



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Smith Studio, Idea Center at PlayhouseSquare
Monday, February 25, 2013, 3:30 pm

1. Call to order

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

**** Executive Session ****

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

2. Executive Director's report

3. Finance Report

4. Connect with Culture – Chris Ronayne, University Circle Inc.

5. Discussion: elements of Project Support 2014

6. Board Action

- a. Administrative matters
 - i. Approval of Contract with Burges & Burges
- b. Approve grant to Cleveland Orchestra for Public Square concert
- c. Approve Creative Culture Grants Recipients

7. Public Comment

Next Meeting:

April 8th at 4 pm in the Smith Studio at the Idea Center at PlayhouseSquare.

8. Adjourn Regular Meeting

9. Special Meeting: work session / message training (until 5:15 pm)

Executive Director's Report
Regular Meeting of the Board of Trustees
25 February 2013

Welcome to our first regular meeting of 2013.

We have several **operational issues** to address today, chief among them the exciting work of awarding two Creative Culture Grants for projects that will take place between March 2013 and August 2014. We are very pleased at how this project has unfolded, and we are confident that the winning projects will help us carry out our mission and vision in important ways. The following reports include detailed information about the program's outcomes and how it has been promoted, and I encourage you to read on for more valuable information. The staff has worked very hard to build and launch this new idea on a tight timeframe, and I know that you join me in thanking them for their efforts.

We will also dive into the **strategic issue** of ways to enhance our growing Project Support program. Jill Paulsen and Stacey Hoffman have prepared a short memo that outlines our early stage thinking for the next iteration of this grant program, the guidelines for which will be presented to this Board in April for approval. They will lead a brief discussion meant to surface any questions, concerns or additional suggestions that you might have prior to the development of that policy document.

In addition to these agenda items, during the regular meeting we will also:

- Hear from University Circle Inc., one of our Project Support partners, about how this organization is putting CAC funds to good use;
- Ask the Board to approve a grant to The Cleveland Orchestra for the 2013 Public Square concert; and,
- Ask the Board to approve a series of administrative matters, as is our custom.

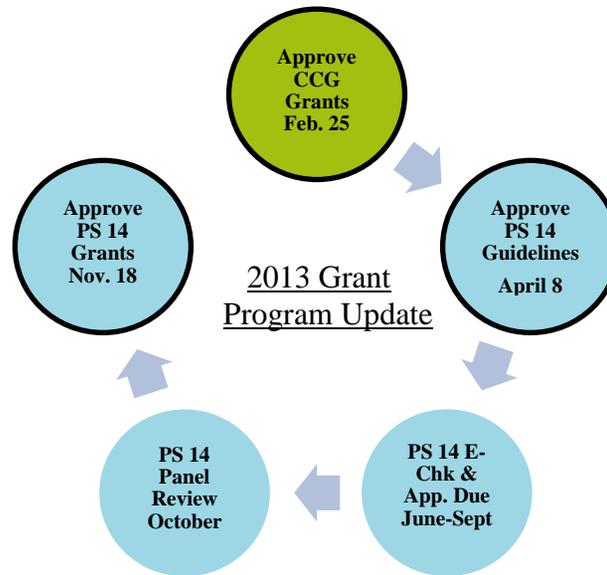
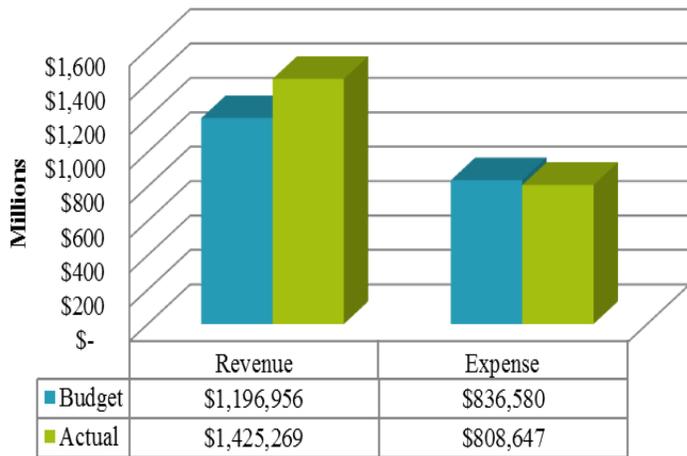
One of my goals also this year is to ensure that, when our Board is together, we do more than approve and affirm key decisions; we make time to explore issues and learn together in a slightly less formal setting. And so, to that end, we're experimenting with the format at today's meeting. We've added a working session to the end of the agenda specifically to talk about CAC's key message points. If the format works well, we will consider adding a working session to the end of each Board meeting, keeping the total meeting length to 90 minutes but allowing us more informal ways to learn from and with each other. Topics for these sessions are welcome, and I will call each of you this week before the Board meeting to capture your suggestions.

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

CAC AT A GLANCE

Days to Expiration 1441

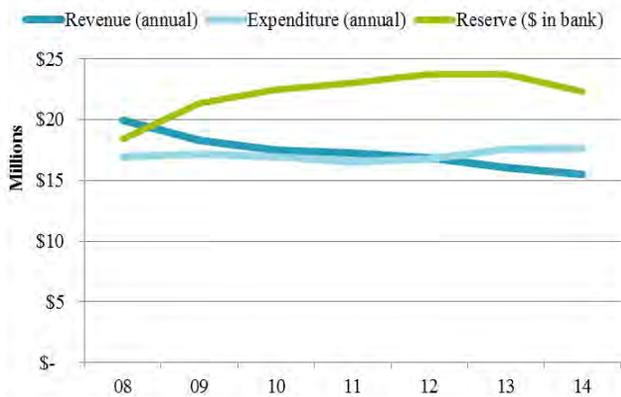
Budget to Actual Cash Expenditure as of 1/31/13



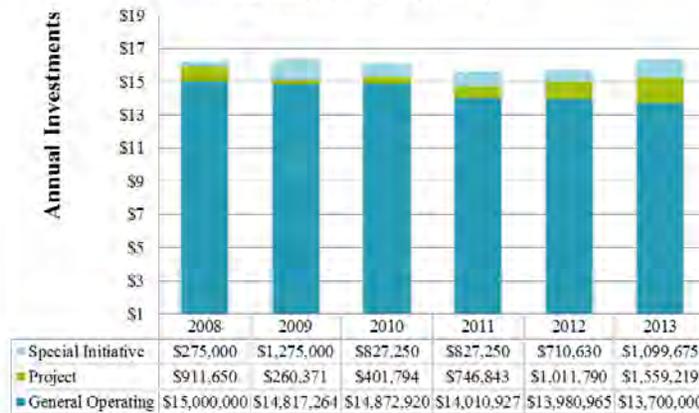
○ = Board Action required

Key dates December through April	
20 Feb.	Creative Culture Grants program public vote deadline
25 Feb.	Board Meeting Idea Center, 3:30 p.m.
08 April	CAC Annual Meeting Idea Center, 4 p.m.
10 April	Arts & Cultural Roundtable Location TBD, 8:00 a.m.
18 April	Helicon Collaborative Bright Spots Workshop for cultural partners
18 April	Hold for Special Meeting, 6-7:30 p.m. Location TBD Wrap-up with Helicon Collaborative on Bright Spots workshop

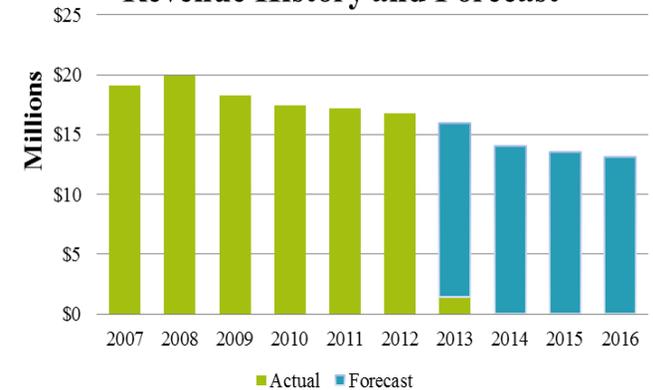
Revenue and Expenditure History



Grantmaking History



Revenue History and Forecast



Cuyahoga Arts & Culture - Board Meeting February 25, 2013

Updates from Staff

1. FINANCIALS

2012

Revenue. Tax revenue for 2012 was \$16,791,300. Revenue for the year was \$477,300 above forecast. Tax collections declined 2.65% over receipts in 2011. Interest revenue was \$32,900 for the year, exceeding forecast by \$12,900.

Expenditure. Unaudited expenditures for FY2012 were \$16,784,896. This figure is \$399,169 under budget for the year.

Annual Audit

The Local Government Services division of the Ohio Auditor of State has completed CAC's GAAP conversion for 2012 (see attached). The annual audit will begin in early March.

2013 YTD

Revenue. Tax revenue in January was \$1,425,269. This figure is \$228,313 above forecast. Interest revenue in January was \$6,570. This figure exceeds our forecast by \$2,971.

CAC inactive monies are currently invested in the following:

- STAR Plus- \$13,008,387 (yield .22%)
- Baird Public Investment Advisors - \$8,011,645 (target yield .35%)
- STAR Ohio- \$2,879,978 (yield .07%)

Expenditure. Cash expenditures for January were \$808,647. This figure is slightly under the budgeted \$836,580. Please note the expenditure figure varies from the financial statements because we have recognized, or accrued, the full amount of grant awards for 2013 in January. We will draw down the balance sheet account as we remit payment to our cultural partners.

2. CONNECTING WITH OUR CULTURAL PARTNERS

More than ever before, CAC is actively connecting with cultural partners throughout the year – not just around application and panel time. Since December 2012, the entire team has focused on building strong relationships with our 174 cultural partners. We are doing this through site visits and more frequent attendance at CAC-funded activities. While the program managers take the lead in this work, all CAC staff members are integrating this relationship and knowledge building into their daily work. Below are two examples:

General Operating Support

Following the 2013 application process, GOS program manager Jesse Hernandez met with 19 applicants to debrief their panel results; the majority of the meetings took place at cultural partners' offices. These site visits not only allowed for feedback and discussion of the panel results, but also enabled CAC to better understand organizations' work. In addition to debriefing on panel, organizations shared ideas on board development, finances, mission driven performance, public benefit, audience development and grant writing. CAC staff also made time to tour cultural partner facilities, exhibits and see programming in action. Overall, meetings were well-received and garnered positive responses from cultural partners. CAC will increase this work throughout 2013.

Project Support

In January, we launched a formalized “cultural experience” plan to ensure that CAC is present at and objectively assesses more Project Support partners than ever before. All of CAC’s seven staff will participate, attending and reporting back on select performances, festivals and other PS projects throughout the year.

In addition to increasing our presence in the community, our goal with attending more events in the field is to build stronger relationships with our cultural partners to inform our future work. Program manager Stacey Hoffman designed and is managing this cultural experience plan.

We look forward to sharing our experiences with you and would invite the Board to attend Project Support events with us in 2013.

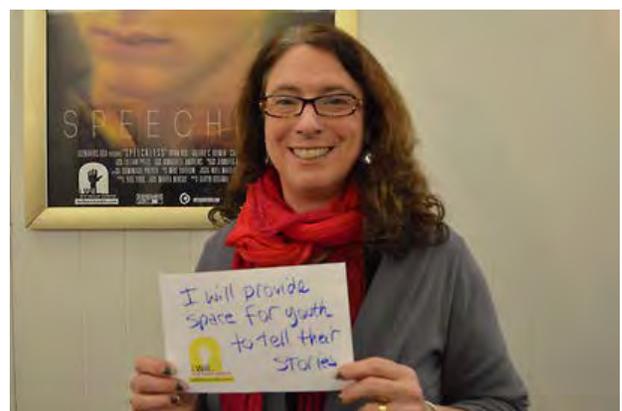
Cultural Experience in Action: Scenarios USA

One example of a recent “cultural experience” in action occurred in mid-January. Staff attended the sneak peek of *Speechless*, a Project Support funded film by Scenarios USA. The event was an opportunity for CAC and the Cleveland Coalition (a group of experts, community members, educators and youth) to provide input, advice and support in the distribution of the student-created film into the Greater Cleveland community and nationwide.

At the event, we witnessed the Coalition building a network of resources to address the topics in the film: power-based violence and sexual assault among teenagers. In addition to CAC grant recipient Scenarios USA, the Cleveland Rape Crisis Center, Cleveland Metropolitan School District and Cuyahoga County Family and Children First Council are participating in the project.

The Cleveland Coalition has also teamed up with several young people from across Cleveland at the film sneak peek to create an awareness campaign focused on sexual violence that occurs every day and the role of individuals in sexual violence prevention. The *I Will End Sexual Violence* campaign hosts a blog where people can submit photographs with a sign indicating the role that they will play to end sexual violence: <http://iwillesv.tumblr.com>

The CAC-funded film, *Speechless*, will premiere to over 1,200 teens during the Cleveland International Film Festival in April.



3. CREATIVE CULTURE GRANTS

As the Board will recall, the goals of our new Creative Culture Grants program are two-fold:

- 1) Increase **access** to vibrant arts and cultural activities for all Cuyahoga County residents through creative projects. Winning applicants, working with partner organizations, must propose large-scale, transformative projects that will reach thousands of people.
- 2) Increase **awareness** and **visibility** for CAC. Winning applicants must have a willingness to work in partnership with CAC to raise CAC's profile in the community.

Early indication is that we are making progress on these goals, as the following update outlines:

Let the Contest Begin. Since we last briefed the Board in December, twelve organizations, in partnership with over 90 project partners, submitted applications. In January, an online panel of [six nationally respected arts and culture professionals](#) reviewed each application; the following six projects emerged as finalists:

AHA! FESTIVAL OF LIGHTS

Led by LAND studio, this project is a free, multi-day festival of lights in downtown Cleveland's public spaces to "illuminate" changes to our urban landscape. AHA will bring together people from across the region in spring or summer of 2014 to highlight these beloved public spaces through art installations using light, video projections and live performances by a combination of local, national and international artists.

CLEVELAND IMAGE FESTIVAL

Celebrate historical, contemporary and emerging image-making during the Cleveland Image Festival, led by Cleveland Museum of Art in April 2014. Throughout the month, you'll have a chance to discover and learn how digital image technologies are transforming culture through the widespread accessibility of the Internet and social media. Engage and participate through social media and other avenues in this collaborative project by Cuyahoga County's leading arts and culture venues.

DARING TO BE "DUMBO"

Led by Dancing Wheels, this project will expand on the dance company's world premiere performances of the multi-media ballet "Dumbo" (May 6-11, 2013) to create an entertaining and educational TV documentary based on the issues of bullying and social injustice. The documentary will premiere in March 2014 and will air on WKYC-TV Ch. 3 in Northeast Ohio, and outreach programs will take place April – August 2014.

EAST MEETS WEST: CLEVELAND ROAD TRIP

Led by Zygote Press, Inc., this project is a year-long, community-wide collaboration intended to bridge the east-west divide of the Detroit-Superior Bridge over the Cuyahoga River. Between August 2013 and August 2014, artists and businesses will collaborate to use sign-painting and artist installations to unite the neighborhoods along this corridor from the Gordon Square Arts District to East 55th St. and Superior Ave.

MOBILE ENCOUNTERS

Led by Cleveland Museum of Natural History, this project will temporarily transform two streets in Cleveland into active corridors. These pop-up spaces, which aim to stimulate long-term change, will include bicycle amenities, pop-up shops, vacant lots, organized play activities and interactive public art installations. To take place on Payne Ave. between E. 30th St. and E. 40th St., and on Lorain Ave. between W. 41st St. and W. 32nd St. in the summer of 2013.

OUT OF THE BOX AND INTO THE NEIGHBORHOOD

Led by Cleveland Public Theatre, this project will commission local artists to make great performances inspired by neighborhoods, and transform vacant commercial, industrial and public spaces into exciting new places to make art. These programs will take place throughout Cuyahoga County beginning in February 2014 and culminating with a festival of performances in July 2014.

Voting. The contest opened to public vote on February 1st. CAC created online (www.cacgrants.org/vote) and paper ballots to encourage participation from as many residents as possible, regardless of their ability to access the Internet. We set an initial goal of getting 5,000 residents to vote. At the February 25th Board meeting we'll announced the total vote count, likely to surpass our original goal.

Getting out the Word. CAC spread the word about the contest with a multi-faceted public relations plan, created by communications manager Jennifer Schlosser. Focused on our goal of raising awareness about CAC, we reached thousands of Cuyahoga County residents via traditional media, social media and on the grassroots level. We tested out modest paid ad campaigns on Facebook and Twitter (to much success). We worked with ideastream to air PSAs about the program aired on WCPN 90.3 FM and WVIZ. In addition, [we distributed 18,000 flyers](#) throughout Cuyahoga County, in libraries, community centers, cultural venues, community development corporations, coffee shops, restaurants and other high-traffic locations.

We also relied on our six finalists to spread the word about the contest, their projects and CAC. We were pleased to see the creative ways in which the promoted CAC, including on social media, emails to their constituents, media placements and other grassroots efforts. We will share examples of finalist-designed materials at our February board meeting.

Initial Success. At the time of this writing, the contest is still open and contest results are not yet official. But early signs show that Creative Culture Grants is a success. All six of the finalist are poised to achieve our goals of offering thousands of residents access to creative and transformative arts and culture, all while increasing CAC's visibility. Consider the following:

- Over **100 organizations**, as a part of 12 projects, applied to be part of Creative Culture Grants
- **All six finalists** created grassroots campaigns to spread the word about CAC and the contest
- Nearly **1,000 residents** voted on the 1st day the contest opened.
- Since the contest opened, CAC Facebook "likes" and Twitter followers have increased substantially, indicating that more residents now know about CAC.
 - Facebook page "likes" have increased by 290, a significant 38.9% increase.
 - Twitter followers have grown by 91, a roughly 7% increase.
- Since February 1, we have added 201 new contacts to our email lists. This represents a 6.3% increase.
- CAC and the contest were **featured 15 times** by regional media outlets, including The Plain Dealer, WKYC, WVIZ, WCPN/WCLV, Freshwater Cleveland, La Prensa and The Associated Press. See Section 5 for a list of media placements.

Approving the Winners. Voting closes on February 20th. The two projects with the highest number of votes will be presented to the Board at our February meeting for your approval. We look forward to celebrating the winners and welcoming two new transformative, CAC-sponsored cultural events for the residents of Cuyahoga County in 2013-14.

"What an exciting project and how LUCKY we are residents of Cuyahoga County! All six of these projects are amazing! I was blown away when I read each and every description of their projects. Thank you for having the vision to put this grant process out there! Good luck to all of them!"

~ Creative Culture Grants voter

4. ITEMS OF NOTE

Grant Update. Ichō Daiko, a Japanese drumming group and first-time recipients of CAC funding, will not be accepting its 2013 Project Support II grant of \$2,863 due to unexpected organizational changes. They will turn their focus to restructuring and building their organization this year. We will continue to encourage Ichō Daiko to apply for funding, as appropriate.

Creative Workforce Fellowship Celebration. On January 24, CAC staff attended the public reception at MOCA celebrating the 2013 Creative Workforce Fellows. Community Partnership for Arts and Culture designed and manages this program, through a 2-year grant from Cuyahoga Arts & Culture totaling over \$1M (\$548,253 for the 2013 fellowship year).

The reception spotlighted the 20 craft, design, visual and media arts fellows, each of whom received \$20,000 awards, as well as two runner-ups who received \$2,500 each. 2013 was the first cycle where applicants were assessed not only on the quality of their work, but also on how they engage their community. Also noteworthy, CPAC increased its outreach efforts to attract new applicants. More than 40 percent of the 306 applicants were new to the program, having never applied to past cycles. While 16 past fellows applied, only three past fellows were awarded 2013 fellowships.

For more on the Creative Workforce Fellowship program and the 2013 fellowship class, visit: <http://cultureforward.org/Our-Programs/Fellowship>

5. COMMUNICATIONS

Report to the Community. We are busy creating the 2012 Report to the Community, which we will release at the Board’s annual meeting on April 8. Plans are underway for a 12-page, color report, with an online component and three accompanying videos about the impact three organizations we fund are having in our community. CAC has retained Epstein Design Partners to design the report and PavlishGroup to create the videos.

Marketing and Messaging. We have also retained Epstein to design additional marketing pieces for CAC, including redesigning CAC’s ads (which are placed in the program books of our cultural partners), and designing a brochure piece and new banners for our cultural partners to use at large community events. In addition, we have retained messaging consultants Strategy Design Partners to assist us with message refinement, and assist with content development for the Report to the Community and other marketing pieces described above.

Email Communications. We continue to utilize email to connect with and educate our constituents about CAC’s work, and have sent out the following emails in the past few weeks:

- [December E-Newsletter](#)
- [January Events Email](#)
- [February Events Email](#)
- [February E-Newsletter](#)

Media Placements. The following table is a complete list of media placements between December 2012 – February 2013.

Date	Media Outlet	Headline
Creative Culture Grants Media Placements		
Feb 18	WJCU 88.7 FM	News story
Feb 12	WCPN 90.3 FM	Interview with Dee Perry on Around Noon program
Feb 11	WKYC-TV Ch. 3	Interview on Live on Lakeside program
Feb 11	WCPN 90.3 FM	News story: Arts, culture projects chosen by online voting
Feb 10	The Associated Press	Voting in Cleveland area to decide art projects

Feb 10	The News-Herald	Cuyahoga County residents can vote on Cleveland-area art projects
Feb 6	WCLV 104.9 FM	Interview with Bill O'Connell during afternoon drivetime
Feb 6	CoolCleveland.com	Six BIG IDEAS are waiting for you. Vote now!
Feb 6	Heights Observer	Cuyahoga Arts & Culture invites residents to vote for six big ideas
Feb 5	Westlake-Bay Village Observer	Cuyahoga County residents invited to vote for six big ideas in our community
Feb 5	Lakewood Observer	Cuyahoga County residents invited to vote for big ideas
Feb 1	La Prensa	CAC invites residents to vote for arts and culture projects
Jan 31	Fresh Water Cleveland	County residents have a vote in how CAC will award \$300k in arts funding
Jan 29	ClevelandClassical.com	Cuyahoga Arts & Culture invites residents to vote on big-ticket projects
Jan 26	The Plain Dealer	Public invited to vote for arts and cultural projects
Creative Workforce Fellowship Media Placements		
Jan 27	The Plain Dealer	Zygote Press co-founder Liz Maugans making an impression on Cleveland art scene
Jan 10	Fresh Water Cleveland	Creative workforce grants support artists while transforming 'Rust Belt' into 'Artist Belt'
Dec 19	The Plain Dealer	My Cleveland: Writer Huda Al-Marashi likes our "Little Iraq" and the whole town
Dec 12	The Plain Dealer	Community Partnership for Arts and Culture awards fellowships and prizes to 22 Cuyahoga County artists
Additional Media Placements		
Dec 14	Americans for the Arts Monthly Wire E-Newsletter	Cuyahoga Arts & Culture announces commitment of nearly \$19 million in grants
Dec 6	Fresh Water Cleveland	St. Clair Superior celebrates new retailers, upcoming public art project (Public art project funded by CAC through PS 2013)

Cuyahoga Arts & Culture Revenue and Expenditures through January 31, 2013

Accrual Basis	Through 1/31/13	Through 1/31/13	\$	%
	Actual	Budget	Over/Under Budget	of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 1,418,699	\$ 1,192,554	\$ 226,145	119.0%
Interest	\$ 6,571	\$ 2,500	\$ 4,071	262.8%
Total Revenue	<u>\$ 1,425,269</u>	<u>\$ 1,195,054</u>	<u>\$ 230,215</u>	<u>119.3%</u>
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 16,849	\$ 27,949	\$ (11,100)	60.3%
Program	\$ 1,000	\$ 1,000	\$ -	0.0%
Grants**	\$ 15,259,219	\$ 760,002	\$ 14,499,217	2007.8%
Total A&C Expenditures	<u>\$ 15,277,068</u>	<u>\$ 788,951</u>	<u>\$ 14,488,117</u>	<u>1936.4%</u>
General & Administrative			\$ -	
Salaries, Wages and Benefits	\$ 18,557	\$ 28,364	\$ (9,807)	65.4%
Facilities, Supplies, Equipment	\$ 5,663	\$ 8,508	\$ (2,845)	66.6%
Professional Fees	\$ 6,576	\$ 10,758	\$ (4,182)	61.1%
Total G&A Expenditures	<u>\$ 30,796</u>	<u>\$ 47,630</u>	<u>\$ (16,834)</u>	<u>64.7%</u>
Total Expenditures	<u>\$ 15,307,864</u>	<u>\$ 836,581</u>	<u>\$ 14,471,283</u>	<u>1829.8%</u>
Net Ordinary Revenue	<u>\$ (13,882,594)</u>	<u>\$ 358,473</u>	<u>\$ (14,241,068)</u>	

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

	Actual - Accrual	Budget	Actual - Cash
Total Expenditures	<u>\$ 15,307,864</u>	<u>\$ 836,581</u>	<u>\$ 808,647</u>

Cuyahoga Arts & Culture
Balance Sheet
As of January 31, 2013

ASSETS

Current Assets

Checking/Savings

Baird (U.S.Bank)	8,011,645.78
KeyBank	403,405.99
Star Ohio Excise Tax	2,879,978.07
STAR Plus	13,008,387.38
Total Checking/Savings	24,303,417.22

Accounts Receivable

Accounts Receivable	1,418,698.62
Total Accounts Receivable	1,418,698.62

Total Current Assets 25,722,115.84

Fixed Assets

Furniture and Equipment	65,707.67
Software and Webdesign	10,000.00
Accumulated Depreciation	-49,446.08
Total Fixed Assets	26,261.59

TOTAL ASSETS **25,748,377.43**

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable	22,513.24
Total Accounts Payable	22,513.24

Other Current Liabilities

Payroll Liabilities	1,608.27
GOS Grants	14,309,797.00
Project Support Grants	1,535,332.00
Total Other Current Liabilities	15,846,737.27

Total Current Liabilities 15,869,250.51

Total Liabilities 15,869,250.51

Equity

Operating Reserve	23,761,721.31
Net Income	-13,882,594.39
Total Equity	9,879,126.92

TOTAL LIABILITIES & EQUITY **25,748,377.43**

CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2013 ACTUAL REVENUE				
	<u>2012</u>		<u>2013</u>	
Month	Monthly Tax	11-12 % Change	Monthly Tax	12-13% Change
JANUARY	\$ 1,235,807.10	-11.31%	\$ 1,418,698.62	14.80%
FEBRUARY	\$ 1,085,586.87	-6.16%		
MARCH	\$ 1,422,259.41	6.63%		
APRIL	\$ 1,522,972.04	5.80%		
MAY	\$ 2,811,582.89	8.10%		
JUNE	\$ 1,316,309.75	-17.26%		
JULY	\$ 357,019.11	42.09%		
AUGUST	\$ 1,385,541.46	-10.91%		
SEPTEMBER	\$ 1,345,263.90	-27.24%		
OCTOBER	\$ 1,460,889.45	18.58%		
NOVEMBER	\$ 1,532,126.02	22.32%		
DECEMBER	\$ 1,315,941.90	-17.02%		
TOTALS	\$ 16,791,299.90	-2.61%	\$ 1,418,698.62	14.80%