



Minutes of the Annual Meeting of the Board of Trustees
Monday, April 22, 2013

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:10 p.m. in the Miller Classroom at the Idea Center at PlayhouseSquare, 1375 Euclid Avenue, Cleveland, Ohio.

The roll call showed that Trustees Vickie Eaton Johnson, Matt Charboneau, Sari Feldman, Christopher Coburn and Steve Minter were present. It was determined that there was a quorum.

Also in attendance were: CAC staff: Karen Gahl-Mills, executive director; Jill Paulsen, director of grant programs; Meg Harris, director of administration; program managers Jesse Hernandez and Stacey Hoffman; Jennifer Schlosser, communications manager; and Jake Sinatra, program associate.

1. APPROVAL OF MINUTES

Motion by Trustee Minter, seconded by Trustee Coburn, to approve the minutes from the February 25, 2013 regular and special board meetings. No discussion. Vote: all ayes. The motion carried.

2. DISCUSSION:

Trustee Feldman and Ms. Gahl-Mills gave a brief report on meetings that they have held with leaders of several of CAC's cultural partners over the past few months. Ms. Gahl-Mills stated that they have heard comments from small, medium and large organizations, and she shared some of their feedback, including news from some of the organizations, comments about CAC's funding model, image, and education and advocacy work. Trustee Feldman stated that, compared with two years ago, many organizations are in stronger financial positions and more optimistic. Trustee Minter commented that he attended the workshop on April 10, and noted that there was a high level of interest in beginning advocacy for public funding in our community.

3. EXECUTIVE DIRECTOR'S REPORT

Ms. Gahl-Mills welcomed guests and made a report to the board. In her remarks, Ms. Gahl-Mills thanked Trustee Coburn for his service to the board. She shared an update about the Bright Spots Workshop that CAC hosted for cultural partners on April 18. She shared a brief update about the Report to the Community, and stated that, later in the meeting, staff would ask the board to vote to approve the 2014 Project Support guidelines.

4. FINANCE REPORT

Ms. Harris gave a report on Cuyahoga Arts & Culture's finances. She provided an overview of the organization's financial results year-to-date, stating that CAC had \$3,933,644 in revenue through March 31, which was \$321,019 or 8.9% over forecast. Ms. Harris stated that CAC's investment income through March was \$16,265 which exceeded forecast by \$7,465 or nearly 85%. She stated that CAC has been able to improve its return on inactive monies by maximizing its investment in STAR Plus in addition to its investments with Baird

Public Investment Advisors. Ms. Harris stated that year-to-date cash expenditures were \$7,262,829 which was slightly under budget for the period and primarily related to the timing of payments.

Ms. Harris added that the fieldwork conducted by the Ohio Auditor of State concluded on March 22. It is expected that CAC's 2012 audit will be released by the end of May.

5. CONNECT WITH CULTURE / REPORT TO THE COMMUNITY

Ms. Schlosser shared highlights of the Report to the Community, which was released on April 10, and introduced a video created in conjunction with the Report highlighting Progressive Arts Alliance.

Trustee Minter asked if the data in the Report came from the Cultural Data Project. Ms. Harris replied that the majority of the data came from the Cultural Data Project, and some data were collected with the final reports submitted by cultural partners.

6. BOARD ACTION

Approval of 2014 Project Support I, II and Units of Government Guidelines

Ms. Hoffman presented an overview of the memo detailing the objectives and changes related to the 2014 Project Support Guidelines (see [Memo 2014 Project Support Guidelines](#)).

Motion by Trustee Coburn, seconded by Trustee Charboneau, to approve the 2014 Project Support I, II and Unit of Government Guidelines. No discussion. 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 2013-2014 term. Discussion: None. Vote: All ayes. Motion carried.

Re-Affirmation of Administrative Policies for Cuyahoga Arts & Culture

Trustee Feldman called on Ms. Harris to present administrative policies. Ms. Harris stated the board would be asked to reaffirm five policy documents: Audit and Finance Committee Charter, Business Continuity Policy, Ethics Policy, Investment Policy and Spending Policy. Ms. Harris stated that there were no changes to any of the policies. She asked if there was any discussion related to any of the policies.

Motion by Trustee Charboneau, seconded by Trustee Johnson, to reaffirm: Audit and Finance Committee Charter, Business Continuity Policy, Ethics Policy, Investment Policy and Spending Policy. Discussion: None. Vote: all ayes. The motion carried.

7. ADMINISTRATIVE MATTERS

None.

8. PUBLIC COMMENT

Sari Feldman presented a resolution honoring the service of Chris Coburn as a member of the Board of Trustees for the past five and one half years.

Resolution of Appreciation for Chris Coburn

WHEREAS, Chris Coburn served with distinction on the Board of Trustees of Cuyahoga Arts & Culture from October 1, 2007 to March 31, 2010; and April 1, 2010 to May 31, 2013.

WHEREAS, it is a matter of public record that Chris Coburn contributed his energy and talents to the Board of Trustees in the office of Vice President for three terms, and was appointed by his colleagues to Chair the Finance Committee, an appointment he held effective to his resignation from the Board of Trustees; and

WHEREAS, he successfully chaired the national search for an executive director on behalf of Cuyahoga Arts & Culture in 2009;

WHEREAS, he has encouraged Cuyahoga Arts & Culture raise its profile both locally and nationally in order to gain recognition of the organization as a model of public funding for the arts; and,

WHEREAS, he has consistently challenged the agency, as a new organization, to continually improve and evolve.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Cuyahoga Arts & Culture hereby expresses and records its appreciation to Chris Coburn for the service which he has rendered to Cuyahoga Arts & Culture and extends to him with the highest personal regard all good wishes for a happy and rewarding future as he takes on the new challenges of moving his family to Boston where he will join Partners HealthCare as vice president of Research Ventures & Licensing.

Ms. Feldman stated that this resolution was adopted by the Board of Trustees on April 22, 2013.

9. ADJOURNMENT

Motion by Trustee Coburn, seconded by Trustee Johnson to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 5:05 p.m.

Next meeting: The next meeting will be held at 4 p.m. on June 10, 2013 at the Nature Center at Shaker Lakes.

Sari Feldman, President, Board of Trustees

Attest:

Matthew Charboneau, Secretary, Board of Trustees



Memorandum

Date: April 17, 2013
To: CAC Board of Trustees
From: Jill M. Paulsen, Director of Grant Programs
Stacey Hoffman, Program Manager
Re: 2014 Project Support Guidelines and Application

Executive Summary: Cuyahoga Arts & Culture staff members recommend, for the Board's approval at its April 22 meeting, the policies within the 2014 Project Support (PS) Guidelines & Application (see attached). The recommended changes streamline the application process and improve our service to potential applicants. If approved, CAC will endeavor to increase participation in the program and reach more Cuyahoga County residents with arts and cultural programming in 2014.

Background

At its February meeting, the Board reviewed goals and provided early-stage feedback on key policy issues anchoring CAC's Project Support program. We discussed how the program is steadily growing – up 217% since it was launched in 2008. This year, CAC is funding more projects than ever (117 projects), from street fairs to art therapy classes to park concerts in nearly every community in our County. We left the April meeting with a charge to build on this success for 2014.

What follows is a brief overview of the recommended 2014 Project Support Guidelines and Application. These highlights focus on what will stay the same from past cycles and what will change in 2014. Most importantly, it outlines *why* these shifts are important and *how* they will be implemented if the 2014 Guidelines are approved.

What Will Remain the Same?

The following major elements in the proposed 2014 PS Guidelines remain consistent from past cycles, ensuring that we build off the success of this strong program:

- **Program Goal:** The goal of the program, *to promote public access and encourage the breadth of arts and/or cultural programming*, remains the same. Once again we have designed the application questions and eligibility requirements to ensure that organizations of all budget sizes and disciplines can succeed in the Project Support program.

In preparation for 2014, program associate Jake Sinatra inventoried all nonprofits in the County to determine who may be eligible for a CAC grant. The research indicates that we have not yet saturated the market and there is room to grow participation in the Project Support program. We will use this information to reach out to previously untapped organizations and encourage them to apply.

- **Program Structure:** Program design and basic eligibility requirements will remain the same for 2014. Nonprofits and units of government with a history of offering arts or cultural public programming will once again be eligible to apply for one-year project grants (PS I, page 18, Units of Government, page 37). 2014 will be the third year CAC offers a small grants program (PS II, page 55) for projects requesting \$5,000 or less.

What Will Change?

We propose several modest changes for 2014 to streamline the application, steward limited funds for units of government and improve our customer service to potential applicants. If implemented, the changes will position CAC to reach more Cuyahoga County residents in 2014.

- Reducing Barriers for All Applicants

- *Simplified Application:* For 2014, the application is shorter and more straight-forward than previous cycles. CAC's small grant application (PS II) has fewer questions and requires a simpler budget than our traditional Project Support application (PS I). This change keeps Project Support accessible for a wide range of applicants, whether organizations have full-time staff or are run by volunteers.

Before finalizing the application for Board approval, we solicited feedback from current grant recipients. This step ensures that the questions are clear and the amount of work required to complete the application is aligned with the size of the grant received.

- *Less Restrictive Criteria:* To reach the largest pool of applicants, we recommend reducing the time requirement that organizations must have operated in the County from two years to one year. This simple shift allows CAC to reach newer organizations and emerging art forms.
- Modified Approach for Units of Government

- *Separate Application:* For the first time, we propose a separate application for units of government, outside of the PS I and PS II application. See the attached Guidelines in the board packet. This change alleviates several technical challenges and allows CAC to tailor an application to meet the specific needs of units of government, such as municipalities and schools.
- *Reduce Grant Size:* Due to dwindling investment income on inactive monies, the source from which units of government are funded, we recommend lowering the maximum request amount from \$35,000 to \$20,000. The investment income pool is at approximately \$300,000. By reducing the cap to \$20,000, CAC will be able to support projects conducted by units of government through 2014 and likely 2015. Without making this reduction, 2014 will be the last year we can offer this program. Note: nonprofits will still be eligible for up to \$50,000 since these grants are not pulled from investment income, but rather the actual tax receipts.

Pending Board approval, staff will communicate this change to all past unit of government grant recipients to ensure that they plan for reduced funding and the potential phasing-out of the units of government program after 2015.

Looking Forward: Next Steps

If the board approves the policies embedded in the 2014 PS Guidelines and Application, CAC staff members will move forward on the following timeline to officially launch the application and begin intensive outreach and technical assistance with prospective and current cultural partners.

Project Support 2014 Timeline

Board Reviews and May Approve Guidelines and Application	April 22, 2013
Online Application System Opens*	May 15, 2013
Technical Assistance	Ongoing
Eligibility Check Deadline	4:30 pm ET, July 2, 2013
Application Deadline	4:30 pm ET, September 5, 2013
Panel Review	October 14-17, 2013
Board May Approve Scores & Grant Amounts	November 18, 2013
Grant Period	January 1, 2014 – December 31, 2014

* Pending Board approval of guidelines & application.