that there is effective disaster recovery and business continuity planning throughout CAC.
   f. promotes current best practice in relation to disaster recovery and business continuity.

4. Business continuity plans will be reviewed and developed to ensure that CAC has in place the necessary structures and procedures to respond to an unanticipated incident, of any magnitude, and manage the subsequent recovery.

5. This Policy will be reviewed and updated as appropriate no less than annually by CAC department heads.

Responsibilities
director of administration: Business Continuity Plan

Cuyahoga Arts & Culture
Cash Reserve Policy
Approved September 9, 2013 (updated April 11, 2016)

The Board of Trustees of Cuyahoga Arts & Culture (CAC) appropriates funds annually to fund CAC's operating budget. The Board determines the amount available for appropriation by taking into account the revenue received to date for the current year and the amount of funds in the reserve account.

CAC established and maintains a healthy cash reserve for the following reasons:

1. Plan for the 10th year of grants
    - CAC was forward-funded with a year of tax revenue received prior to the first grant disbursements. CAC is funded by a 10-year operating levy and accordingly shall provide 10 years of grants with the funds collected for any given levy period.

2. Manage operations and cash flow needs
    - CAC provides access to grant dollars in the beginning and middle of the fiscal year. Using the reserve to fulfill the financial obligations of CAC allows cultural partners to have access to their grant dollars in the beginning of the grant cycle rather than the end.

3. Anticipate State and Federal policy changes
    - State and Federal cigarette tax policy, which CAC has minimal influence over, has the potential to impact the annual excise tax revenue which is also already known to have a consistent downward trend in terms of dollars collected annually.

It is the policy of CAC to maintain the reserve at a level that will provide for cash flow needs throughout the year and also, at the end of the year, be at a level that supports an additional year of funding in line with previous years' budgets and appropriation trends.

Cuyahoga Arts & Culture
Ethics Policy

I.   POLICY STATEMENT

It is the policy of Cuyahoga Arts & Culture ("CAC") to carry out its mission in accordance with the strictest ethical guidelines and to ensure that members of its Board of Trustees ("Trustees") and its employees, including its Executive Director (who is by law its fiscal officer), conduct themselves in a manner that fosters public confidence in the integrity of CAC, its processes and its accomplishments.

II.   GENERAL STANDARDS OF ETHICAL CONDUCT

Trustees and employees must, at all times, abide by protections to the public embodied in Ohio's ethics laws, as found in Chapters 102 and 2921 of the Ohio Revised Code, and as interpreted by the Ohio Ethics Commission and Ohio courts. The standards set forth in this Ethics Policy shall not preclude more stringent standards required by law. Trustees and employees are expected to comply with applicable provisions of Ohio law in addition to this Ethics Policy.

III.   AVOIDANCE OF CONFLICTS OF INTEREST

Trustees and employees must conduct themselves with integrity and impartiality and in a manner that avoids the appearance of impropriety. Toward that end, CAC adheres to the following restrictions (with words and phrases in bold type being defined below):

- CAC employees and Trustees may not serve as members of the board of directors of an organization receiving CAC funding.
- A Trustee may not be in a **senior management position** of any organization receiving CAC funding.
- A person shall not serve as a Trustee or employee of CAC if a **family member** serves in a **senior management position** of any organization receiving CAC funding. If a family member serves on the board of directors of a grant recipient, the Trustee or employee may not participate in any funding decisions involving the affected grant recipient, as described below.

Further, to avoid any conflict of interest or the appearance of impropriety, no Trustee or employee shall:
- Solicit or accept **anything of value** from **anyone doing business with CAC**.
- Use his or her position to obtain benefits for the Trustee or employee, a **family member**, or anyone with whom the Trustee or employee has a business or employment relationship.
- Hold or benefit from a contract with, authorized by, or approved by, CAC (the ethics laws do except some limited stockholdings, and some contracts objectively shown as the lowest cost services, where all criteria under R.C. 2921.42 are met).
- Vote, authorize, recommend, or in any other way use his or her position to secure approval of a contract (including grants, employment or personal services) in which the Trustee or employee, a family member, or anyone with whom the Trustee or employee has a business or employment relationship, has an interest.
- Solicit or accept employment from **anyone doing business with CAC**, unless the Trustee or employee completely withdraws from CAC activity regarding the party offering employment and CAC approves the withdrawal.

For purposes of this policy:
- "**Anything of value**" includes anything of monetary value, including, but not limited to, money, gifts, food or beverages, social event tickets and expenses, travel expenses, consulting fees, compensation or employment. "Value" means worth greater than de minimis or nominal. "Anything of value" does not include reasonable access for CAC grant administrators to performances or exhibits or other grantee or prospective grantee presentations for the sole purpose of assessing the work of the grantee or prospective grantee, as long as such access is required by the terms of the grant or the standard grant application procedures.
- "**Anyone doing business with CAC**" includes, but is not limited to, any person, corporation or other party that is doing or seeking to do business with, has interests before, or receives or seeks to receive grants from CAC.
- "**Senior management position**" includes a salaried position of administrative or supervisory authority and such other management positions as are determined at the discretion of the CAC Board of Trustees.
- "**Family member**" means a CAC official's or employee's spouse, children, parents, siblings, grandparents and grandchildren regardless of where they live and any other person related to a CAC official or employee by blood or marriage and residing in the same household with the official or employee.

IV.   OTHER STANDARDS OF CONDUCT

No Trustee or employee shall:
- Solicit or accept prohibited honoraria (Ref: 102.03(H). The law does not prohibit a person from giving to a public official or employee an honorarium or a payment for travel, meal and lodging expenses if the honorarium, expenses or both (1) were paid in recognition of demonstrable business, professional or esthetic interests of the public official or employee that exist apart from public office or employment, including, but not limited to, such a demonstrable interest in public speaking; and (2) were not paid by any person or other entity, or by any representative or association of those persons or entities, that is regulated by, doing business with, or seeking to do business with the department, division, institution, board, commission, authority, bureau or other instrumentality of CAC.
- Be paid or accept any form of compensation for personal services rendered on a matter before the CAC.
- Represent private interests in any action or proceedings against the interest of CAC, in any capacity, in matters in which CAC is a party.
- During public employment or service and for twelve months thereafter, represent a person or act in representative capacity for any person, before any public agency, on any matter in which the Trustee or employee personally participated as a Trustee or employee through decision, approval, disapproval, recommendation, the rendering of advice, investigation, or other substantial exercise of legislative or administrative discretion (R.C. 102.03(A)).
- Use or disclose confidential information protected by law, unless appropriately authorized.
- Use or authorize the use of his or her title, the name "Cuyahoga Arts and Culture," or "CAC" or CAC's logo in a manner that suggests impropriety, favoritism or bias by CAC or the official or employee.

V.   ASSISTANCE

Questions about the CAC Ethics Policy may be directed to Meg Harris at (216) 515-8303.

The Ohio Ethics Commission is available to provide advice and assistance regarding the application of the ethics laws and related statutes. The Commission can be contacted at (614) 466-7090. The Commission's web site address is: www.ethics.ohio.gov.

The Commission may provide written advisory opinions in response to questions related to application of the ethics laws. Adherence to the advice in written opinions provides immunity from prosecution.

VI.   PENALTIES

Failure of any CAC employee to abide by this Ethics Policy, or to comply with the ethics laws and related statutes, may result in discipline. Discipline may include dismissal as well as any potential civil or criminal sanctions under the law.

Pursuant to R.C. 3381.05, the appointing authority, the Cuyahoga County Board of Commissioners, may at any time remove a Trustee for misfeasance, nonfeasance or malfeasance in office, including failure to abide by the Ethics Policy.

In addition, all CAC Trustees and employees are subject to investigation by the Ohio Ethics Commission for alleged violations of the Ohio Ethics Law and related statutes and subsequent referral for prosecution.

VII.   REVIEW AND AMENDMENTS

This Ethics Policy will not be subject to any scheduled review but shall remain in full force and effect until modified or amended by the CAC Board of Trustees.

ACKNOWLEDGMENT OF RECEIPT OF OHIO ETHICS LAWS

I hereby acknowledge receipt of the Cuyahoga Arts & Culture Ethics Policy. I also hereby acknowledge receipt of a copy of the Ohio Ethics Laws found in Ohio Revised Code Chapters 102 and 2921.

DATE:_____ SIGNATURE:_____

Internal Financial Controls Policy and Procedures
(Effective date February 10, 2010, updated April 17, 2017, reviewed March 2018)

Segregation of Duties and Other Internal Controls

Cuyahoga Arts & Culture (CAC) follows a set of internal financial controls as detailed below. The execution of the controls in place, in conjunction with the Records Retention and Ethics Policies, ensure the administration is doing everything possible to handle the financial assets of CAC in a responsible manner. With such controls in place, the Board of Trustees should be satisfied that they are upholding their fiduciary responsibility to the citizens of Cuyahoga County and the State of Ohio.

Roles and Responsibilities

The executive director of CAC shall serve as the fiscal officer of the agency and shall be bonded for this purpose, as detailed in the Ohio Revised Code section 3381.10. In the event that the CAC executive director position is vacant, the Board of Trustees shall designate an interim executive director, who shall be bonded for this purpose, as soon as is practicable.

General Workflow

A staff person other than the director of administration or executive director shall be assigned to receive, open, date stamp, and distribute all mail and hand-delivered correspondence to CAC.

All banking documents and invoices are given to the director of administration for review and entry into QuickBooks for payment. The invoices are given to the executive director for approval which is indicated by the executive director's initials. Payments are issued on average once per week.

Positive Pay is utilized in order to protect CAC from unauthorized drafts on the business checking account. Electronic Funds Transfer (EFT) and Automated Clearing House (ACH) are utilized by CAC for payment of all General Operating Support grantees, Project Support grantees that request electronic payment, and select recurring vendors in order to facilitate timely processing of key payables. The addition of a vendor for ACH debit on the CAC account must be approved by the executive director. An Electronic Payment Authorization (EPA) Filter Form shall be completed by the director of administration and authorized by the executive director.

Cash Receipts

Occasionally, CAC may receive cash payments for the access of public records. All public records requests are fulfilled by the director of administration. A receipt is provided to requestor and the amount collected is noted in a cash receipt log. When cash receipts exceed $25, funds will be deposited to the CAC KeyBank checking account. The cash box used for the collection of public records requests funds will be secured in a locked file cabinet in the director of administration's office during non-working hours.

Petty Cash

CAC does not utilize petty cash. All reimbursements are made by check and issued only upon receipt of proper documentation and receipts.

Purchasing & Payables

All invoices received by mail will be date stamped by the staff member assigned to open the mail and given to the director of administration for review and entry into QuickBooks. Invoices received by email will be printed, approved and given to the director of administration, who enters them into QuickBooks. Staff members shall review and approve, with their initials, invoices related to their budget areas. The executive director will approve all payables prior to signing checks associated with each payment. The signed checks and invoices will be returned to the director of administration for the second signature and then scanned for the electronic record. Check stubs will be stapled to invoices associated with each check issued.

CAC will process payables and cut checks on average once per week., typically on Thursdays. Exceptions may be made when necessary. CAC checks will be stored in a locked space accessible only by the director of administration. Checks are preprinted with CAC bank information and check numbers. Checks shall be used in numerical order. All checks require two signatures. Current authorized signers are the executive director, director of administration and one member of the Board of Trustees.

If one of the authorized signers leaves CAC, a new resolution will be passed at the next Board meeting in order to remove the person from and add appropriate new signers to the account.

Bank Statements

Bank statements will be received and reconciled in QuickBooks and provided to the executive director for review generally within 15 20 days of the end of the prior month by the director of administration. The bank statement, reconciliation statement, and supporting documentation of revenue and disbursements will be provided to the executive director for review and approval.

Internal Financial Statements

Financial statements will be issued to the executive director on a monthly basis. Financial statements will be provided to the Board of Trustees prior to each of the regularly scheduled meetings and to the Audit and Finance Committee monthly. Financial statements will consist of a report detailing Revenues and Expenditures and a Balance Sheet.

Payroll Preparation & Disbursement

CAC employees are paid on a bi-weekly pay schedule. Payroll is entered electronically by the director of administration no later than two days prior to pay day. An automatic notification is generated by the payroll provider and delivered via e-mail to the executive director for review after the submission of the bi-weekly payroll.

Any Audit Report generated by Paychex as the result of changes to an employee's payroll information shall be printed by the director of administration and provided to the executive director for review. The executive director shall initial the report to acknowledge review. These changes may include but are not limited to: change of home address, federal or state withholding, deductions related to medical contribution, participation in flex spending program, and changes in the rate of bi-weekly compensation.

Changes in pay are determined by the Board of Trustees with written documentation of any changes included both in the Board Minutes and in the employee's Payroll file. CAC requires direct deposit payroll payment for employees without exception.

Reimbursement of Business-related Expenses

Expense reports are used to document business-related expenses incurred by employees and panelists. Expense reports submitted by staff are reviewed and approved by their manager or the executive director. The executive director's expense reports are reviewed and approved by the deputy director. Expense reports submitted by panelists are reviewed and approved by CAC program staff. The president of the board of trustees or his/her designee will periodically review the expense reports of the executive director. Board-adopted policies regarding specific types of expenses shall be followed in the submission and approval of

expenses. (See Staff Expense and Travel Reimbursement and Panelist Travel and Compensation Policies following this document.)

Accounting Procedures
The Board of Trustees will require the following of CAC:
- Use an accrual system for recording receipts and disbursements;
- Close its books on the last business day of each month;
- Reconcile bank accounts for each month generally by the ~~15th~~ 20th day of the following month, and
- Prepare internal financial statements for the Board of Trustees prior to each Board meeting.

Banking Controls

Cuyahoga Arts & Culture maintains four bank accounts:

KeyBank provides a checking account used for business disbursements.
- All checks require two signatures.
- Positive Pay and Electronic Payment Authorization are utilized for fraud protection.
- All ACH transfers require two approvals by different staff members.
- All additions of payable accounts to ACH require approval of the executive director through the ACH module of Key Total Treasury.
- The Board of Trustees approves all authorized signers on the KeyBank account.

STAR Ohio provides an investment account where all tax receipts are deposited, monthly, directly by the Cuyahoga County Treasurer.
- Funds are transferred via ACH from STAR Ohio to KeyBank based for upcoming expenditures.
- The transfer of funds may only be requested by designated individuals, who have been approved by the Board of Trustees, as recorded on file with STAR Ohio. Currently, approved individuals are the executive director and director of administration.
- Each authorized individual is assigned an authorization code by STAR Ohio.
- The accounts currently approved to receive CAC's funds from STAR Ohio are: CAC's KeyBank account, STAR Plus and U.S. Bank (for investments handled by RedTree Investment Group).
- Approval to add accounts is done in writing to STAR Ohio by an authorized staff person.
- The executive director approves, with his/her signature, written requests to transfer funds, which details the purpose of the transfer, i.e. grant payments, operating expenses.
- Transfers and ACH withdrawals are initiated by the director of administration typically via Star Ohio's secure website.
- Oral requests to transfer funds are recorded by STAR Ohio. The following information is required to initiate a transfer: name, authorization code, STAR Ohio account number, receiving bank account name and account number.

STAR Plus is an enhanced high-liquidity investment account with higher yields than STAR Ohio.
- Inactive monies are transferred from STAR Ohio to STAR Plus upon the approval of the executive director.
- The transfer of funds may only be requested by designated individuals, approved by the Board of Trustees, on file with STAR Ohio (see STAR Ohio above).
- Each authorized individual is assigned an authorization code by STAR Ohio which is used to transfer funds to STAR Plus.
- Requests to transfer funds into or out of STAR Plus are handled by STAR Ohio staff.
  - The balance of inactive monies invested in STAR Plus may not exceed $50 million per STAR Plus policy

U.S. Bank / RedTree Investment Group is an investment account for the management of inactive monies on behalf of CAC and in compliance with CAC's Investment Policy.

- Inactive monies are transferred to or from RedTree Investment Group via a custodial account at U.S. Bank upon the approval of the executive director.
- The transfer of funds may only be established and/or requested by designated individuals, approved by the Board of Trustees, on file with RedTree Investment Group.

ACH Debit is utilized for recurring payments. CAC has ACH block in place ensuring that an unapproved entity may not withdraw funds from CAC's account electronically. ACH Debit is currently established for:

Vendor	ACH Limit	Initiation
Distillata	$150	Vendor
Flexible Spending plan administration	$3,000	Plan administrator
Intuit	$275	CAC staff
KeyBank	$3,100	CAC Staff
Medical Mutual	$6,500	CAC staff
Ohio Auditor of State	$5,000	CAC staff
Ohio Bureau of Worker's Compensation	$7,000	CAC staff
Ohio Deferred Compensation	$3,000	CAC staff
Ohio Public Employee Retirement System	$14,000	CAC staff
Payroll - Paychex	$25,000	CAC staff
Postage meter - Postalia	$500	CAC staff
The Hartford	$750	Vendor
U.S.A. Parking	$600	Vendor

The addition of a vendor for ACH debit on the CAC account must be approved by the executive director. An Electronic Payment Authorization (EPA) Filter Form shall be completed by the director of administration and authorized by the executive director.

Manual ACH is used for General Operating Support and several Project Support grant payments. ACH entries are established by the director of administration and approved by the executive director through the ACH module of Key Total Treasury. Account information for cultural partners is verified prior to each disbursement. Batches are reviewed and released by the executive director. The procedure for initiating a grant payment is detailed below.

Grant Payment Controls

Grant payments are completed in several phases. All cultural partners must be in full compliance with their grant agreement in order for funds to be disbursed.

1. Grant program staff advises deputy director and director of administration of grantee in compliance with agreement and submits a request for payment for eligible grantees.
2. Deputy director approves the disbursement. (documentation maintained in grantee file).
3. Director of administration initiates ACH batch (GOS program/PS program) or cuts checks (PS program).
4. Executive director reviews and releases ACH batch/counter-signs checks.
5. Cultural Partners will be notified of deposit to their account by the grant program manager.

See related Board approved financial policies which follow this document:

- Credit Card Assignment and Use Policy

- Staff Travel and Expense Reimbursement

- Food and Beverage Purchase Policy

- Panelist Travel and Compensation Policy

CUYAHOGA ARTS & CULTURE
POLICY STATEMENT

SUBJECT: **Credit Card Assignment and Usage**
EFFECTIVE DATE: February 4, 2009

Purpose
In order to conduct Cuyahoga Arts & Culture (CAC) business, it may be necessary for a CAC officer or employee to be assigned a credit card. The purpose of this policy is to establish guidelines for the assignment and use of a CAC-issued credit card.

Policy
A credit card assigned to a CAC officer or employee is to be used for official CAC business only. A CAC-issued credit card must not be used to support personal or private business activities. Any officer or employee assigned a CAC credit card is responsible for the security of the card.

Procedures
Any personal charges made on a CAC-issued credit card must be promptly reimbursed by check within 10 days of receipt of the account statement. Original receipts for payments made using a CAC-issued credit card must be submitted to the director of administration.

Responsibilities
CAC executive director: Review all CAC-issued credit card statements and approve payment. Determine any credit card assignments.

CAC is responsible for paying the credit card balance monthly.

<div align="center">**CUYAHOGA ARTS & CULTURE**
POLICY STATEMENT</div>

SUBJECT: Employee Expense and Travel Reimbursement
EFFECTIVE DATE: June 11, 2013 (rev. 4/17/17)

PURPOSE
Travel and related business expenses are a necessary component of CAC's operations. CAC employees must sometimes travel outside their normal commute to conduct official business. CAC employees may also attend professional conferences, trainings and meetings that require travel.

In these cases, CAC must make every reasonable effort to ensure that public funds are used in a responsible, reasonable and appropriate manner.

POLICY
CAC will pay or reimburse properly documented expenditures for reasonable, essential travel expenses incurred by employees in the performance of their official duties. Allowable expenses and CAC processes are outlined below. It is expected that employees should exercise the same care in incurring travel expenses that s/he would exercise if traveling on personal business and expending personal funds.

This policy does not intend to address every issue, exception or contingency that may arise in the course of travel.

1. AUTHORIZATION OF TRAVEL
CAC employees must obtain pre-approval from the executive director for any travel that exceeds a fifty-mile radius of CAC's offices.

2. ALLOWABLE TRAVEL EXPENSES
Reimbursable travel is limited to the day before and the morning after official CAC business begins and ends.

    TRANSPORTATION
    The use of air, train, bus or private vehicle shall be selected on the basis of the most reasonable and appropriate method of transportation, considering distance, time and total costs are factors.
    Common Carrier
    1) Whenever possible, staff shall book their approved travel no later than 21 days in advance of their travel date in order to secure the lowest fares. The least expensive airfare should be purchased, this includes non-refundable and penalty fares, fares based on a two-hour "window" on either side of the preferred departure or arrival times, and flights that include a connection. Air carrier selection cannot be biased by the traveler's frequent flyer affiliation. The lowest cost air travel should take precedence.
    2) Reimbursement or payment for travel by air, rail, bus or other common carrier shall not exceed the cost of coach fare or the economy rate in the chosen method of travel.
    3) Employees shall be personally liable for any charges assessed due to his/her failure to cancel reservations within the time frame specified by carriers, unless the failure is due to circumstances beyond his/her control or because of cancellation by CAC.
    Personal Automobile
    1) An employee may be reimbursed for the use of privately owned automobile at the rate set by the State of Ohio for the quarter in which travel occurs. This reimbursement is meant to cover all expenses incurred in using a privately-owned vehicle for CAC business.
    2) Highway tolls and parking expenses incurred while traveling for CAC will be reimbursed with proper documentation.

3) Mileage is only payable to one person traveling on the same trip in the same vehicle.
4) When an employee is away from CAC for the entire day, the total number of business miles driven that day may be reimbursed.
5) When an employee is away from CAC for part of the day, reimbursement will be for the total number of business miles driven, less the employee's round-trip daily commute.
6) Mileage while commuting to and from work will not be reimbursed.
7) No employee may be reimbursed for expenses on a mileage basis unless he/she maintains a valid driver's license.
8) No employee may be reimbursed for expenses on a mileage basis unless he/she carries motor vehicle liability insurance with coverage equal to or greater than that required by the Ohio Revised Code Section 4509.51.
9) Any gasoline, damages, needed service or repairs to private vehicles while being used for CAC business are the responsibility of the employee, as these costs are included in the per mile cost reimbursement.

Rented Automobile
1) Employees may be reimbursed for the rental of an automobile used for official CAC business if the use of a rental car is more economical than any other type of transportation; and for gasoline purchased for the rented automobile.
2) The employee must read and comply with the rental agreement's provisions covering driver eligibility, use of seat belts and other restrictions.

Other Transportation Expenses
1) Reimbursement may be claimed for parking charges, ferry and taxi fares and bridge, highway and tunnel tolls.

Frequent Flyer Credits
1) Frequent flyer credits earned by CAC employees for travel on CAC business cannot be used for personal travel. These credits may be applied toward future CAC travel.

LODGING
1) CAC employees will be reimbursed for the actual reasonable expenses for lodging while on official CAC business if business requires an overnight stay and is more than 2 hours or 100 miles from the employee's residence. Reimbursement is for room and applicable taxes only any other expenses incurred are the employee's responsibility.
2) Lodging for CAC employees attending conferences, workshops or meetings should be conference-sponsored hotels. If this is not possible, employees must make every attempt to secure the best rate.
3) The cost of lodging members of the employee's family is not reimbursable.
4) Tips are included in the Per Diem Allowance (see next section).

PER DIEM MEAL ALLOWANCE AND INCIDENTAL EXPENSES
1) Employees will be reimbursed for meals and incidental expenses incurred during an overnight stay in an amount up to Federal Standard Meal Allowance (FMSA) for the region on travel. Rates may be accessed at: http:// www.gsa.gov/mie. Receipts must be submitted in accordance with Section 3 of this policy
2) If meals are included in any registration fees, employees will not be reimbursed for duplicate meals.
3) Reimbursements will be made for all meals when the employee is away from home overnight. When the employee is away from home more than 2 hours or 100 miles and lunch is not provided, the employee may be reimbursed for lunch expenses.
4) Tips and gratuities are included in the FSMA rate.

OTHER EXPENSES
1) Expenses incurred for conference registration fees, storage of baggage, fax or telephone calls, including cellular telephones, for official CAC business, and rental of equipment or temporary meeting facilities necessary for conducting CAC business may be reimbursed.

3. **REPORTING AND DOCUMENTATION OF EXPENSES**
    1) All allowable expenditures for travel paid or reimbursed with CAC funds must be properly documented with **original itemized receipts** attached to the Travel Expense Report Form.
    2) The Travel Expense Report Form should be completed and submitted to CAC's ED within one month of the travel completion date.
    3) The Travel Expense Report Form must be signed by the employee and the expenses approved in accordance with Section 1 of this policy.

4. **UNAUTHORIZED TRAVEL EXPENSES**
    1) Alcoholic beverages.
    2) Supplemental insurance on rental cars.
    3) Fines for traffic or parking violations.
    4) Any other unauthorized costs.
    5) Any additional expenses incurred for personal preference or convenience such as rebooking fees to depart on an earlier flight, a private car or limousine service when more expensive than a taxi, or early boarding access.
    6) Business or first-class travel or upgrades for preferred coach class seating.

RESPONSIBILITIES

Employee: Read and sign, CAC's travel policy. Maintain and present proper documentation for all reimbursable travel expenditures

CAC executive director, deputy director or manager: approve expense reports

_____   _____   _____
Employee Name   Employee Signature   Date

SUBJECT: Use of CAC funds for Food and Beverages
EFFECTIVE DATE: April 4, 2011

Purpose
Occasionally, in the course of doing its business, Cuyahoga Arts & Culture (CAC) may expend funds on food and beverages. In these cases, CAC must make every reasonable effort to ensure that public funds are used in a responsible and appropriate manner.

Policy
With approval of the executive director, CAC will pay or reimburse properly documented expenditures for food and beverages using the following guidelines:

- Meetings between CAC employees and outside parties where the primary purpose of the meeting is to conduct CAC business.

- Meetings called by CAC, its board of trustees or advisory committees where the primary purpose of the meeting is to conduct CAC business.

- CAC's Advisory Panel Review meeting proceedings. Expenses limited to Advisory Panelists, other non-employee Panel participants, employees, members of the Board of Trustees or advisory committees.

- At occasional gatherings of CAC employees if there is a valid public purpose, such as a seminar, retreat, workshop, orientation or other CAC function, particularly in situations where CAC employees are giving up personal time to conduct CAC business (e.g. breakfast, lunch or dinner meetings).

- At events intended to recognize the contributions of employees in achieving CAC's mission. Expenditures are permitted only for work-related events. Expenditures for refreshments served at events which are of a personal nature (e.g. birthdays, weddings, baby showers) may not be paid or reimbursed from CAC funds.

Alcohol may never be paid or reimbursed from CAC funds.

All expenditures for food or beverages paid or reimbursed from CAC funds must be properly documented with an itemized receipt along with a completed form explaining the time, place, business purpose and attendees at the meeting for which payment or reimbursement is requested. This documentation must be attached to the request for payment or reimbursement.

Responsibilities
Executive director: Determine eligibility of the refreshment expense, approve the expense in advance and sign off on the expense before payment.

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CUYAHOGA ARTS & CULTURE
POLICY STATEMENT

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SUBJECT: **Panelist Travel Reimbursement and Compensation**
EFFECTIVE DATE: June 11, 2013

Purpose
Cuyahoga Arts & Culture (CAC) employs arts and cultural professionals ("Panelists"), to adjudicate or assist with the adjudication of CAC's Grant Application Panel Review and make funding recommendations to CAC's board. These professionals must travel to, and stay in, Cuyahoga County to perform their official duties during the Grant Application Panel Review process. The purpose of this policy is to ensure that CAC and its Panelists make every reasonable effort to ensure that public funds are used in a responsible, reasonable and appropriate manner.

Policy
CAC will provide an honorarium, lodging and payment or reimbursement for properly documented expenditures for reasonable, essential travel expenses incurred by Panelists in the performance of their official duties, including their travel to and from Cuyahoga County. Allowable expenses and CAC processes are outlined in this policy. It is expected that Panelists will exercise the same care in incurring travel expenses that s/he would exercise if traveling on personal business and expending personal funds. Variances from this policy may be approved by CAC staff in advance of any purchases or changes related to CAC related travel.

1. **Honorarium**
   a. An Honorarium set by the CAC Board of Trustees is specified in the agreement between CAC and the Panelist.
2. **Allowable Travel Expenses for Panelists**
   a. Reimbursable travel expenses are limited to the day before and the morning after official CAC business begins and ends.
3. **Transportation**
   The use of air, train, bus or private vehicle shall be selected on the basis of the most reasonable and appropriate method of transportation. Distance, time and total costs are factors in selecting the appropriate method of transportation. Generally, travel commencing within 250 miles of Cleveland shall be by private vehicle, train or bus.
   a. **Common Carrier**
      i. Panelists shall book their air travel no later than 21 days in advance of their travel date in order to secure the lowest fares. The least expensive airfare should be purchased, this includes non-refundable and penalty fares, fares based on a two-hour "window" on either side of the preferred departure or arrival times, and flights that include a connection. Air carrier selection cannot be biased by the traveler's frequent flyer affiliation. The lowest cost air travel should take precedence.
      ii. Reimbursement or payment for travel by air, rail, bus or other common carrier shall not exceed the cost of coach fare or the economy rate in the chosen method of travel.
      iii. Panelists will be personally liable for any charges assessed due to his/her failure to cancel reservations within the time frame specified by carriers, unless the failure is due to circumstances beyond his/her control or due to CAC.
   b. **Personal Automobile**
      i. A Panelist may choose to travel to Cuyahoga County via personal automobile and will be reimbursed for the use of privately owned automobile at the rate set by the State of Ohio for the quarter in which travel occurs. This is meant to cover all expenses incurred in using a privately-owned vehicle to perform CAC business.

      ii. Highway tolls and parking expenses incurred while in Cleveland will be reimbursed with proper documentation.

      iii. Mileage is only payable to one person traveling on the same trip in the same vehicle.

      iv. Panelists seeking reimbursement for expenses on a mileage basis must have a valid driver's license.

      v. Panelists seeking reimbursement for expenses on a mileage basis must carry motor vehicle liability insurance with coverage equal to or greater than that required by the Ohio Revised Code Section 4509.51

      vi. Any gasoline, damages, needed service or repairs to private vehicles while being used for CAC business are the responsibility of the Panelist, as these costs are included in the per mile cost reimbursement.

c. Other Transportation Expenses

      i. Reimbursement may be claimed for parking charges and taxi fares and bridge, highway and tunnel tolls. Panelists shall use the least expensive form of transportation to and from airports (taxi, airport shuttle, car service etc.)

d. Lodging

      i. Panelists will be provided with lodging accommodations by CAC which covers room and applicable taxes. Any other expenses incurred, (e.g. in-room movies, personal telephone calls, refreshments) are the Panelist's responsibility.

      ii. CAC will not provide lodging accommodations for a Panelist's family members.

      iii. Tips are included in honorarium allowance.

e. Meal Allowance and Incidental Expenses

      i. CAC often will provide meals for Panelists during the course of the Panel Review proceedings.

      ii. A meal allowance for other meals related to panel service is included in the honorarium.

f. Other Expenses

      i. Expenses incurred for storage of baggage or fax or telephone calls and rental of equipment for official CAC business may be reimbursed.

4. Reporting and Documentation of Expenses

  a. All allowable expenditures for travel paid or reimbursed with CAC funds must be properly documented with **original itemized receipts** attached to the Travel Expense Report Form.

  b. The Travel Expense Report Form should be completed and submitted to CAC within one month of the conclusion of the Panel Review.

  c. The Travel Expense Report Form must be signed by the Panelist and the expenses approved in accordance with Section 1 of this policy.

5. Travel expenses that are not Reimbursable

  a. Business or first class travel or upgrades for preferred coach class seating.

  b. Supplemental insurance on rental cars

  c. Fines for traffic or parking violations incurred while on CAC business

  d. Any additional expenses incurred for personal preference or convenience such as rebooking fees to depart on an earlier flight, a private car or limousine service when more expensive than a taxi, or early boarding access.

Responsibilities

Panelist- Read and sign CAC's travel policy. Maintain and present proper documentation for all reimbursable travel expenditures

CAC executive director- approval of travel expenditures.

_____   _____   _____

Panelist Name   Panelist Signature   Date

Cuyahoga Arts & Culture
Investment Policy

Policy Statement and Scope

This document, in conjunction with the Ohio Revised Code, as amended from time to time, will govern the investment activities of Cuyahoga Arts & Culture (CAC). It is the policy of CAC to invest public funds in a manner which will provide the highest return with the maximum security while meeting cash flow demands.

Investment Objectives

The primary objectives, in priority order, of CAC's financial investments are:

- **Safety of Principal** - Safety of principal is the foremost objective of the investment program. All investments shall be undertaken in a manner that seeks first to preserve capital and second to fulfill other investment objectives.
- **Liquidity** - CAC's investment portfolio will remain sufficiently liquid to enable CAC to meet all operating requirements which might be reasonably anticipated.
- **Return on Investments** (Yield) - CAC's investments should generate the highest available return without sacrificing the first two objectives outlined above.
- **Minimization of Risk** - All attempts shall be made to minimize risks inherent in investment through diversification so as to minimize the risk of loss resulting from an over-concentration of funds in a specific maturity, issuer, industry, geographical area, or class of securities.
- **Minimization of Cost** - All attempts shall be made to minimize the costs of financial transactions related to implementing investment strategies.

Authorized and Suitable Investments

CAC will be permitted to invest in any security specifically authorized by Ohio Revised Code Section 135.35, as amended from time to time, for the investment of public moneys. A copy of ORC 135.35 Section A will be maintained with this policy for reference.

Maturity of Funds

No investment shall have a maturity date of more than five years from its date of purchase by CAC. To the extent possible and prudent, CAC will attempt to match its investment maturities with anticipated cash flow requirements.

Securities may be redeemed or sold prior to maturity to meet additional liquidity needs, to enhance the yield of the portfolio, to re-structure the portfolio, or to realize capital gains.

Deposit Requirements

All deposits shall be collateralized pursuant to applicable requirements of Ohio Revised Code Chapter 135. CAC's Board of Trustees shall designate its public depositories in accordance with applicable requirements of Ohio Revised Code Chapter 135. Any eligible financial institution within the State of Ohio may become a public depository of the funds of CAC.

CAC shall deal only with brokers or dealers who are registered as such with the Securities and Exchange Commission and, which are licensed as a dealer with the Ohio Division of Securities. Such brokers or dealers should also be members of the National Association of Securities Dealers, Inc. Securities brokers and dealers shall be utilized only after an analysis performed by the Executive Director has revealed that the broker is adequately capitalized to conduct business with CAC and has been approved by the Board of Trustees.

A copy of this Investment Policy and any revisions or updated versions will be given to eligible financial institutions and brokers and dealers desiring to do business with CAC. It shall be the responsibility of the designated officer of those institutions and brokers and dealers to review the Investment Policy and agree to comply with all applicable State of Ohio and Federal Laws. Furthermore, the aforementioned officer shall agree to disclose any potential conflicts or risks to CAC funds that could arise out of financial transactions between the financial institutions, brokers, dealers and CAC.

Reporting

The Executive Director shall provide monthly investment reports to Members of the Audit and Finance Advisory Committee for review and comment and regular reports the Board of Trustees. The investment reports shall clearly provide the following information regarding the investment portfolio: types of investment, depository institutions, principal balances, rates of return and maturities.

Investment Policy Adoption

CAC's Investment Policy shall be adopted by resolution of CAC's Board of Trustees. The Policy shall be reviewed no less than annually by the Audit and Finance Advisory Committee and any modifications made thereto must be approved by CAC's Board of Trustees.

The approved Investment Policy must be filed with the Auditor of State of Ohio. The Executive Director shall maintain a copy of the filed Policy. That copy must be signed by the following:

- All entities conducting investment business with the investing authority.
- All brokers, dealers and financial institutions initiating transactions with the investment authority by giving advice or making investment policy thereby acknowledging their agreement to abide by the policy's content.
- All brokers, dealers and financial institutions executing transactions with the investment authority by giving advice or making investment policy thereby acknowledging their agreement to abide by the policy's content.

135.35 County inactive moneys.

(A) The investing authority shall deposit or invest any part or all of the county's inactive moneys and shall invest all of the money in the county public library fund when required by section 135.352 of the Revised Code. The following classifications of securities and obligations are eligible for such deposit or investment:

(1) United States treasury bills, notes, bonds, or any other obligation or security issued by the United States treasury, any other obligation guaranteed as to principal or interest by the United States, or any book entry, zero-coupon United States treasury security that is a direct obligation of the United States.

Nothing in the classification of eligible securities and obligations set forth in divisions (A)(2) to (11) of this section shall be construed to authorize any investment in stripped principal or interest obligations of such eligible securities and obligations.

(2) Bonds, notes, debentures, or any other obligations or securities issued by any federal government agency or instrumentality, including but not limited to, the federal national mortgage association, federal home loan bank, federal farm credit bank, federal home loan mortgage corporation, government national mortgage association, and student loan marketing association. All federal agency securities shall be direct issuances of federal government agencies or instrumentalities.

(3) Time certificates of deposit or savings or deposit accounts, including, but not limited to, passbook accounts, in any eligible institution mentioned in section 135.32 of the Revised Code;

(4) Bonds and other obligations of this state or the political subdivisions of this state, provided that such political subdivisions are located wholly or partly within the same county as the investing authority;

(5) No-load money market mutual funds consisting exclusively of obligations described in division (A)(1) or (2) of this section and repurchase agreements secured by such obligations, provided that investments in securities described in this division are made only through eligible institutions mentioned in section 135.32 of the Revised Code;

(6) The Ohio subdivision's fund as provided in section 135.45 of the Revised Code;

(7) Securities lending agreements with any eligible institution mentioned in section 135.32 of the Revised Code that is a member of the federal reserve system or federal home loan bank or with any recognized United States government securities dealer meeting the description in division (J)(1) of this section, under the terms of which agreements the investing authority lends securities and the eligible institution or dealer agrees to simultaneously exchange similar securities or cash, equal value for equal value.

(8) Up to twenty-five per cent of the county's total average portfolio in either of the following investments:

(a) Commercial paper notes issued by an entity that is defined in division (D) of section 1705.01 of the Revised Code and that has assets exceeding five hundred million dollars, to which notes all of the following apply:

(i) The notes are rated at the time of purchase in the highest classification established by at least two nationally recognized standard rating services.

(ii) The aggregate value of the notes does not exceed ten per cent of the aggregate value of the outstanding commercial paper of the issuing corporation.

(iii) The notes mature not later than two hundred seventy days after purchase.

(iv) The investment in commercial paper notes of a single issuer shall not exceed in the aggregate five per cent of interim moneys available for investment at the time of purchase.

(b) Bankers acceptances of banks that are insured by the federal deposit insurance corporation and that mature not later than one hundred eighty days after purchase.

No investment shall be made pursuant to division (A)(8) of this section unless the investing authority has completed additional training for making the investments authorized by division (A)(8) of this section. The type and amount of additional training shall be approved by the treasurer of state and may be conducted by or provided under the supervision of the treasurer of state.

(9) Up to fifteen per cent of the county's total average portfolio in notes issued by corporations that are incorporated under the laws of the United States and that are operating within the United States, or by depository institutions that are doing business under authority granted by the United States or any state and that are operating within the United States, provided both of the following apply:

(a) The notes are rated in the second highest or higher category by at least two nationally recognized standard rating services at the time of purchase.

(b) The notes mature not later than two years after purchase.

(10) Debt interests rated at the time of purchase in the three highest categories by two nationally recognized standard rating services and issued by foreign nations diplomatically recognized by the United States government. All interest and principal shall be denominated and payable in United States funds. The investments made under division (A)(10) of this section shall not exceed in the aggregate one per cent of a county's total average portfolio.

The investing authority shall invest under division (A)(10) of this section in a debt interest issued by a foreign nation only if the debt interest is backed by the full faith and credit of that foreign nation, there is no prior history of default, and the debt interest matures not later than five years after purchase. For purposes of division (A)(10) of this section, a debt interest is rated in the three highest categories by two nationally recognized standard rating services if either the debt interest itself or the issuer of the debt interest is rated, or is implicitly rated, at the time of purchase in the three highest categories by two nationally recognized standard rating services.

(11) A current unpaid or delinquent tax line of credit authorized under division (G) of section 135.341 of the Revised Code, provided that all of the conditions for entering into such a line of credit under that division are satisfied, or bonds and other obligations of a county land reutilization corporation organized under Chapter 1724. of the Revised Code, if the county land reutilization corporation is located wholly or partly within the same county as the investing authority.

Cuyahoga Arts & Culture
Policy on Public Participation at Board Meetings
Approved September 9, 2013

Cuyahoga Arts & Culture's Board of Trustees welcomes public input in its deliberations and recognizes the importance of public comment on issues before the Board and of permitting members of the CAC community to express their views on matters of interest to CAC.

The Board is committed to conducting its meetings in a civil, orderly, efficient and productive manner designed to allow the Board's regular agenda to be completed in a reasonable period of time and for a fair and adequate opportunity for public input to be considered. Consequently, public participation at Board meetings will be governed by the following principles:

- Public participation at Board meetings is limited to the public comment portions of the meeting designated for (i) listed agenda items and (ii) non-agenda items. At all other times during a Board meeting, the audience will not be permitted to discuss or debate on matters being considered by the Board unless specifically requested to do so by the President of the Board (or other presiding officer).

- Public participation will be heard at regular meetings of the Board, although the Board reserves the right to dispense with public input at any given regular meeting. Public participation will not be heard at special or committee meetings unless authorized by a vote of the Board or Committee, as appropriate.

- Persons wishing to address the Board must be present in person and register prior to the beginning of the meeting in a log kept for the purpose by providing their name, address and agenda topic (if addressing an agenda item) or other topic of CAC interest.

- Public input on agenda items will be scheduled near the beginning of each regular Board meeting and prior to the Board's consideration of the regular agenda. Public input on other topics of CAC interest will be scheduled near the end of each regular Board meeting and after the Board's consideration of the regular agenda.

- Each person addressing the Board is limited to three minutes, and the total amount of time for the two public input sessions will be 15 minutes each. These time limits may be extended by the President of the Board (or other presiding officer) in the case of comments addressed to agenda items and by a vote of the Board in the case of comments addressed to other topics of CAC interest.

- Persons addressing the Board may do so only on matters relating to CAC and are limited to the topic previously indicated when that person registered to address the Board.

- Persons addressing the Board are expected to observe a level of civility and decorum appropriate for a public meeting, and refrain from vulgar, profane, repetitive or harassing remarks or personal attacks against any person. The President of the Board (or other presiding officer) may terminate any presentation deemed not to adhere to these standards.

Cuyahoga Arts & Culture
Public Records Policy

Policies and Procedures

Cuyahoga Arts & Culture (CAC) is a regional arts and cultural district and a political subdivision of the state of Ohio established under the authority of Ohio Revised Code Chapter 3381 and resolutions adopted by the Cuyahoga County Commissioners. This policy is adopted by CAC as required by law to create a policy for responding to public records requests.

Public Records

Records include the following: any document – paper, electronic, or other format – that is created or received by, or comes under the jurisdiction of, CAC that documents the organization, functions, policies, decisions, procedures, operations, or other activities of CAC. All records kept by CAC are public unless they are specifically exempt from disclosure by law.

Records Requests

Any person may obtain access to CAC records. CAC asks that requests be made in writing, using the attached form. However, Ohio law does not require the requester to put a records request in writing, or provide his or her identity or the intended use of the requested public record.

Although no specific language is required to make a request, the requester must at least identify the records requested with sufficient clarity to allow CAC to identify, retrieve, and review the records. If it is not clear what records are being sought or if the request is overly broad, the request may be denied. In that event, CAC will provide the requester with an opportunity to revise the request by informing the requestor of the manner in which records are maintained by CAC and accessed in the ordinary course.

Accessibility of Records

Public records are available for inspection during regular business hours. The regular business hours of CAC are from 8:30 a.m. to 4:30 p.m. Monday through Friday.

CAC's public records will be made available for inspection promptly. Copies of public records will be made available within a reasonable period of time. Payment for copies will be required in advance. "Prompt" and "reasonable" take into account, among other things: the volume of records requested; the proximity of the location where the records are stored; and the necessity for any legal review of the records requested.

Any denial by CAC of public records requested will include an explanation, including legal authority. If portions of a record are public and portions are exempt, the exempt portions will be redacted and the rest released. If there are redactions, each redaction will be accompanied by a supporting explanation, including legal authority.

Costs for Copies of Public Records

Those seeking copies of public records from CAC will be charged for the cost of making copies. The charges must be paid in advance. The charges for copies are as follows:

- 10 cents per copy made on standard size (8.5 x 11) white paper
- 15 cents per copy made on legal size (8.5 x 14) white paper
- $1.00 for download of files or audio/visual materials to a CD-ROM

Requesters may ask that documents be mailed to them. They will be charged the actual cost of the postage and the mailing supplies, and payment of that charge must be made in advance of the mailing.

**Cuyahoga Arts & Culture
Social Media Policy**

Purpose
The purpose of this policy is to ensure CAC clearly states the way it will interact with individuals posting to CAC's social media sites.

Policy
We welcome you and your comments on Cuyahoga Arts & Culture's social media sites. These pages are meant to present matters of public interest for citizens, including its many residents, businesses and visitors. We encourage you to submit your questions, comments, and concerns, but please note that these pages are moderated online discussion sites and not public forums. Once posted, Cuyahoga Arts & Culture reserves the right to delete submissions that contain vulgar language, personal attacks of any kind, or offensive comments that target or disparage any ethnic, racial, or religious group. Further, Cuyahoga Arts & Culture also reserves the right to delete comments that are: (i) spam or include links to other sites; (ii) clearly off topic; (iii) advocate illegal activity; (iv) promote particular services, products, or political organizations; or (v) infringe on copyrights or trademarks. Please note that the comments expressed on these sites do not reflect the opinions and position of Cuyahoga Arts & Culture or its officers and employees.

Responsibilities
Communications Manager- monitoring of CAC social media sites.

Cuyahoga Arts & Culture
Privacy Policy

Cuyahoga Arts & Culture recognizes the importance of privacy to our web site visitors. Therefore, visitors should be aware of the following information.

Public Records

Visitors should be aware that, subject to certain statutory exceptions, most documents and records maintained by Cuyahoga Arts & Culture, including but not limited to electronic data, are public records under Ohio law. Therefore, information submitted through this web site may be subject to disclosure pursuant to a public records request.

Usage Statistics

In order to generate usage statistics to help us improve our web site, we automatically collect certain information on every visitor to the web site. However, this information does not disclose "personal identifiers" (such as name, address, telephone number, e-mail address, etc.). Each time a request is made to view a page within this web site, our web site creates a log file capturing generic user information. Examples of this type of information includes the type of Internet browser or computer operating system you are using, the date and time you accessed this site, the Internet protocol address of the individual computer (or proxy server) making the request, and the Internet address of the site from which you may have linked to this site.

All information collected by way of server log files is used in aggregate form only, and may be analyzed for trends and statistics.

Online Forms and E-mail

This web site will not collect personally identifiable information (such as name, address, telephone number, etc.) unless you provide such information voluntarily. We may ask for such information so that we can tailor interactive features of this web site to your specific interests and needs (including periodically forwarding information that matches your selected interests). You are free to provide or not to provide the requested information. If you choose not to provide this type of information, you can still visit most of the web site, but you may be unable to participate in certain online forums. Any personal information voluntarily provided by visitors, including personal information submitted on online forms and e-mail, will be used for the purposes stated on the web page and may also be shared with other agencies as required by law or pursuant to agency authority. Information submitted through this web site also may be subject to disclosure pursuant to a public records request.

Web Cookies

Visitors who submit information via this web site should be aware that data linking your computer to this web site (a "cookie") may be created. Temporary cookies may be used when necessary to complete a

transaction, to process data submitted to us online or to facilitate ongoing Internet interaction. Information collected on our web sites, including cookies, may also be subject to disclosure pursuant to a public records request.

MEMORANDUM

Date: April 10, 2018
To: CAC Board of Trustees
From: Jake Sinatra, Manager – Special Projects & Communications
Re: Support for Artists Update

Background
At the February 13 meeting, the Board unanimously approved a workplan to develop and deliver support for individual artists in Cuyahoga County. The plan is informed by recommendations developed over six months in 2017 by a group of volunteers, the Support for Artists Planning Team. For more information about this process and the recommendations, visit www.cacgrants.org/artists.

April Updates: CAC Support for Artists
The following updates are informed by:
1) the Board-approved key elements for support for artists from December 2016;
2) the Support for Artists Planning Team's extensive recommendations from December 2017;
3) review by CAC staff in 2018 including legal review, interviews with national peers;
4) a survey of Cuyahoga County artists, and public discussion at a Neighborhood Connections community meeting.

Cuyahoga Arts & Culture has been reviewing how to be successful in providing equitable and meaningful support to artists. At the same time, we acknowledge the need to get support and funding to artists as soon as possible, with respect to our stated goals and priorities.

In Q2 of 2018, staff aims to:

1) *Provide equitable support for artists.*
   In line with CAC's commitment to equity and the Board's prioritization of equitable support for individual artists in December 2016, CAC has set two specific goals that have been approved through our legal review:

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

   Informed by the Grantmakers in the Arts' "Racial Equity: Statement of Purpose," these communities include: African and African American; Latino/a; Asian and Asian American; Arab; Native American; Pacific Islander; lesbian, gay, bisexual, queer; transgender and gender variant people; people with disabilities; and women. Cuyahoga Arts & Culture also recognizes that some

marginalized communities may not be listed here and encourage applicants to articulate and provide supporting evidence about the marginalization of any community or ethnic/people group not named above. Marginalized communities do not include fringe artistic disciplines.

This equity framing will inform all of CAC's support for artists going forward.

2) *Hold a public "call for partners" to identify nonprofit collaborators.*
   Affirmed by our legal team, CAC can only make grants to nonprofit organizations by law. Therefore, in order to support individuals, CAC will hold a public "call for partners" in Q2 to identify nonprofits that can be eligible to serve in this capacity. Ideally, partner organizations will:
   - be a nonprofit organization (exempt from federal taxation);
   - share in our commitment to equity;
   - be nimble, open to change/learning/feedback;
   - have a collaborative spirit and demonstrated commitment to co-creation;
   - and have meaningful relationships with Cuyahoga County residents.

   CAC will build partnerships with a variety of organizations, either as nonprofit partners, or as contractors/vendors—organizations or individuals who provide existing programs or services to artists that CAC can purchase and provide to artists/residents at a reduced cost or for free (i.e. professional development workshops, training). Alternately, CAC can contract with artists to conduct assessments by providing a specific deliverable (information, sets of information, etc.) that further CAC's mission and provide insight that will enhance CAC's grantmaking initiatives.

   Additional criteria for eligibility may be determined for specific programs or initiatives as deemed advisable, and in accordance with all local, state and federal laws. Grantee partners will be selected by a diverse panel, including at least one CAC staff representative and one Cuyahoga County artist.

3) *Launch a "Support for Artists" network.*
   Artists can join the network by creating a profile on CAC's Cleveland Arts Events website, which will be open to all county residents. Members will receive regular e-mail updates and information about opportunities for funding and support, invitations to events and the option to share public events and programs with the community and to share their work. Staff is exploring an approach where artists can be paid to sign up – providing a benefit to artists and valuable data to inform CAC's investments.

   In February 2018, we shared that CAC staff have heard clearly that some residents or artists did not succeed in CAC's past programs, did not feel that it was for them, or simply did not know that funding for artists was available. We recognize that our commitment to equity alone will not overcome these challenges, CAC must act differently to overcome these perceived and actual barriers to participation in CAC's grant programs and support opportunities.

   Staff aims to launch the Support for Artists Network in Q2 2018.

4) *Engage 3-5 "Support for Artists" Network Leaders.*
   At the core of CAC's artist network will be a team of leaders who build relationships, raise awareness about CAC's initiatives to support artists, inform decisions and processes, and serve as partners and evaluators for CAC-supported arts and cultural organizations. Network leaders must demonstrate

meaningful connections to a community of Cuyahoga County residents, be excellent communicators, and be creative network builders.

The launch of CAC's Support for Artists Network and network leader contractors will help CAC to gather information to inform its work, act differently, and build new relationships. The network leader application will be launched in Q2 2018.

5) ***Pilot a professional development and project-based funding program.***
CAC will explore a partnership with the Center for Performance and Civic Practice (who most recently collaborated United Way of Greater Cleveland and Cleveland Public Theatre) to pilot a program for collaborative learning where artists and civic partners (community, non-profit) may conceive and execute an arts-based project as a result of their partnership.

6) ***Work within a budget.***
The Board-approved 2018 budget includes $400,000 CAC for artist support work. Should funds not be fully expended in 2018, they will be carried over to the 2019 budget cycle to support individual artist programs. In budget projections, CAC plans for a consistent investment in individual artist programs in future years.

Support for Artists Workplan

Programmatic Recommendations from Support for Artists Planning Team	unrestricted monetary support	specific project support	physical spaces	institutional connections	professional development
	SfAPT recommends that CAC provide non-specific/unrestricted monetary support through the awarding of Individual Artist Fellowships, meant to reward artists for their work and their connection to the community. Fellowship artists will have the opportunity to contribute to a cohort model of building unity in the local arts community.	SfAPT recommends that CAC provide monetary support for specific projects or ideas and enable artists to create, connect, and share their work. This support is designed to provide artists the monetary support, tools, training, travel or other resources necessary to bring a project or idea to life in the community.	SfAPT recommends that CAC should support and offer brick and mortar artists spaces throughout the County, with a focus on historically excluded areas of the City. The need is two-fold: to create new spaces and activate and expand access to existing spaces.	SfAPT recommends that CAC provides opportunities and resources for artists who receive support so that they can connect to and access CAC supported institutions in ways that complement their existing infrastructure and/or challenge them to develop new practices.	SfAPT recommends that CAC provides professional development support for artists to empower them, help them grow, and connect them to other artists, residents, and opportunities in Cuyahoga County.
Role for Cuyahoga Arts & Culture	Re-imagine individual artist fellowship support, in partnership with a nonprofit organization, to provide meaningful unrestricted dollars to Cuyahoga County artists.	Partner with a nonprofit to provide roject-specific support for Cuyahoga County artists to carry out their work and bring ideas to life. Ideally short, concise applications accepted on a rolling basis.	Activate and create physical spaces for artists to connect, collaborate and create. This includes partnerships to activate under/non-utilized spaces, and programs to connect artists to spaces they may not know of or have access to.	Foster connections between CAC-funded nonprofits and individual artists in Cuyahoga County. Creating space for collaboration, partnership and access. Reducing perceived barriers, building shared language.	Identify partners who offer existing programs or resources, evaluate national models, invest in opportunities or develop communications programs to share resources with artists.
Actions in 2018	- Q1: identify partners and collaboration models See April Update #1 and #2. - program development Staff reviewed detailed recommendations from the SFAPT. - national model input Staff conducted five	- Q1: program development See April Update #1 and #5. - national model input - Staff conducted five calls with funding peers and reviewed other programs / models. - legal guidance	- Q1-2: conversation with potential partners/experts Ongoing. - legal guidance on CAC's authority Ongoing. - Q3: research, assessment of partners/venues	- Q1-2: gather input about what artists and orgs want/need in this space See April Update #2 and #3. - launch Artsopolis artist database platform Complete February 2018.	- Q1-2: identify partners who offer existing programs See April Update #2 and #5. - evaluate national models Staff conducted five calls with funding peers and reviewed

working draft – updated April 3, 2018

Support for Artists Workplan

	calls with funding peers and reviewed other programs / models. • legal guidance Legal review is ongoing informed April Updates. • Q2: aim to launch RFP or identify partner(s) • Q3-4: launch program/opportunity to apply for funding	Legal review is ongoing and informed April Updates. • Q2: launch funding opportunity	• Q4: activate short-term space projects and/or partnerships • ongoing: discussion/ feedback with CAC board of trustees	• Q3-4: provide space for convening and conversation through quarterly Arts & Culture Network Nights • ongoing: discussion/ feedback with CAC board of trustees	other programs / models. • Q3-4: aim to invest in opportunities • develop / pilot communications programs to share resources with artists
Actions in 2019-2020	**2019:** select fellowship recipients, use feedback to improve application process in 2019, monitor implementation. **2020:** assess program impacts, gather community and stakeholder feedback.	**2019:** assess impacts/utilization of program, iterate and continue efforts to increase awareness, impact, share results with the community. **2020:** consider opportunities to grow and expand offerings, build connections between nonprofits and artists, increase public benefit.	**2019:** assessment of potential partners, activation of existing spaces, community/stakeholder input feedback. **2020:** evaluation of initial projects/activations, assess impact, determine need for additional spaces, etc.	**2019:** offer a series of events / opportunities for institutional connections, or an ongoing cohort-based program. **2020:** evaluate impact of initial programs and offerings, expand or adjust offerings accordingly.	**2019:** identify a long-term partner, if feasible, or offer a recurring series of events/program to support artists in professional development, mentorship, etc. **2020:** assess impact of full year of support, identify gaps, opportunities.

working draft – updated April 3, 2018