



Minutes of the Annual Meeting of the Board of Trustees
Monday, April 9, 2012

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:00 p.m. at the Smith Studio at the Idea Center, 1375 Euclid Avenue, Cleveland, Ohio.

The roll call showed Trustees Matthew Charboneau, Vickie Johnson, Steven Minter, and Sari Feldman to be present. It was determined that there was a quorum.

Also present were: CAC Staff: Karen Gahl-Mills, executive director; Jill Paulsen, director of grant programs; Stacey Hoffman, program manager; Meg Harris, director of administration; and Jennifer Schlosser, communications manager.

1. APPROVAL OF MINUTES

There was a motion by Trustee Minter, seconded by Trustee Charboneau, to approve the minutes of the February 13, 2012 Regular Meeting of the Board of Trustees. Discussion: None. Vote: all ayes. The motion carried.

2. EXECUTIVE SESSION

Trustee Feldman stated that the board planned to go into an executive session to discuss personnel matters including the employment, dismissal and compensation of CAC employees.

Motion by Trustee Johnson, seconded by Trustee Charboneau, to move to executive session. Discussion: None. Vote: all ayes. The motion carried.

(Trustee Coburn arrived at 4:05 p.m.)

Motion by Trustee Minter, seconded by Trustee Charboneau, to move to end executive session. Discussion: None. Vote: all ayes. The motion carried.

3. EXECUTIVE DIRECTOR'S REPORT

Trustee Feldman called upon Karen Gahl-Mills to give the executive director's report. Ms. Gahl-Mills gave a brief recap of items of note in the staff reports. She also noted the dates of three upcoming public events to which Trustees were invited: the GOS workshop on April 24th at the Rainey Institute, the April 20th Arts & Cultural Roundtable on Advocacy Issues at the Cleveland Museum of Art; and the Arts & Cultural Roundtable featuring Eric Gordon of the CMSD on June 1st work.

4. FINANCE REPORT

Ms. Harris delivered a brief finance report, stating that year to date tax revenues through March were \$3,743,653. This figure is \$69,301 or 1.9% over forecast year-to-date. While CAC is ahead of forecast

for the year, it is important to note that CAC forecasts a 4.5% decline annually, reflecting the tax collection trend. She added that year to date tax revenue is down 3.6% over the same period in 2011.

Ms. Harris continued, expenditures year to date are on budget \$7.38 million of which \$7.13 million was for grant disbursements. This is the time of year where disbursements exceed revenue because 50% of annual GOS grant payments are made in the beginning of the year.

Ms. Harris concluded stating that CAC has invested \$8million with Baird Investment Advisors. The money is fully invested with an average yield of .5%. \$10.3 million remains invested at STAROhio which currently has a yield of .07%, up from .04% earlier in the year.

Trustee Feldman stated that CAC uses interest income for grant awards to units of government. Trustee Minter stated that looking ahead to next year, there won't be much investment income to fund next year's Project Support grants for units of government. Ms. Harris stated that the balance of earned interest income from prior years is approximately \$500,000, enough to fund four more years of grantmaking to units of government. She added that this source of grantmaking could eventually diminish to zero unless the interest rates and/or return on investments improve.

5. 2011 REPORT TO THE COMMUNITY

Ms. Gahl-Mills called upon Ms. Schlosser, who gave a brief overview of CAC's 2011 Report to the Community, which was released at the meeting today. Ms. Schlosser offered a summary of and highlights from the Report.

The key message in the report: CAC is living its mission – public funding for arts & culture is strengthening community throughout Northeast Ohio.

6. CONNECT WITH CULTURE

Ms. Schlosser shared a two-minute video about the Lake Erie Nature & Science Center, a recipient of a CAC General Operating Support grant, which highlighted how the Center helps to make Northeast Ohio a better place to live. In conjunction with its Report to the Community, CAC created this and two other videos highlighting three cultural partners. The videos bring to life the three themes of the report: economy, education, and quality of life.

7. INFORMATION AND DISCUSSION – COMMUNITY VENTURE GRANTS PROGRAM

Ms. Gahl-Mills provided some context for the discussion about Community Venture Grants, a proposed evolution of the existing Special Initiative Grant Program:

- The memo provided to the board builds on the work the board did at its retreat last June, when the board started to think about other investments that CAC could make that would do two things – increase access to arts & culture as well as raise awareness of CAC and its work.
- What was presented in the memo was purposefully light on details – the goal for the next few minutes of the meeting is get the board's reaction to the ideas that staff has put forward. Staff wants to know what elements of a grant program like this are most important to the board. Today is not for decision-making – just for discussion.
- Staff is not suggesting that there isn't room for a big free concert by the Cleveland Orchestra as part of a community venture grant program. The primary reason for making this change is to put a process around this particular type of grant that aligns with the rest of CAC's processes; not to suggest that the orchestra concert isn't worthy of support.

- The goal today is to debate the merits of these approaches with board so that we can build the strongest program possible, one that achieves our goals and reaches as many residents as possible.

Ms. Paulsen then reviewed the Special Initiative – Planning Update memo. ([See Special Initiative Planning Update.](#))

The board discussed the merits and challenges inherent in the three options presented. While there was a general consensus that Option 3 – Risk Capital – might be the most innovative use of CAC funds, Trustees expressed concern that, as written now, the Cleveland Orchestra’s Public Square concert might be ineligible. Trustee Minter expressed his desire to find a solution that was both equitable and provided a mechanism for funding large public events such as the Public Square concert. Trustee Feldman summarized the discussion and asked staff to dig deeper into the costs of these three options and to benchmark similar activities in other communities for reference before bringing formal guidelines back to the Board for approval.

8. BOARD ACTION

Project Support 2013 Guidelines

Ms. Paulsen and Ms. Hoffman gave an overview of the refinements to the PS program, reviewing the board memo in detail. ([See PS 2013 Guidelines Memo.](#))

Motion by Trustee Coburn, seconded by Trustees Johnson, to approve the Project Support 2013 Guidelines. Discussion: Trustee Minter noted that he appreciated that the guidelines were very comprehensive and thorough. Vote: all ayes. The motion carried.

Approval of Special Initiative Grant to the Community Partnership for Arts and Culture (CPAC)

Ms. Paulsen reviewed the board memo regarding the proposed Special Initiative grant to CPAC for the Creative Workforce Fellowship – Cycle 3 (2013-14). ([See Creative Workforce Fellowship memo.](#))

Discussion: The board discussed the Creative Workforce Fellowship (2013-14) proposal, concentrating on two key questions:

- How does CPAC evaluate all elements of the program to ensure effectiveness, and how were the results of that evaluation incorporated into the new proposal? Trustee Charboneau cited his concern about the low renewal rates for COSE Arts Network memberships as an example of the need to see all elements of the program assessed and evaluated.
- How was the decision made to allow those who have previously received fellowships reapply for the 2013-14 cycle?

CAC staff, along with CPAC staff, addressed these and other questions.

Motion by Trustee Coburn, seconded by Trustee Minter, to approve the Special Initiative grant in the amount of \$1,129,350 awarded the Community Partnership for Arts and Culture for the administration of the Creative Workforce Fellowship Cycle 3 (2013-14).

Trustee Charboneau recused himself from the vote, given his employment relationship with COSE, one of CPAC’s partners in the program. Trustees Coburn, Feldman, Johnson and Minter all voted aye. The motion carried.

9. ADMINISTRATIVE MATTERS

Trustee Feldman called on Ms. Harris to present administrative matters. Ms. Harris stated the board would be asked to reaffirm four policy documents, approve one amended HR policy, and reappoint the members of the Audit and Finance Committee.

Ms. Harris asked the board to approve four policies:

- a. Reaffirm Charter for Audit and Finance Committee
- b. Reaffirm Spending Policy
- c. Reaffirm Investment Policy
- d. Reaffirm Board Statement of Expectations

Motion by Trustee Minter, seconded by Trustee Johnson to reapprove: Charter for the Audit & Finance Committee; Spending Policy; Investment Policy; Statement of Expectations for the Board of Trustees. Discussion: None. Vote: all ayes. The motion carried.

Ms. Harris asked that the board re-appoint the audit committee members: Chris Coburn, Bryan Gillette, Cindy Hope and Tim Longville.

Motion by Trustee Johnson, seconded by Trustee Charboneau, to re-appoint Chris Coburn, Bryan Gillette, Cindy Hope and Tim Longville. Discussion: None. Vote: all ayes. The motion carried.

Human Resources / Personnel Report

Ms. Harris asked the board to approve the revised CAC employee handbook which includes a new attendance policy.

Motion by Trustee Charboneau, seconded by Trustee Minter, to approve the revised CAC employee handbook inclusive of the new attendance policy. Discussion: None. Vote: all ayes. The motion carried.

Ms. Harris stated that the board had received a personnel report. She asked that the board approve the personnel report.

Motion by Trustee Minter, seconded by Trustee Feldman, to approve the personnel report of April 9th, 2012. Discussion: None. Vote: all ayes. The motion carried.

Contracts

Ms. Harris stated that there were two contracts for board approval, a one year extension of the agreement between CAC and Van Meter Ashbrook & Associates for public affairs consulting and an extension of the employment contract of Karen Gahl-Mills through 2016.

Motion by Trustee Coburn, seconded by Trustee Charboneau, to approve the employment contract for Karen Gahl-Mills. Discussion: None. Vote: all ayes. The motion carried.

Motion by Trustee Charboneau, seconded by Trustee Feldman, to approve a one year extension of the contract with Van Meter Ashbrook & Associates in an annual amount not to exceed \$48,000. Discussion: None. Vote: all ayes. The motion carried.

Election of Officers

Mr. Minter stated that he had served as the chair for the Nominating Committee. He presented the following slate of officers: Sari Feldman to the position of President, Vickie Eaton Johnson to the position of Vice President and Matthew Charboneau to the position of Secretary of the Board of Trustees.

Motion by Trustee Minter, seconded by Trustee Coburn to elect Sari Feldman to the position of President, Vickie Eaton Johnson to the position of Vice President and Matthew Charboneau to the position of

Secretary of the Board of Trustees for the 2012-2013 term. Discussion: None. Vote: All ayes. Motion carried.

10. PUBLIC COMMENT

Charlie Lawrence, executive director of The Music Settlement, offered comments about his involvement with the Lake County Arts and Cultural Fund, which is similar to the Community Venture Grants program idea. He stated that it is important to identify what you want the end result to be. He stated that he thought the program was very exciting and would be worthwhile and valued.

11. ADJOURNMENT

Trustee Johnson moved that the meeting be adjourned; Trustee Coburn seconded, and the motion carried unanimously. The meeting was adjourned at 5:40 p.m.

Next meeting: Tuesday, June 19, Cuyahoga County Public Library, Warrensville Heights Branch, followed by board retreat.

Sari Feldman, President, Board of Trustees

Attest:

Matthew Charboneau, Secretary, Board of Trustees

Executive Director's Report
Annual Meeting of the Board of Trustees
9 April 2012

Welcome to our Annual Meeting.

One of my goals for this year is to ensure that, whenever we bring our Board together, we deal with What Matters: how we best use all of the resources that we have in service to our mission. Certainly What Matters includes discussing the mechanics of our grantmaking work, but it also includes addressing other ways for CAC to live its mission. Today's agenda includes both of those sets of work.

Of course, one way that we serve our mission is through our grantmaking, and today we will ask the board to take action on two important grantmaking items: approval of the Project Support guidelines for 2013, and approval of Cycle 3 of the Creative Workforce Fellowship, managed by our friends at the Community Partnership for Arts and Culture. These two very different initiatives ensure that both artists and community-based arts organizations have the opportunity to participate in CAC's programs, and we look forward to discussing both with you.

Another way that we use our resources to serve our mission is to tell the story about what public investment in arts and culture can do for a community, and to that end, we will unveil our 2011 Report to the Community at this meeting. With this report, we continue to demonstrate the importance of arts and culture as a driver of our local economy, as a partner in education efforts, and as a key component of our region's quality of life. Prior to the board meeting, Sari Feldman and I will be meeting with the editorial board of the Plain Dealer to discuss our work in the context of the report. Many thanks to Jennifer Schlosser, Meg Harris, Galen Schuerlein, the folks at CPAC, and Arlene Watson of Möbius Grey for bringing this document to life.

Part of our responsibility is also to stretch our thinking, and to that end, we hope to engage Trustees in some conversation about a new initiative, Community Venture Grants. You will recall that, at our board retreat in June 2011, Trustees challenged the team to think about events that would both engage a wide variety of area residents and raise CAC's profile in the community. We have put together some options for your review and discussion, with the aim of then presenting the guidelines for a new program at our June 19th meeting. Again, we look forward to this important discussion.

In addition to these agenda items, we will also address the following issues:

- We will hear a finance report from director of administration Meg Harris, something that will be a regular feature of our board agenda.
- We will affirm or approve revised office policy documents, as is our custom at an Annual Meeting.
- We will ask the board to approve administrative matters.
- And we will present a slate of officers for the coming year.

As some of you know, Jill Paulsen and I recently attended the Grantmakers for Effective Organizations conference in Seattle, Washington. There were many high points, including this panel discussion on resilience in arts organizations, very much aligned with our work (more info:

http://heliconcollab.net/files/BrightSpots_AllenFoundation_2012.pdf)

Before we left Seattle, Jill and I met with Jim Kelly, the executive director at 4Culture, our regional counterpart, and he expressed his excitement – and even envy – at the strength of the revenue stream that we enjoy and the potential it provides for changing the way arts and culture relate to communities. Let us move forward with our work, reminded of the privilege we have here in Cuyahoga County and the responsibility before us.

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

Reports from Staff
Regular Meeting of the Board of Trustees
9 April 2012

GRANT PROGRAMS

GENERAL OPERATING SUPPORT (GOS)

2011 Year-End Reports: Sixty-four of the sixty-six GOS cultural partners submitted their 2011 reports detailing their work and use of CAC funding over the past year. CAC provided each organization personalized feedback on its report. The two organizations that have yet to complete their 2011 year-end reports, and therefore have not been paid their final 10% of their 2011 grant nor the first 50% of the 2012 grant are:

- Apollo's Fire (responsive to CAC outreach; 2011 audit and Cultural Data project not complete).
- Joyful Noise (responsive to CAC outreach; 2011 audit and Cultural Data Project not complete).

CAC will continue to stay in close contact with these two organizations to monitor their progress. Both organizations are aware that until they complete their 2011 year-end reports, they are ineligible to draw down any additional funds or apply for the 2013-14 cycle of general operating support.

GOS 2013-2014:

At the February meeting, the Board approved the policies within the GOS 2013-14 Guidelines and Application. Since that time, CAC officially posted the Guidelines and distributed it to all current grant recipients. Once the Project Support Guidelines are approved, CAC will start a comprehensive outreach plan to get the word out about all of our 2013 grant opportunities.

CAC will also spend this spring and summer helping potential GOS applicants get ready to submit their applications. As the Board will recall, the GOS 2013-14 application is substantially different than past applications and will require that organizations take a team approach to answering financial and programmatic health questions. We've developed three technical assistance opportunities, with more forthcoming:

- In March, Nonprofit Finance Fund (NFF) created a "GOS Funding Formula Basics" webinar that is posted on our [YouTube channel](#). This 30-minute presentation walks applicants through the basics of and reasoning behind the funding formula that now measures and rewards financial health.
- CAC will host a "Succeeding in the GOS 2013-14 Application" workshop on April 24 (8:30-10am) at Rainey Institute. Modeled after the session we had last fall that focused on the revised funding formula, this workshop will be interactive and is the official public kick-off of the GOS 2013-14 application process.
- On May 23 (12 – 1pm), NFF will host a live webinar focused on helping organizations understand their financial health. The webinar will be open to all CAC cultural partners and is designed to be an "evergreen" resource that can live on our website beyond 2013 grant application deadlines.

PROJECT SUPPORT (PS)

Project Support 2011: The 2011 Project Support grant period ended on December 31, 2011. All 56 cultural partners submitted their final reports. By the time the Board meets, we anticipate having paid out and closed all grants. CAC provided each organization personalized feedback on its report. In general, staff is pleased with how PS11 concluded: nearly all organizations were able to successfully complete their projects and share what they learned with staff.

Project Support 2012: The 2012 Project Support grant program is in full swing. We've continued to see an increase in advance payment requests, suggesting that many of our cultural partners operate on a tight budget without a lot of flexible funds on hand. We have also had increased communication to/from our cultural partners. They are sharing their event information with us earlier in the year than previous grant cycles, due in part to their desire to have their events listed in CAC's popular e-newsletter. Finally, staff is experiencing a marked increase in the workload with eighty-eight cultural partners in the 2012 Project Support grant program, a 56% increase over the 2011 Project Support recipients. We are currently considering how to best handle the workload with the help of summer interns.

In an effort to bring the Project Support 2012 program to life, staff would like to share information on a recent project. This is one example that illustrates the role that CAC can play when projects do not go as planned.

Detroit-Shoreway Community Development Organization (DSCDO) received a \$28,777 grant for a project that integrates resident-selected public art into a pedestrian tunnel on W. 76th Street. When complete, the tunnel will connect the neighborhood to Lake Erie. The total project budget is nearly \$120,000.

Soon after receiving the CAC grant, DSCDO learned that the project had been delayed due to unforeseen construction issues (unrelated to the public art). This delay means that the public art component of their project will not likely be completed until 2013, well past CAC's grant year. As a reminder, Project Support 2012 funds must be spent during 2012.

To determine if there could be a solution that adheres to CAC's grant guidelines (which require a public component to be completed within 2012 to release any funds), CAC met with the project stakeholders: Detroit-Shoreway Community Development Organization, LAND studio and Fifteenth Ward Council Member Matt Zone in mid-March. Following a productive conversation, it appears that a revised version of the project that focuses on the artist's design and creation of the work, with a likely public element to the project, will move forward in 2012.

While DSCDO hit a bump in the road with its project, this process has been instructive for CAC and our cultural partner. Specifically, we were reminded of several key lessons:

Lessons Learned

- It is important to encourage our cultural partners to have open and frequent communication with us, especially when they foresee that a project may not go as planned, such as when other funding falls through, staff changes, or project timelines are delayed. This will ensure that CAC and our grant recipients can problem-solve together, as opposed to simply reprimanding organizations when they come to us after the grant period is complete with half-complete projects.
- Site visits and informal check-in with cultural partners help bring projects to life and ensure that we are good stewards of public funds.
- We are reminded that public art projects are often difficult to fit into a twelve month grant period. As such, we will continue to encourage applicants to focus their requests on the public programming piece of future projects, as opposed the entirety of a public art project (design, selection, fabrication and installation).

Project Support 2013: At the April 9 meeting staff will look to the Board to approve the proposed 2013 Project Support guidelines. A memo and draft guidelines for both Project Support I and II are included in the Board packet for your review.

SPECIAL INITIATIVES

Creative Workforce Fellowship

The Board memo in this packet the outlines a recommendation for Cycle 3 funding of the Creative Workforce Fellowship program, an initiative designed and run by the Community Partnership for Arts and Culture.

Community Venture Grants

The Board memo in this packet outlines a proposed framework for CAC's evolving special initiative grantmaking program for 2013. This new approach reflects CAC's core values of accountability, impartiality, transparency, and partnership.

FINANCE & ADMINISTRATION

2012 FINANCIALS YTD

Revenue

- Actual revenue through March was \$3,743,653. This is \$69,301 over forecast YTD.
- Interest income from STAROhio through March was \$1,414. STAR rates have increased from .04% in February to .06% in March.
- CAC invested \$8million with Baird Public Investment Advisors in mid-January. These funds are now fully invested with an average yield of .5%.

Expenditure

Expenditures through March were \$7,380,401. This figure is slightly under budget due to timing of payments for expenses incurred. Grant payments listed represent cash expenditures toward 2012 grants. Payments for 2011 grants are nearly complete, as reflected by the decrease on the balance sheet line items for 2011 grants.

AUDIT

The Auditor of State spent nearly two weeks in our offices during March conducting our annual audit. They plan to release the audit by April 30th. Prior to the release, the Auditor will hold a pre-release meeting in CAC's office. We encourage members of the Board and the Audit and Finance committee to attend and will work with the Auditor of State to plan the meeting at a mutually convenient time.

CAC POLICY REVIEW AND RE-AUTHORIZATION

At the April 9th Annual Meeting, the Board will be asked to review and reauthorize several board adopted policies. We will continue to use the Annual Meeting as a time to review and reaffirm or change policies that guide CAC's work. The policies for review and re-authorization at this meeting are the:

1. Audit and Finance Committee Charter
2. Spending Policy
3. Investment Policy
4. Board Statement of Expectations

There are no recommended changes to any of these policies at this time.

EMPLOYMENT AND PERSONNEL

There are several minor updates to CAC's Employee Manual that will be proposed for approval on April 9th. The changes provide clarifying language for the Attendance Policy (see attached).

Also noteworthy in the area of Human Resources, CAC has recently contracted with EASE@Work for a low cost employee assistance program. This program offers employees and their dependents a single location for access to wide range of services including help with personal, legal, childcare and financial issues.

CAC has begun to search for a new program manager for the General Operating Support program. HR On Call will provide sourcing and screening assistance, particularly concentrating on assembling a diverse candidate pool. We hope to begin interviewing qualified candidates by early May. A copy of the job posting will be on CAC's website, and we encourage Trustees to share it widely.

COMMUNICATIONS

Report to the Community: The Report to the Community will be released at the CAC annual meeting on April 9. Its key messages will demonstrate how CAC funding supports education, economic development, and quality of life in Cuyahoga County. We worked with CPAC to gather data about our cultural partners' activities from the Cultural Data Project.

Distribution: The report will be mailed (~500) and emailed to 5,670 elected officials, key stakeholders, community leaders, cultural partner executive directors and board members, media, and other community members, along with a cover letter or note from Karen Gahl-Mills. The report will also be posted prominently on CAC's website and Facebook and Twitter sites.

Videos: We have created three videos, each highlighting one of our cultural partners, which will be released on CAC's website along with the Report to the Community. The featured cultural partners, each highlighting one of the report's major themes, are Inlet Dance Theatre (education), Cleveland Restoration Society (economic development), and Lake Erie Nature & Science Center (quality of life). We will post the three-minute videos on our website and plan to also show them on the Jumbotron before The Cleveland Orchestra's Star-Spangled Spectacular in July.

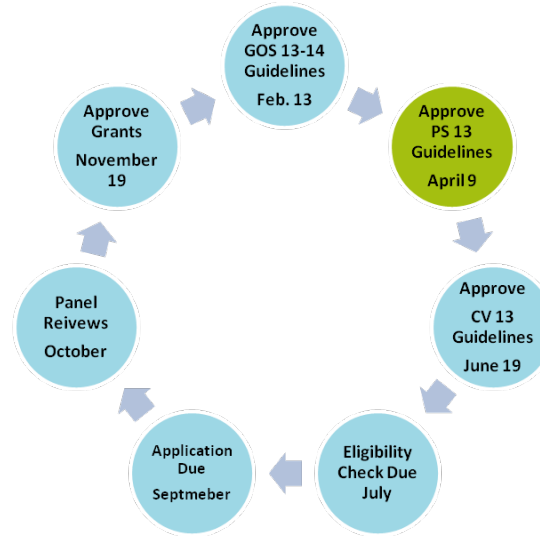
Website: The Report to the Community will be prominently displayed on CAC's website as of 4:30 p.m. on April 9. The main page of the website will have a link to view the report in PDF format, a thumbnail photo from the report, and a link to a separate page with the PDF of the report and the three accompanying videos.

Media Relations: The Report to the Community will be emailed and mailed to key members of the local media on April 9, attached to a news release announcing the major messages of the Report. On April 9, Sari Feldman and Karen Gahl-Mills are scheduled to meet with the editorial board of The Plain Dealer to discuss CAC at the 5-year mark, and the new data released in the Report to the Community. On April 24 during the noon hour, Karen Gahl-Mills is scheduled to do a live interview on WCPN 90.3 FM's Around Noon program with Dee Perry. We are planning targeted media outreach to key local community newspapers with specific messages about CAC's impact in their communities.

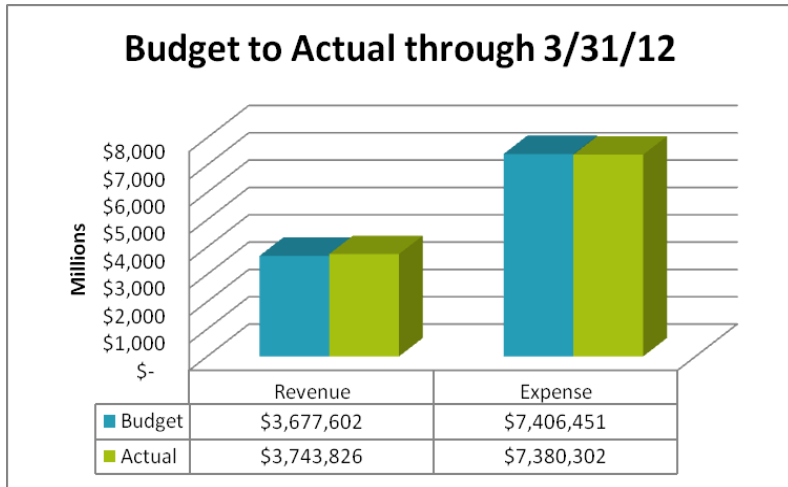
E-Newsletters: CAC's monthly events e-newsletter has proved to be a popular and valuable communications tool among our cultural partners, and we have recently added a section on the front page of CAC's website that displays upcoming events from our cultural partners. Each quarter, we reach out to cultural partners and ask that they submit one event per month to be included in the events e-newsletter, and then the events are compiled and sent out at the beginning of each month. Many cultural partners have embraced this additional opportunity to promote their events to CAC's contact list and on our website. One staff member of a cultural partner commented, "We are grateful for the support, financially as well as through the opportunity to promote these opportunities through the CAC network." Another commented, "I appreciate your doing this, it is a much needed communications tool for arts and culture." The email itself is sent to CAC's contact list of more than 2,200 people, and has a high open rate at 26 percent.

Community Outreach: CAC's message was very visible during the Cleveland International Film Festival (March 22 – April 1). We created and carried out a plan to make sure attendees were aware of CAC's funding, as follows. A large CAC banner was displayed above the exit to the Film Festival, and we created CAC posters which were hung outside each of the eight movie theaters. At the beginning of each film, CIFF staff verbally thanked Cuyahoga County residents for their support of the Film Festival through CAC. And, CAC's logo was prominently displayed among other slides on the movie screens before each movie began.

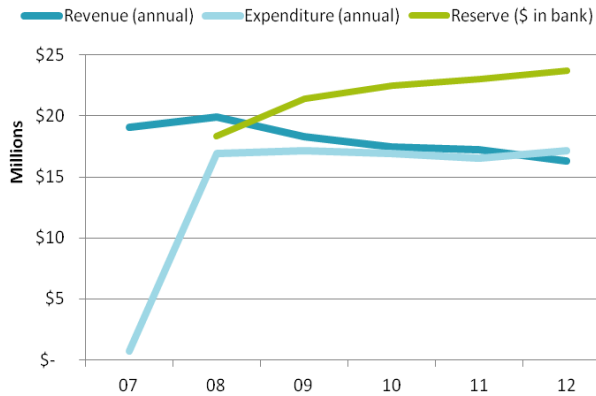
Grant Cycle Status



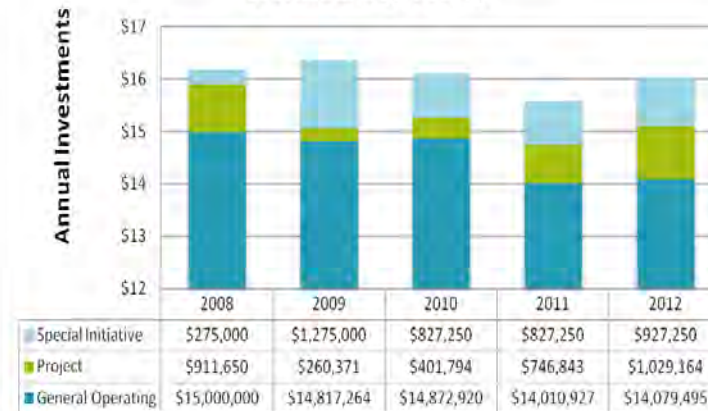
Key dates April through June	
09-April	Annual board meeting, 4pm, Idea Center
20-April	Arts & Cultural Roundtable 8:30 am, Cleveland Museum of Art
24-April	GOS Application Workshop, 8:30 am, Rainey Institute
30-April	Target date for release of 2011 Audit
28-May	office closed
01-June	Arts & Cultural Roundtable with Eric Gordon, time/place TBD
19-June	Board meeting and retreat, CCPL Warrensville Branch, 4-9 p.m.
26-June	CAC Audit and Finance Committee meeting, 8 am, Global Cardiovascular Innovation Center



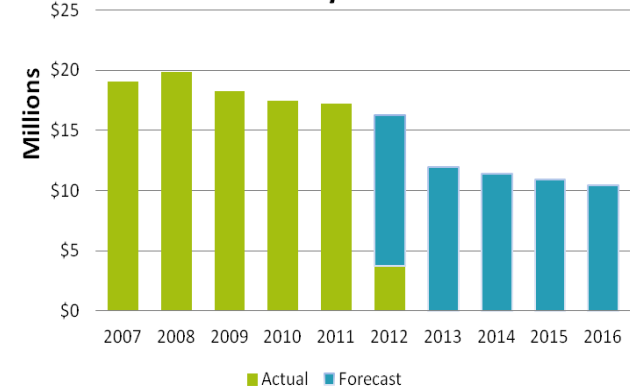
Revenue and Expenditure History



Grantmaking History



Revenue History and Forecast



Cuyahoga Arts & Culture
March 2012 Revenue & Expenditures

Modified Cash Basis	Through 3/31/2012	Through 3/31/2012	\$	%
	Actual	Budget	Over/Under Budget	of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax*	\$ 3,743,653	\$ 3,674,352	\$ 69,301	101.9%
Interest	\$ 173	\$ 3,250	\$ (3,077)	5.3%
Total Revenue	\$ 3,743,827	\$ 3,677,602	\$ 66,225	101.8%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 64,128	\$ 69,032	\$ (4,904)	92.9%
Program	\$ 27,800	\$ 27,800	\$ -	0.0%
Grants**	\$ 7,126,877	\$ 7,126,877	\$ -	100.0%
Total A&C Expenditures	\$ 7,218,805	\$ 7,223,709	\$ (4,904)	99.9%
General & Administrative				
Salaries, Wages and Benefits	\$ 68,659	\$ 78,562	\$ (9,903)	87.4%
Facilities, Supplies, Equipmer	\$ 10,249	\$ 11,985	\$ (1,736)	85.5%
Professional Fees	\$ 82,589	\$ 92,195	\$ (9,606)	89.6%
Total G&A Expenditures	\$ 161,496	\$ 182,742	\$ (21,246)	88.4%
Total Expenditures	\$ 7,380,301	\$ 7,406,451	\$ (26,150)	99.6%
Net Ordinary Revenue	\$ (3,636,475)	\$ (3,728,849)	\$ 92,374	

* Revenue for March is estimated at budgeted figure.

** Grants figure is the actual payment made to date for 2012 GOS and PS grants.

Disbursements for PS11 and GOS11 grants are reduced from the balance sheet.

Cuyahoga Arts & Culture
Balance Sheet
As of March 31, 2012

ASSETS

Current Assets

Checking/Savings

Baird (U.S.Bank)	\$	7,997,370
KeyBank	\$	368,469
Star Ohio Excise Tax	\$	10,303,552

Total Checking/Savings \$ 18,669,391

Accounts Receivable

Accounts Receivable (estimate)	\$	1,422,259
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Total Accounts Receivable \$ 1,422,259

Total Current Assets \$ 20,091,650

Fixed Assets

Furniture and Equipment	\$	67,311
Software and Webdesign	\$	23,867
Accumulated Depreciation	\$	(62,019)

Total Fixed Assets \$ 29,159

TOTAL ASSETS \$ 20,120,809

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable	\$	8,000
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Total Accounts Payable \$ 8,000

Other Current Liabilities

Payroll Liabilities	\$	2,493
GOS Grants	\$	7,082,782
Project Support Grants	\$	837,205

Total Other Current Liabilities \$ 7,922,480

Total Current Liabilities \$ 7,930,480

Total Liabilities \$ 7,930,480

Equity

Retained Earnings	\$	23,720,418
Net Income	\$	(11,530,088)

Total Equity \$ 12,190,329

TOTAL LIABILITIES & EQUITY \$ 20,120,809

** Accruals include remainder of 2011 grants and approved 2012 grants

CIGARETTE TAX MONTHLY ANALYSIS for 2011 & 2012				
	2011		2012	
Month	Monthly Tax	10-11 % change	Monthly Tax	11-12 % change
JANUARY	\$ 1,393,423.02	-6.01%	\$ 1,235,807.10	-11.31%
FEBRUARY	\$ 1,156,877.63	0.84%	\$ 1,085,586.87	-6.16%
MARCH	\$ 1,333,792.52	-12.04%	\$ 1,422,259.41	6.63%
APRIL	\$ 1,439,526.45	-9.09%		
MAY	\$ 2,600,959.94	8.17%		
JUNE	\$ 1,590,940.64	2.76%		
JULY	\$ 251,257.17	-54.01%		
AUGUST	\$ 1,555,208.35	17.00%		
SEPTEMBER	\$ 1,848,885.83	14.97%		
OCTOBER	\$ 1,231,977.00	-16.27%		
NOVEMBER	\$ 1,252,512.70	-5.92%		
DECEMBER	\$ 1,585,877.43	6.60%		
TOTALS	\$ 17,241,238.68	-1.23%	\$ 3,743,653.38	-3.62%



Memorandum

Date: April 4, 2012
To: CAC Board of Trustees
From: Karen Gahl-Mills, executive director
Jill M. Paulsen, director of grant programs

Re: Special Initiative – Planning Update

Executive Summary: At the April 9 meeting, board and staff will discuss early stage planning for one of CAC's Special Initiative grant programs, a new Community Venture Grants initiative. While the goals for this program are clear: 1) to increase access to arts and culture for residents; and 2) to raise CAC's profile in the community, the program structure is still in development. Staff will present three options for Board consideration. **There is no formal board action in April, but this discussion will shape the program guidelines that will be presented to the Board for approval in June.**

Background

In addition to CAC's General Operating Support and Project Support programs, CAC also runs a Special Initiative program. This program provides funds for specific purposes as determined by the board of directors. Up until 2012, it has been comprised of two components:

Creative Workforce Fellowship Grant – a multi-year grant to an eligible 501c3 organization specifically to manage the Creative Workforce Fellowship (CWF), a grant program for individual artists. The current program was created at the direction of CAC's board by the Community Partnership for Arts and Culture and is managed by them on CAC's behalf. The Board will discuss and vote on a potential third cycle of this program (2013-14) at the April meeting. See the CWF memo in this packet for additional information.

Public Square Concert – a legacy grant inherited from the County Commissioners, CAC has supported The Cleveland Orchestra's yearly July 4-themed concert on Public Square since 2007. The annual grants have ranged from \$275,000 to \$250,000. As the Board will recall, it approved the final grant, in this form, at its February meeting for the 2012 concert. Moving forward, the Board expressed an interest in CAC creating a new grant program to replace this near-automatic, yearly award with a grant opportunity that is open to a broader pool of applicants and is more aligned with our values of: impartiality and transparency.

It is in this spirit that staff presents, for the Board's consideration, a re-envisioned second component of the Special Initiative program (CWF will remain in place for 2013-14, pending Board approval in April). Still under development, this new program aims to be better aligned with CAC's other programs and based on the principles in our revised mission, vision and values.

Community Venture Grants – Grant(s) to eligible 501c3 organization(s) specifically designed to reinforce CAC's vision of establishing our community as a hub of creative activity. This new grant program, in development, is the subject of CAC's board discussion at the April meeting. Staff will use Board feedback to refine the program structure, with the goal of presenting a formalized program (and Grant Guidelines) at the June meeting.

While the exact program structure is not yet defined, the proposed Community Venture Grants program goals are clear. CAC proposes a new program that will:

- **Primary Goal:** increase ACCESS to arts and cultural activities for all residents. Winning applicants will have a plan to accomplish one or more of the following: reach broad audiences, low barriers for community/user participation, reach new/unusual audiences, and /or reach wide geographic area.
- **Secondary Goal:** increase AWARENESS and VISIBILITY for CAC. Winning applicants must have a willingness to work in partnership with CAC raise CAC's profile in the community.

Exploring Our Options: Three Potential Program Structures

Staff has explored three ways that Community Venture Grants could be structured to achieve CAC's goals of increasing access to arts and cultural activities for all residents, while increasing the public's awareness of CAC:

Option 1: Funds to support Celebrate Arts & Culture Week, modeled on Restaurant Week and partnered with Positively Cleveland and other regional marketing efforts. CAC funds would be used to provide free admissions at all cultural destinations funded by CAC.

+ *Strengths:* Proven model used in other communities (such as Pittsburgh's RAD Days); requires CAC to build visual partnerships with other civic partners; and clear connection to access goal.

- *Weaknesses:* Subsidizes only organizations with programming during selected week and those with ticket/fees (excludes organizations that are already free); early-stage planning for ticket subsidy program occurred in Cleveland several years ago, but hit roadblocks with some institutions unwillingness to participate (CAC would need to further investigate to determine if this is still a problem); would require substantial staff time to implement.

Option 2: A specific fund for festivals that are large enough to have a county-wide reach. The Orchestra's existing Public Square concert would likely fit into this category.

+ *Strengths:* Addresses past requests for a festival/summer-specific funding pool; ties directly to CAC's vision to "create vibrant and energetic neighborhoods."

- *Weaknesses:* CAC already funds many festivals through its existing grant programs (including nearly 25% of 2012 Project Support grants), this approach would duplicate existing work; launching a large-scale one-time-only festival may not be sustainable (or desirable) for most organizations.

Option 3: Funds to support Blue Sky Projects, a "risk capital" pool meant to encourage experimentation and partnership for one-time, community-oriented events. This risk capital would offer organizations, likely in collaboration with others, the opportunity to dream up creative and vibrant programs that otherwise would be out of reach without one-time venture funds.

+ *Strengths:* Responds to ongoing request for innovation funds, a scarce source in this community; does not duplicate existing CAC programs; could be designed to require innovative partnerships (across and outside the arts/culture sector); allows organizations to tackle creative projects (often those around new audience development and connecting with new communities) that often get pushed aside when funding is tight.

- *Weaknesses:* May divert some organizations attention away from core mission in effort to garner one-time, project funds.

Common Program Elements

No matter the structure, any Community Venture Grants program will include these common elements:

Consistent Eligibility: Applicants must be 501c3 organizations with a primary mission of arts and culture, following the same eligibility requirements of our General Operating Support program. This will ensure the organizational capacity and programmatic expertise to carry-out a new project.

New Projects: Because CAC already invests substantial funds into general operating support, Community Venture grants must be for a new idea, not just a reward for events that are already being done and supported through the operating support program.

Consistent Funding Criteria: Any set of guidelines will align with the funding criteria used in CAC's existing grant programs: public benefit; artistic and cultural vibrancy; and organizational capacity. Following Board input in April, staff will propose for June, a weighted structure that ensures winning projects achieve our goals of increased access and visibility.

Simple Application Format: Staff recommends a simple, 1-2 page online application. The Knight Arts Challenge, run by Miami-based Knight Foundation, is an exciting model worth considering (which includes a 150-word first phase application). CAC met with Dennis Scholl, Knight's vice president for arts, to learn about the program and will continue discussions with Knight's Akron office to understand if this contest-like format would work for CAC.

Transparent Adjudication Process: CAC is open to any adjudication process that stays true to our values of impartiality, transparency and accountability. Options include replicating our traditional in-person panel process, conducting an online panel (similar to what the nationally-recognized MAP Fund, a partnership of the Doris Duke Charitable Foundation and Andrew W. Mellon Foundation), or integrating a component of crowdsourcing where residents help determine the "winners" in a contest format. A hybrid of these approaches may be the likely option.

Required Matching Component: Consistent with all our grant programs, Community Venture grants could require some percentage of matching funds to ensure broader community participation.

Community Venture Grants Timeline

This tentative project timeline is ambitious. It is a first-draft estimate for discussion at the April meeting.

Board discusses program goals/framework.....	April 9 2012
CAC solicits community feedback.....	April – May 2012
Board reviews and can approve grant guidelines.....	June 19 2012
Application Due.....	November 30 2012
Adjudication process (format undetermined).....	January 2013
Board approved grants to take place in summer 2013.....	February 2013

Recommendation

While each of the three options is possible, and would contribute to a stronger community, **staff recommends the third option: Blue Sky Projects through a risk capital pool.** This Special initiative program becomes more appealing than outlined above, when it is framed in a way similar to the Knight Arts Challenge (simple application, venture capital funding approach) with some component that enables residents to vote for the winner from a slate of panel-approved finalists.

In addition, this Blue Sky approach encourages risk and creativity. This framework is a fresh approach for Cleveland that, if structured properly, could mostly easily achieve our goals to increase access, while raising CAC's profile.

Next Steps

At the April 9 meeting, board and staff will discuss early stage planning for the new Community Venture Grants initiative. There is no formal board action in April, but this discussion will shape the program guidelines that will be presented to the Board for approval in June. As we do for all programs, CAC will solicit community feedback before bringing forward to the Board a final recommendation.

Discussion Questions

- Risk: Is it the role of public sector funding to spur innovation and encourage programmatic risk?
- Risk: What is the board's appetite for risk/change? (diverging from CAC's normal way of doing business – panel process, for instance; awarding organization's multiple grants per year; supporting a project that might fail?)
- Timeline: The proposed project timeline is ambitious. It may not provide adequate time for CAC to develop the program or for applicants to design and implement the quality/scale of projects we intend. What is the Board's willingness to use 2013 to run the project adjudication for project implementation in 2014?
- Matching Grants: Historically, CAC's operating and project support grants have required 1:1 match; Special Initiative grants (Creative Workforce Fellowship and Public Square concert) have not. What is the Board's preference for the Community Venture grants program?
- Community Participation: Where have you seen community participation and engagement programs run well? With respect to the "crowdsourcing" component of adjudication, do you have any examples of community feedback mechanisms that have worked well?



Memorandum

Date: April 4, 2012
To: CAC Board of Trustees
From: Jill M. Paulsen, Director of Grant Programs
Stacey Hoffman, Program Manager
Re: Project Support 2013 Guidelines and Application

Executive Summary: CAC staff members recommend, for the Board's approval at its April 9 meeting, the policies within the Project Support (PS) 2013 Guidelines & Application Instructions (see attached). This framework is based on CAC's mission to strengthen communities by investing in arts and culture. The recommended changes are only procedural in nature; there are no proposed policy changes for PS 2013.

Background

To prepare for the 2013 Project Support grant cycle, CAC surveyed panelists and applicants and conducted several small group discussions with 2012 Project Support grant recipients. At the February 13 meeting, staff walked the Board through several proposed refinements to the Project Support program. Following that meeting, we drafted the guidelines and sought public comment. Based on the feedback, along with our board and staff discussions, CAC recommends only modest, procedural refinements for the 2013 Project Support program; no policy changes are proposed.

What follows is a brief overview of the recommended procedural issues embedded within the Guidelines, the document that frames CAC's Project Support program. These highlights focus on what will stay the same from past cycles and what will change. Most importantly, it outlines *why* these shifts are important and *how* they will be implemented if the PS13 Guidelines are approved.

Project Support 2013: What Will Remain the Same?

Last year, CAC significantly reworked the Project Support grant program, adding a small grants program. After several years of continual change, the PS program has reached a point where it is time to hold steady and measure progress. The following elements in the proposed PS 2013 Guidelines remain consistent from past cycles:

- Commitment to Access and Breadth: CAC is fully committed to investing in arts and culture. If approved, PS13 is designed to be our grant program that reaches the most applicants in the most communities of any CAC grant program. The goal of the program remains unchanged.
- Program Structure and Eligibility Requirements: Project Support grants will remain one-year grants for projects occurring during the calendar year 2013. As in 2012, applicants may apply to one of our two PS programs: PSI, the traditional project grants of up to \$50,000 for nonprofits and \$35,000 for units of government, as well as PSII, our small grants program for nonprofits requesting up to \$5,000. All applicants must demonstrate past arts or cultural programming in Cuyahoga County.
- Firm Deadlines: CAC's grant deadlines have always been non-negotiable, a reflection of our values that demand accountability, impartiality and transparency. This will remain a constant for PS13: **June 28 for Eligibility Check and September 13 for the Application.** We will communicate these key dates clearly and frequently.

- Success Possible for All Organizations: CAC develops all of its grant programs – Project Support, Special Initiative and General Operating Support – to ensure that organizations of *all budget sizes and disciplines* can succeed. In the PS13 Guidelines, applicants will notice simple language and clear definitions that allow all organizations, from theater and dance companies to historical societies and small chamber music groups, to tell their stories to panelists.

PS 2013: What Will Change?

While we propose *no additional policy* changes this cycle, as stewards of public funds, we are committed to continually improving the program. As such, CAC will use the 2013 cycle to further streamline the program and improve our service to potential applicants. The proposed PS13 Guidelines include three recommended *procedural* changes:

- Streamlined Application Process: We recommend simplifying the Eligibility Check (formerly known as Intent to Apply) for current (PS 2012) grant recipients. This will ease their administrative workload and allow our cultural partners to focus on the application. Once applicants submit their organizational documents, such as documentation of arts or cultural programming, articles of incorporation and certificate of good standing, they will not need to continually resubmit them for future reporting and/or grant cycles.
- Targeted Outreach: CAC contracted with Community Partnership for Arts and Culture (CPAC) to complete an inventory of eligible nonprofits in 24 cities in Cuyahoga County. These communities are outer-ring suburbs and/or are south of I-480, areas that despite a growing population, are underrepresented in CAC’s grant pool. We will use this list to conduct targeted outreach, encouraging organizations that are new to CAC to submit applications for PS13.
- Increased Technical Assistance: To help applicants be successful, the Guidelines include detailed definitions of key terms and links to tip sheets with more detailed examples. The online application system has pop-up boxes with technical and content advice. In addition, CAC will continue to serve as a resource by holding educational workshops throughout the spring and summer, open to all potential applicants, to help them prepare to submit their applications.

Looking Forward: Next Steps

We look forward to a positive discussion of the policies included in the 2013 Project Support Guidelines and Application Instructions at our April 9 meeting. If the board moves to approve the policies, CAC staff members will move forward on the following timeline to officially launch the application and begin intensive education and technical assistance with our cultural partners.

Project Support Timeline	
Board Reviews and Can Approve Guidelines and Application	April 9, 2012
Application Available (in PDF format)*	April 2012
Online Application System Opens	May 2012
Technical Assistance	Ongoing
Eligibility Check Deadline	4:30pm ET, June 28, 2012
Application Deadline	4:30pm ET, September 13, 2012
Panel Review	October 22-24, 2012
CAC Board Approves Scores & Grant Amounts	November 19, 2012
Grant Period	January 1, 2013 – December 31, 2013

* Pending Board approval of guidelines & application.



Memorandum

Date: April 4, 2012
 To: CAC Board of Trustees
 From: Jill M. Paulsen, director of grant programs
 Re: Creative Workforce Fellowship – Cycle 3 (2013-14)

Executive Summary

CAC staff members recommend, for the Board’s approval at its April 9 meeting, \$1,129,350 for a two-year grant (\$564,675 in 2012; \$564,675 in 2013) to Community Partnership for Arts and Culture for the third cycle of the Creative Workforce Fellowship (CWF) program. The revised program reflects an increased commitment to public benefit, in line with CAC’s mission.

CAC Context: Recall that CAC operates three types of grant programs, broken down as follows:

2012 Grant Program	# of Grant Recipients	2012 Allocation
Project Support	88 organizations	\$1,029,164
General Operating Support	66 organizations	\$14,000,000
Special Initiative		
<ul style="list-style-type: none"> • Public Square Concert¹ • Creative Workforce Fellowship 	<ul style="list-style-type: none"> • 1 grant to The Cleveland Orchestra • 1 grant CPAC, of which \$405,000 was awarded to 40 fellows and 2 alternates in 2012 	<ul style="list-style-type: none"> \$250,000 \$577,250

CWF Background

When CAC revised its mission, vision and values statement in 2011, what emerged was a call to action that, in part, drives our organization to help “establish Cuyahoga County as a hub of creative activity and a destination for artists.” The Creative Workforce Fellowship, a CAC program designed and managed by our colleagues at Community Partnerships for Arts and Culture (CPAC), is one way we are achieving this goal.

As Board members will recall, the Creative Workforce Fellowship (CWF) program launched in 2009 after CPAC conducted a thorough planning process. What resulted was an artist-focused program that uses panel adjudication to award fellowships of \$20,000 to 20 individual artists a year, in the disciplines of: crafts, design, media and visual arts, dance, literature, music and theatre arts. In addition to \$20,000 in flexible funding, fellows receive a tuition waiver to the Artists as an Entrepreneur Institute, a business course, and a one-year membership to the Arts Network of the Council of Smaller Enterprise, a small business support organization.²

Since its inception, CAC has invested \$2,154,000 in CWF through two, two-year grants (\$1M for Cycle 1; \$1.154M for Cycle 2). What has resulted is the awarding of 80 fellowships, and eight alternate awards.

¹ In 2013, CAC will introduce a new Special Initiative grant program, in place of the Public Square Concert. See memo in this board packet for more information.

² In accordance with CAC’s conflict of interest policy, CAC board member and COSE Arts Network director, Matt Charboneau, will abstain from voting on this grant recommendation.

CAC thanks CPAC for its development and management of this program for two successful cycles. We are pleased with the program's progress and, in late 2011, invited CPAC to submit a request for a third cycle.

Request

At this time, CPAC requests \$1,129,350 over two-years (\$564,675 in 2012; \$564,675 in 2013) for the third cycle of the Creative Workforce Fellowship program. CAC funds would support 40 fellows (with \$20,000 fellowships each) and 4 alternate fellows (\$2,500 awards each), as well as the entirety of costs associated with running the program. The proposed budget includes: \$810,000 for fellowships; \$105,950 for additional program costs: marketing, panel expenses, artists' professional development; and \$213,400 for staff and general overhead. This request is \$24,650 less than the Cycle 2 (2011-12) grant award.

What follows is a brief overview of the recommended policy and procedural issues embedded within CPAC's request for a third cycle of the Creative Workforce Fellowship program. These highlights focus on what will stay the same from past cycles and what will change. Most importantly, it outlines *why* these shifts are important and *how* they will be implemented if the grant recommendation is approved.

Creative Workforce Fellowship 2013-14: What Will Remain the Same?

As proposed, the CWF program's core focus will remain the same for Cycle 3, both in who the program aims to serve and how the fellowships are structured.

- Commitment to serving artists: As in previous cycles, the primary focus on CWF is to serve Cuyahoga County artists. CPAC outlines the following goals for the third cycle:
 - Sustain and develop the professional artists who form Cuyahoga County's creative workforce and create a supportive environment for them;
 - Enhance, grow and draw attention to the connections between fellows and the Cuyahoga County community; and
 - Create greater public understanding of the fellows and their role in the region's progress.

If funded, CPAC will report their progress to CAC against these goals and their correlating outcomes (see page 1 of CPAC's proposal).

- Program Structure: Once again, CPAC proposes to a program structure that will award 20, \$20,000 fellowships and two alternate prizes of \$2,500 per year, for a total of 40 fellows and four alternates, during the 2013-14 grant period. The timeline for planning, implantation and wrap-up also remains roughly the same as in previous cycles. After the fellowships are awarded, CPAC conducts site visits with fellows and will require quarterly financial reporting.

As in previous cycles, each the 2013 and 2014 applications will focus on subset of artistic disciplines. 2013 fellowships will be awarded in: crafts, design, media and visual arts. 2014 fellowships will be awarded in: dance, literature, music and theatre arts.

Creative Workforce Fellowship Timeline	
CAC Board Reviews and Can Approve CWF proposal	April 9, 2012
CPAC posts 2013 online application*	May 2012
CPAC holds applicant workshops.....	June – July 2012
Technical Assistance.....	Ongoing
CWF 2013 Application Deadline	August 1, 2012
Tier 1 Panel (occurs online)**.....	September 2012
Tier 2 Panel Review (occurs in-person)**.....	October 2012
CPAC Board announces 2013 Fellows.....	December 2012
2013 Fellowship Period.....	January 1, 2013 – December 31, 2013
2014 Fellowship Period***.....	January 1, 2014 – December 31, 2014

* Pending Board approval on April 9, 2012.
 ** Two tier review process is new for Cycle 3 – see below for more information
 *** CWF 2014 follows similar timeline as CWF 2013

Creative Workforce Fellowship 2013-14: What Will Change?

Every year, CAC reviews and refines each of our grant programs, including the Special Initiative program, under which the Creative Workforce Fellowship falls. As such, the Cycle 3 application process proved an opportune time to work with CPAC to refine the fellowship program. The four proposed changes below build on current successes, yet encourage the evolution of CWF, a program fully managed by CPAC, to more closely align with CAC's mission.

- **Increased Emphasis on Public Benefit:** If approved on April 9, the CWF grant program will now require applicants to clearly demonstrate how they engage the public in their work. While past fellows have self-selected to incorporate their community into the fellowship year through activities such as public shows or informal community workshops, it was not a requirement of the selection process. Moving forward, panelists will assess applicants not only by the quality of their work, but also by how they plan to integrate a public component into their fellowship year. This reflects a slight change from previous cycles, where quality of work counted for 90%, a fellowship statement was 10% and there was no public component.

The revised funding criteria are as follows:

- **Quality of Work (80%)**
assessed from audiovisual sample
- **Relevance of Fellowship Statement/Public Component Description (20%)**
assessed from narrative responses

Equally as important, panelists will now assess *all* applicants fellowship statements and public component descriptions, instead of only reviewing applicant narratives once the pool is narrowed down to 40 finalists. This is important and will allow all applicants an opportunity to showcase how their individual work relates to the greater good, a key evolution for a program fully funded by public dollars.

- **Use of Technology and Revised Panel Process:** Also new this year, CPAC proposes to use technology to streamline the application and adjudication process. Cycle 3 will be the first to accept applications online; CPAC is in discussions to confirm a technology vendor. The new system allows applicants to upload materials and panelists to review in advance of an in-person panel, as occurs in Project Support and General Operating Support programs.

This new technology platform also allows CPAC to design a two-tiered panel review system. New for this cycle, five Tier 1 panelists will review all applications online. Their comments will be shared with all applicants. Once the panel has selected 40 finalists, a different set of seven panelists will convene in Cleveland to review the finalists in public. This new approach keeps costs slightly lower and allows for more in-depth review of the full applicant pool.

- **Modest Changes to Eligibility Requirements and Use of Funds:** To increase the pool of eligible applicants, CPAC proposes changing the residency requirement for applying artists from two years to one. CPAC indicated that this will enable more candidates to apply.

Cycle 3 will be the first time where previous fellows are eligible for a second fellowship. Under CPAC's proposed design, fellows need only take one cycle off before re-applying. So while this is not an eligibility change, it is the first time where is policy will play out (allowing Cycle 1 fellows to apply for Cycle 3). Moving forward, CAC has requested that CPAC further research this model to determine if/how this practice corresponds to other fellowship programs nationwide. Any future CWF proposal will include findings on how CWF's eligibility requirements compare to other fellowship programs.

Finally, another technical change for this cycle is the decision to not allow use of CAC funds for international travel. While fellows are welcome to travel internationally during their fellowship year to inform their work, they may not use public funds for this purpose. This shift was proposed by CAC and is in alignment with all of our grantmaking guidelines.

- Increased Outreach Plan: Finally, CPAC proposes an expanded outreach strategy to attract new and diverse applicants for Cycle 3. In addition to their traditional outreach (emails, social media, workshops), CPAC will engage past fellows to request that they conduct peer to peer, informal outreach to attract new applicants. CPAC also proposes to hold outreach events at non-traditional venues.

Recommendation

Following five months of discussion and review with our partners at CPAC, CAC staff recommends that the Board approve the grant as requested: \$1,129,350 over two-years (\$564,675 in 2012; \$564,675 in 2013) for the third cycle of Creative Workforce Fellowship program. This amount will enable CPAC to fully implement the Creative Workforce Fellowship program.

Next Steps

We look forward to a thorough discussion of Creative Workforce Fellowship program and its connection to CAC's mission at our April 9 meeting. If the board moves to approve the grant award, CAC will issue a grant agreement to CPAC in April that frames our shared expectations, as well as outlines a clear reporting and payment structure.

As with all 2013 CAC grant programs, we will evaluate CPAC's progress against the goals they set in their proposal. This assessment will play a direct role in the recommendation to continue funding CWF beyond this cycle. This approach to program evaluation is consistent with CAC's evolving grantmaking programs.



Shared Understandings for Creative Workforce Fellowship – Cycle 3 (2013-14)

Cuyahoga Arts & Culture and Community Partnership for Arts and Culture have come to agreement on the following issues. If the CWF Cycle 3 grant is approved, these six points will be integrated into the grant agreement.

1. We expect that the program will be designed to connect artists to their communities.
2. We see the Fellowship as an active award, not a passive prize. We expect that the Fellows will use the award to further their artistic practice throughout the Fellowship year.
3. Building off recent success, we assume that CPAC will develop and execute an outreach plan that expands the reach of the CWF program to attract new, diverse applicants.
4. Cycle 3 will be the first time where previous fellows are eligible for a second fellowship. Under CPAC's proposed design, fellows need only take one cycle off before re-applying, meaning that Cycle 1 fellows will be eligible to apply for Cycle 3. Moving forward, CAC has requested that CPAC further research this model to determine if/how this practice corresponds to other fellowship programs nationwide. Any future CWF proposal will include findings on how CWF's eligibility requirements compare to other fellowship programs.
5. We expect that CPAC will provide credit to Cuyahoga Arts & Culture (CAC) per CAC's credit and publicity policy, which will be included with the grant agreement. For the purposes of ensuring compliance with CAC's credit and publicity policy and to ensure the accuracy of language about CAC in CPAC's materials, CPAC will share all materials including CAC's name/logo/organization description for CAC's approval prior to printing/posting.

CPAC will also share Fellowship materials (press/media releases, panel guides, guidelines/applications, etc.) in advance of printing/posting, for CAC's information. CAC will be an active communications partner with CPAC, working in tandem with the CPAC team to share news and information about the Fellowship program to the community at large.

6. In line with all CAC grant programs, we expect that Fellows will not use CAC funds for international travel. Fellows may travel internationally during their fellowship year to inform their work, but local public funds will not be used to support to these expenses.