



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Miller Classroom, Idea Center at Playhouse Square
Monday, February 9, 2015, 4:00 pm

1. Call to order, approval of minutes

- a. Motion to approve December minutes
- b. Motion to approve resolution in remembrance of James D. Ireland III

2. Public Comment on Today's Agenda

3. Executive Director's Report

4. Finance Report

5. Connect with Culture – Tom O'Brien, Neighborhood Connections

6. Discussion

- a. Preview of 2016 Project Support
- b. Creative Workforce Fellowship Proposal

7. Board Action

- a. Approval of Creative Workforce Fellowship Grant
- b. Approval of Neighborhood Connections contract
- c. Administrative matters

8. Public Comment

Next Regular Meeting:
April 13, 2015, 4:00 pm
Cleveland Play House, Allen Theater
1407 Euclid Avenue, Cleveland 44115

9. Adjourn



About Cuyahoga Arts & Culture

Our Mission

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC was approved by Cuyahoga County voters in 2006, and since 2007, CAC has invested more than \$125 million dollars in 286 arts and cultural organizations in Cuyahoga County.

Our Grantmaking

Cuyahoga Arts & Culture funds arts and cultural organizations in Cuyahoga County through its two primary grant programs: General Operating Support and Project Support. To ensure an impartial and transparent application review process, CAC convenes a panel of arts and cultural professionals from outside the region who discuss, evaluate and score all eligible applications in a public setting.

Our Values

We ground our work in our values and guiding principles:

- Accountability
- Impartiality
- Transparency
- Partnership

Our Board of Trustees

Cuyahoga Arts & Culture is governed by a board of five trustees with broad knowledge and experience in the arts or cultural heritage. The board is appointed by the Cuyahoga County Executive and confirmed by Cuyahoga County Council. All Board of Trustees meetings are open to the public.

Current Trustees:

[Matthew Charboneau](#), professional musician

[Sari Feldman](#), Executive Director, Cuyahoga County Public Library

[Joseph Gibbons](#), Attorney, Schneider, Smeltz, Ranney & LaFond P.L.L.

[Steven Minter](#), Executive-In-Residence, Cleveland State University

[Eliza Wing](#), Director of Digital Brands, American Greetings

For more information, visit www.cacgrants.org.

Executive Director's Report
Regular Meeting of the Board of Trustees
9 February 2015

Welcome to the first board meeting of 2015.

With today's meeting, I mark five years with Cuyahoga Arts & Culture. And while much has changed in that time, as we've built this agency into what it is today, one thing stays the same: our steadfast aim to help make our community stronger through the investments that we make in arts and culture institutions and activities, county-wide. It remains a privilege to work with this terrific staff and board in service to that mission, and I look forward to continuing our good work together as 2015 continues.

Let me call your attention to three key items on today's agenda:

- ⇒ We will discuss our team's **plans for our 2016 Project Support program**. While we don't anticipate major policy changes for the upcoming cycle, we do want to review key issues and decision points with you, as we work to shape this successful program in an environment of reduced revenues. The discussion will help shape the guidelines that will be before the board for decisions at the April meeting, and we look forward to hearing your feedback and answering your questions.
- ⇒ We will discuss and recommend a **proposal for funding individual artists** through a re-worked Creative Workforce Fellowship program. The program has been adapted to reflect CAC's goals and emphasis on public benefit, and it provides the opportunity for artists in all disciplines to apply for a \$15,000 fellowship in 2015. Jill Paulsen and Jake Sinatra were instrumental in developing this proposal with Megan VanVoorhis and Valerie Schumacher of CPAC, and we look forward to maximizing our partnership with CPAC throughout the two-year fellowship period.
- ⇒ In our **work session** today, which will begin at approximately 5pm and is open to the public, we will review the **results of a survey** that we commissioned at the end of 2014 that aimed to measure how CAC is perceived in the community. Kathy Severinski of TRIAD Research Group will join us to take us through the survey's key findings, and then Jill Paulsen and members of the CAC team will share our ideas about how the survey results will influence our work in the coming year.

We are also pleased to have Tom O'Brien from Neighborhood Connections with us, to shine a light on the collaborative work that our two agencies have been doing for the past two years. Our modest investment in Neighborhood Connections ensures that our funds support important neighborhood-based arts work, work that doesn't fit into our traditional funding models but makes a significant impact on city neighborhoods and residents. We hope you agree and will approve our next investment in Neighborhood Connections in the administrative portion of today's meeting.

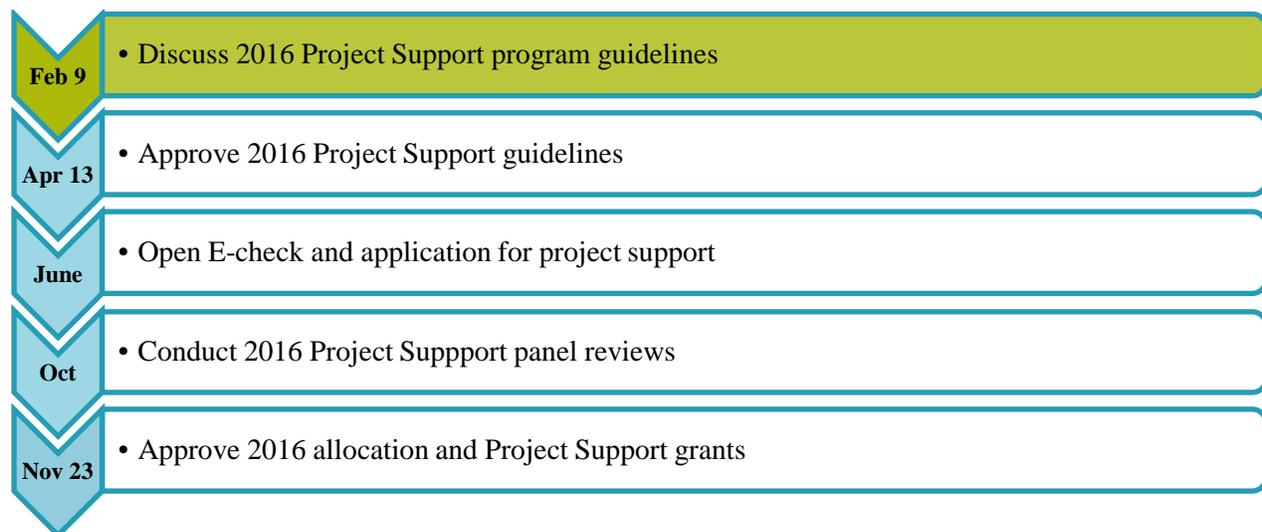
Thank you, as always, for your attention to the important matters before the board today.

CAC Board Meeting February 9, 2015 Updates from Staff

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work. For 2015, our team objectives fall into three areas: 1) grantmaking and knowledge-building; 2) raising awareness; and 3) building internal capacity. In an effort to share our progress in each of these areas with the Board, we present our staff updates using this framework.

GRANTMAKING & KNOWLEDGE-BUILDING

The first quarter is when CAC's team balances the work needed to successfully launch its 2015 grant period (new contracts and expectation setting for the largest cohort in CAC's history: 196 organizations) with the policy-planning needed to prepare for the creation of our 2016 grant guidelines. Below is a snapshot of key program dates, along with brief updates on our recent grantmaking and knowledge-building work.



CAC's Two Primary Grant Programs.

General Operating Support. Having just completed a successful panel process (October 2014) for this 2015-16 program, 2015 is a year where we focus on providing technical assistance to and building relationships with the 58 organizations. CAC's first quarter work means meeting with groups one-on-one and supporting them in the year in which they are not applying for CAC funds. Before Jesse's leave, he met with six grant recipients to debrief their results. This work continues in his absence and will ramp up when he returns in mid-February.

Project Support. Since we last met, staff has been working to close out the 2014 Project Support program while launching the 2015 program. Aside from the administrative tasks involved in closing out and launching programs, staff has spent some time setting priorities and determining the best approaches to connect with cultural partners throughout the cycle.

Unlike multi-year GOS funding, Project Support is an annual program where applicants can apply each summer. As a result, in addition to ramping up support for 138 just-named

2015 grant recipients, staff is already looking ahead to 2016. As the Board will see in the memo on page 17, staff is deep into planning for 2016 Project Support, asking ourselves the question: *What do we want to achieve for our community through Project Support?* We look forward to discussing this early stage work with the Board at the February meeting.

Supporting Individual Artists: Creative Workforce Fellowship. At the February meeting, staff will recommend, for the Board's approval, a grant of \$800,000 over two years to Community Partnership for Arts and Culture for a program to support individual artists. The revised program ensures that fellows share their work and connect with residents of Cuyahoga County. See the memo in the Board packet (page 19) for details.

Helping to Create Vibrant Neighborhoods: Neighborhood Connections. At the February meeting, staff will recommend, for the Board's approval, a one-year contract of \$75,000 to Suite 1300, the entity that runs the Cleveland Foundation's small grants program, Neighborhood Connections.

Neighborhood Connections provides small grants for resident-designed and run projects (gardens, murals, tutoring, music classes, and drumming circles, as examples) and supports community organizing in Cleveland and East Cleveland. CAC co-funds the arts and culture-specific projects, enabling us to connect directly with residents and achieve part of our mission to help create vibrant neighborhoods. Since the launch of this partnership in 2013, CAC has co-funded 106 resident-led arts or culture projects in Cleveland and East Cleveland. We look forward to welcoming Neighborhood Connections director, Tom O'Brien, as our *Connect with Culture* speaker at the February board meeting.

RAISING AWARENESS

Our 2015 objectives in this area focus on carrying out and evaluating a strategic communications plan to raise awareness among our target audiences, including residents; increasing engagement with and awareness among residents online, leveraging the capabilities of our website and social media; and giving our cultural partners the tools they need to raise awareness about CAC among their constituents.

Leveraging e-communications to get the word out about MLK Day and raise awareness among residents. One example of a recent project that combined promoting our cultural partners' community events online with our proactive efforts to connect with residents in person centered on Martin Luther King, Jr. Day (January 19), when many of our cultural partners offer free and discounted arts and culture activities for the community. Staff reached out to nine cultural partners offering programming that day. By doing so, we were able to work together to get the word out to residents about the great programs available on MLK Day, and to educate those residents in attendance about CAC.

- Staff created a news post [on our website](#) highlighting the various free and discounted MLK Day programs and promoted it via social media posts, leading to more than 529 visits to that page alone. On Facebook, our MLK-related posts reached more than 18,000 people and received more than 300 engagements – our highest engagement to-date.
- Staff connected more than 6,400 residents with vibrant MLK Day activities offered by our cultural partners via an email highlighting the free programs offered. The email had a 24% open rate, a rate on par with industry standard.

- We also educated the residents who attended the MLK Day events about CAC. We reached out to nine of the cultural partners we featured in the email and on the website to work together to provide educational materials about CAC to the residents who attended their programs on MLK Day. This targeted awareness outreach resulted in the distribution of more than 10,000 CAC Info Cards (a marketing tool that we developed recently that includes information about CAC and its impact in the community) at the following institutions: Cleveland Museum of Natural History, The Cleveland Orchestra, Maltz Museum of Jewish Heritage, Western Reserve Historical Society, The Children's Museum, Cleveland Botanical Garden, Museum of Contemporary Art Cleveland, Cleveland Museum of Art and Scenarios USA.

Telling CAC's story. Staff is always seeking opportunities to tell CAC's story and highlight the benefit of public funding for arts and culture to members of our community. In 2015, we will increase these efforts; our entire seven-member team will play an important role in our successful outreach to more organizations and community groups.

Most recently, staff members presented at: the InTown Club, Baldwin Wallace University (arts management program), and Teaching Cleveland's Student Challenge roundtable discussion.

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:

- [Find more fun near you!](#) (1/28/15)
- [Celebrate the legacy of Martin Luther King, Jr. at these vibrant Cuyahoga County arts and culture events](#) (1/13/15)
- [10 upcoming arts & culture events](#) (12/23/14)
- [Find free holiday fun near you!](#) (12/10/14)

Media Placements. Below is a list of articles referencing Cuyahoga Arts & Culture that we have learned of since the last board meeting:

Date	Media Outlet	Headline
Jan. 14	Fresh Water Cleveland	Brite Winter is bigger and brighter than ever with 60-band lineup
Jan. 1	WCPN 90.3 FM	Area arts organizations plan for less money from cigarette tax in 2015
Dec. 23	Streetsboro Gateway News	Chagrin Valley Little Theatre receives major holiday gift for capital campaign
Dec. 19	Cleveland.com	John Farina named executive director of ARTneo, formerly the Cleveland Artists Foundation
Dec. 17	Fresh Water Cleveland	Who's hiring in CLE: park place technologies, cuyahoga arts and culture and more
Dec. 11	WCPN 90.3 FM	Interview with Choral Arts Society of Cleveland
Dec. 3	Cleveland Institute of Art News	CIA awarded Cuyahoga Arts & Culture operating grant to support access to the arts

BUILDING INTERNAL CAPACITY

Our 2015 objectives in this area focus on improving team culture and increasing our knowledge of diversity/equity/inclusion issues so we are better prepared to support our cultural partners and carry out CAC's mission.

Staff Professional Development. All CAC staff members have professional development plans which are formally reviewed each quarter. As a part of professional development, many staff members will attend local trainings and conferences in the coming months. We will bring back our new knowledge and share it with teammates. Recent or upcoming learning opportunities include:

- [Civic Leadership Institute](#) (Cleveland, January and February) – Jennifer Schlosser is participating in the Cleveland Leadership Center's Civic Leadership Institute, a six-week program that addresses topics such as immigrant and migration patterns, economy, arts and culture, quality of life, education, social services, the public sector and civic infrastructure in Cleveland. This networking and educational opportunity will help Jennifer grow and connect CAC's work to the community.
- [SphinxCon](#): Empowering Ideas for Diversity in the Arts (Detroit, Jan. 30-Feb. 1) –Jake Sinatra attended a convening centered on the “pursuit of increased diversity in all aspects of the performing arts sector.” Key themes included the impact of deeply-rooted preconceptions of diversity and the arts, and the work of individuals/organizations in disrupting patterns of inequity. These national-level perspectives help inform the CAC staff as it builds its knowledge of diversity, equity and inclusion.

In addition, staff members participate in ongoing webinars, read research and attend workshops through our organizational memberships in Grantmakers for Effective Organizations, Independent Sector, Employers Resource Council, Americans for the Arts, Philanthropy Ohio, Greater Cleveland Partnership/COSE and the Public Relations Society of America. This commitment to an internal “learning agenda” is ensuring that our team is equipped to better serve our cultural partners.

FINANCIAL UPDATE

2014

Revenue. Final, unaudited tax revenue for 2014 was \$15,984,716. Revenue for the year was \$215,284 or 1.33% below forecast. Tax collections declined 4.4% over receipts in 2013, the largest decline we have seen since 2009. Interest revenue was \$95,753 for the year, exceeding forecast by \$15,753.

Expenditure. Final, unaudited expenditures for FY2014 were \$17,295,268. This figure is \$270,820 under budget for the year.

Annual Audit

The Local Government Services division of the Ohio Auditor of State began work on CAC's GAAP conversion for 2014 in early January and will finish the conversion in February. We expect the annual audit to begin in early March.

2015

Revenue and expenditure figures for January will be distributed at the board meeting as revenue results have not been received at this time.

Investments

CAC has invested an additional \$1.5 million with RedTree Investment Group. At the suggestion of the Audit/Finance committee, staff reviewed the 24 month projected cash flow needs and the current investment yields and liquidity of inactive monies to make this determination. It is anticipated that shifting these funds to RedTree Investment Group from STAR Plus will increase the interest yield from .2% to .5-.85%.

Audit Committee. The next meeting of the Audit and Finance Committee meeting is scheduled for March 4 at 8 a.m. At this meeting the committee will review, discuss and make recommendations on CAC's Internal Financial Control Policies and Procedures.

Cuyahoga Arts & Culture Revenue and Expenditures through December 31, 2014				
Accrual Basis	Through 12/31/2014 Actual	Through 12/31/2014 Budget	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 15,984,716	\$ 16,200,000	\$ (215,284)	98.7%
Interest	\$ 95,753	\$ 80,000	\$ 15,753	119.7%
Other revenue	\$ 2,100	\$ -	\$ 2,100	
Total Revenue	\$ 16,082,568	\$ 16,280,000	\$ (197,432)	98.8%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 335,685	\$ 355,591	\$ (19,906)	94.4%
Program	\$ 398,144	\$ 439,720	\$ (41,576)	90.5%
Grants**	\$ 15,963,294	\$ 16,061,949	\$ (98,655)	99.4%
Total A&C Exenditures	\$ 16,697,123	\$ 16,857,260	\$ (160,137)	99.1%
General & Administrative				
Salaries, Wages and Benefits	\$ 346,613	\$ 359,549	\$ (12,937)	96.4%
Facilities, Supplies, Equipment	\$ 59,721	\$ 108,135	\$ (48,414)	55.2%
Professional Fees	\$ 184,968	\$ 216,800	\$ (31,832)	85.3%
Depreciation	\$ 6,844	\$ 7,500	\$ (17,500)	
Total G&A Expenditures	\$ 598,146	\$ 691,984	\$ (110,683)	86.4%
Total Expenditures	\$ 17,295,268	\$ 17,549,244	\$ (270,820)	98.6%
Net Ordinary Revenue	\$ (1,212,700)	\$ (1,269,244)	\$ 73,388	

** Actual grants figure represents accrual for approved grants for 2014. Outstanding 2014 obligations to be paid in 2015 are on the balance sheet.

	<u>Actual - Accrual</u>	<u>Budget</u>	<u>Actual - Cash</u>
Total Expenditures	\$ 17,295,268.47	\$ 17,549,244.00	\$ 15,388,445

Cuyahoga Arts & Culture

Balance Sheet

Dec 31, 14
ASSETS**Current Assets****Checking/Savings**

KeyBank	93,169.37
RedTree (U.S.Bank)	13,093,878.76
Star Ohio Excise Tax	1,012,759.82
STAR Plus	8,328,549.92

Total Checking/Savings	22,528,357.87
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Accounts Receivable

11000 - Accounts Receivable	1,447,873.74
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Total Accounts Receivable	1,447,873.74
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Total Current Assets	23,976,231.61
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Fixed Assets

15000 - Furniture and Equipment	68,902.67
15001 - Software and Webdesign	10,000.00
17000 - Accumulated Depreciation	-64,258.03

Total Fixed Assets	14,644.64
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TOTAL ASSETS	23,990,876.25
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LIABILITIES & EQUITY**Liabilities****Current Liabilities****Accounts Payable**

20000 - Accounts Payable	3,788.75
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Total Accounts Payable	3,788.75
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Other Current Liabilities

24000 - Payroll Liabilities	25,709.20
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24200 - GOS Grants	1,370,001.00
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24300 - Project Support Grants	491,113.75
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24400 - Other Grants/Program Contracts	20,000.00
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Total Other Current Liabilities	1,906,823.95
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Total Current Liabilities	1,910,612.70
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Total Liabilities	1,910,612.70
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Equity

32000 - Operating Reserve	23,292,963.60
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Net Income	-1,212,700.05
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Total Equity	22,080,263.55
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TOTAL LIABILITIES & EQUITY	23,990,876.25
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CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2014 ACTUAL REVENUE

Month	<u>2013</u>		<u>2014</u>	
	Monthly Tax	12-13% Change	Monthly Tax	13-14% Change
JANUARY	\$ 1,418,698.62	14.80%	\$ 1,441,567.19	1.61%
FEBRUARY	\$ 1,195,793.73	10.15%	\$ 901,110.50	-24.64%
MARCH	\$ 1,319,151.89	-7.25%	\$ 1,356,099.96	2.80%
APRIL	\$ 1,519,876.59	-0.20%	\$ 1,456,486.30	-4.17%
MAY	\$ 3,004,713.36	6.87%	\$ 2,568,321.06	-14.52%
JUNE	\$ 1,025,108.65	-22.12%	\$ 1,112,606.44	8.54%
JULY	\$ 437,767.31	22.62%	\$ 383,105.59	-12.49%
AUGUST	\$ 1,135,767.36	-18.03%	\$ 1,369,293.72	20.56%
SEPTEMBER	\$ 1,544,794.00	14.83%	\$ 1,426,900.79	-7.63%
OCTOBER	\$ 1,545,708.64	5.81%	\$ 1,408,941.00	-8.85%
NOVEMBER	\$ 1,095,862.10	-28.47%	\$ 1,112,409.47	1.51%
DECEMBER	\$ 1,476,364.07	12.19%	\$ 1,447,873.74	-1.93%
TOTALS	\$ 16,719,606.31	-0.43%	\$ 15,984,715.75	-4.40%



**Board of Trustees
2015 Meeting Schedule**

All regular meetings will held from 4:00 to 5:30 pm unless otherwise noted

Date	Location
Monday, February 9 (3:30 pm)	Idea Center, Miller Classroom 1375 Euclid Avenue Cleveland 44115
Monday, April 13 (<i>Annual Meeting</i>)	Cleveland Play House Allen Theater 1407 Euclid Avenue Cleveland 44115
Monday, June 8 (4:00-8:30 pm, includes retreat)	Lake Erie Nature and Science Center 28728 Wolf Road Bay Village 44140
Monday, September 21	Near West Theatre 6702 Detroit Ave. Cleveland, OH 44102
Monday, November 23	Olmsted Performing Arts 6941 Columbia Road Olmsted Falls 44138
Monday, December 14 (3:00-5:30 pm) (executive session to discuss annual performance review of staff)	Idea Center, Miller Classroom 1375 Euclid Avenue Cleveland 44115