



## Minutes of the Regular Meeting of the Board of Trustees

Monday, November 19, 2012

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A regular meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:01 p.m. in the Museum of Contemporary Art Cleveland (MOCA), Cleveland, Ohio.

The roll call showed that Trustees Sari Feldman, Vickie Johnson, Matt Charboneau, and Steven 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; Jennifer Schlosser, communications manager, Stacey Hoffman and Jesse Hernandez, program managers and Jake Sinatra, program associate.

### **1. APPROVAL OF MINUTES**

A motion was made by Trustee Minter, seconded by Trustee Johnson, to approve the minutes of the September 10<sup>th</sup>, 2012 regular meeting and the October 15<sup>th</sup>, 2012 special meeting of the Board of Trustees. Discussion: None. Vote: All ayes. Motion carried.

### **2. EXECUTIVE DIRECTOR'S REPORT**

Ms. Gahl-Mills welcomed meeting attendees and thanked MOCA Cleveland for hosting today's meeting. Ms. Gahl-Mills introduced Jill Snyder, Executive Director of Museum of Contemporary Art Cleveland. Ms. Snyder provided a summary of the activities taking place at MOCA Cleveland.

Ms. Gahl-Mills stated that during the meeting, CAC staff would ask the Board to approve the recommended grants for 2013 Project Support and 2013-14 General Operating Support, and made other comments.

Ms. Harris gave a report on CAC's finances.

*(Trustee Coburn arrived at 4:10 p.m.)*

### **3. BOARD ACTION**

#### **Approval of panelist roster for Creative Culture Grants Program**

A motion was made by Trustee Minter, seconded by Trustee Charboneau, to approve the panel roster for the Creative Culture Grants 2013 program. Discussion: None. Vote: All ayes. Motion carried.

#### **Approval of 2013 Grant Scores, Allocations and Grant Awards**

Ms. Paulsen provided an overview of the 2013 Project Support and 2013-14 General Operating Support grant programs. She stated that, with the Board's approval, in 2013:

- CAC is investing in more organizations than ever before;
- Participation in CAC's grant programs is growing;
- CAC grants will support organizations of all sizes and disciplines; and
- CAC-funded organizations will serve residents throughout Cuyahoga County.

**Project Support 2013**

Ms. Paulsen and Ms. Hoffman presented an overview of the [Project Support 2013 Grant Program Memo](#) provided to the Board in advance of this meeting.

The following actions were taken throughout the presentation:

**Approval of 2013 Project Support panel scores;**

A motion was made by Trustee Johnson, seconded by Trustee Charboneau, to approve 2013 Project Support I and II panel scores. Discussion: None. Vote: All ayes. Motion carried.

Trustee Minter asked staff to comment on, for the benefit of the audience, the method that CAC uses for scoring. Ms. Hoffman described CAC’s scoring process for the Project Support program, stating that following the panel review meetings, the highest and lowest scores are removed, and the rest are averaged, resulting in the score for Project Support applications.

**Allocation of Project Support funds**

Motion by Trustee Coburn, seconded by Trustee Charboneau, to approve the allocation of \$1,559,218 to the 2013 Project Support Grant Program with the following breakdown:

- \$1,334,563 to 501c3 orgs for PS I and II
- \$223,655 for units of government for PS I (derived from interest on invested monies)

Discussion: None. Vote: All ayes. Motion carried.

**Approval of grant awards for Project Support I program**

A motion was made by Trustee Minter, seconded by Trustee Coburn, to approve the 2013 Project Support grant as listed in the board handout to Access to the Arts, Cuyahoga Community College and Ohio City Inc. Discussion: None. Vote: All ayes. Abstain: Charboneau. Motion carried.

Project Support I Applicants	Grant Award
Access To The Arts	\$6,072
Cuyahoga Community College	\$31,549
Ohio City Near West Development Corporation	\$8,794

A motion was made by Trustee Charboneau, seconded by Trustee Johnson, to approve the 2013 Project Support grant as listed in the board handout to Baldwin Wallace University and Cleveland State University. Discussion: None. Vote: All ayes. Abstain: Charboneau. Motion carried. Discussion: None. Vote: All ayes. Abstain: Minter. Motion carried.

Project Support I Applicants	Grant Award
Baldwin Wallace University	\$46,927
Cleveland State University	\$31,399

A motion was made by Trustee Minter, seconded by Trustee Charboneau, to approve the 2013 Project Support I grant awards in the amounts below, as detailed in the Board handouts, to the following organizations:

<b>Project Support I Applicants</b>	<b>Grant Award</b>
Art House Inc.	\$27,077
Art Therapy Studio	\$42,132
Arts Collinwood, Inc.	\$30,249
Berea Arts Fest	\$11,161
Boys & Girls Clubs of Cleveland	\$14,385
Building Bridges Murals, Inc.	\$9,829
Cassidy Theatre, Inc.	\$19,499
Chagrin Foundation for Arts and Culture	\$35,028
City of Bedford	\$2,342
City of Cleveland Heights	\$31,399
City of Cleveland, Division of Recreation	\$24,571
City of Euclid	\$28,708
City of Strongsville	\$2,838
CityMusic Cleveland	\$46,856
Cleveland Arts Prize	\$36,750
Cleveland Center for Arts and Technology	\$44,570
Cleveland Contemporary Chinese Culture Association	\$12,771
Cleveland Metroparks	\$7,701
Cleveland Metropolitan School District	\$33,699
Cleveland TOPS Swingband	\$13,545
Cleveland Urban Design Collaborative	\$29,449
Cleveland Women's Orchestra	\$8,475
convergence-continuum	\$9,648
Detroit Shoreway Community Development Organization	\$20,657
Downtown Cleveland Alliance	\$46,927
Duffy Liturgical Dance	\$19,933
Earth Day Coalition	\$39,404
Ensemble Theatre of Cleveland	\$15,232
Fairmount Center for the Creative and Performing Arts	\$33,706
Fevered Dreams Productions	\$9,503
Foluke Cultural Arts Center, Inc.	\$4,926
Friends of Cleveland School of the Arts	\$22,100
Historic Gateway Neighborhood Corporation	\$12,155
Historic Warehouse District Development Corporation	\$9,920
Hospice of the Western Reserve, Inc.	\$30,732
Independent Pictures	\$12,160
Inlet Dance Theatre	\$28,749

Jennings Center for Older Adults	\$14,279
Local 4 Music Fund	\$15,589
Mandel Jewish Community Center of Cleveland	\$36,065
Mercury Summer Stock	\$13,670
Merrick House	\$9,648
Music and Art at Trinity Cathedral	\$18,194
Olmsted Performing Arts	\$11,522
Open Doors, Inc.	\$21,733
Orange Community Arts Council	\$42,070
Scenarios USA	\$48,356
St. Clair Superior Development Corporation	\$25,375
The Singers' Club of Cleveland	\$11,890
The West Shore Chorale	\$9,622
Tremont West Development Corporation	\$7,600
University Circle Inc. (UCI)	\$46,713
West Side Community House	\$20,082

#### Approval of grant awards for Project Support II program

A motion was made by Trustee Minter, seconded by Trustee Johnson, to approve the 2013 Project Support grant as listed in the board handout to Arts in Strongsville. Discussion: None. Vote: All ayes. Abstain: Charboneau. Motion carried.

Project Support II Applicants	Grant Award
Arts in Strongsville	\$4,150

A motion was made by Trustee Coburn, seconded by Trustee Minter, to approve the 2013 Project Support grant as listed in the board handout to Case Western Reserve University. Discussion: None. Vote: All ayes. Abstain: Charboneau. Motion carried. Discussion: None. Vote: All ayes. Abstain: Charboneau and Feldman. Motion carried.

Project Support II Applicants	Grant Award
Case Western Reserve University	\$4,430

A motion was made by Trustee Charboneau, seconded by Trustee Coburn, to approve the 2013 Project Support II grant awards in the amounts below, as detailed in the Board handouts, to the following organizations:

Project Support II Applicants	Grant Award
Achievement Centers for Children	\$4,580
American Slovenian Polka Foundation	\$4,460

Arts Renaissance Tremont	\$4,860
Bellaire Puritas Development Corp.	\$4,407
Brecksville Center for the Arts	\$3,720
Cedar Fairmount Special Improvement District	\$4,300
Cesear's Forum	\$4,300
Choral Arts Society of Cleveland	\$3,883
Cleveland Blues Society Incorporated	\$4,140
Cleveland Chamber Symphony	\$4,410
Cleveland City Dance Company	\$4,220
Cleveland Classical Guitar Society	\$4,460
Cleveland Jobs with Justice	\$4,510
Cleveland Shakespeare Festival	\$4,500
Cleveland West Art League	\$3,019
Coventry Village Special Improvement District	\$4,670
Cudell Improvement, Inc.	\$4,490
Dancevert	\$4,280
Eliza Bryant Village	\$4,890
Esperanza, Inc	\$4,720
Famicos Foundation	\$4,380
Good Company: a Vocal Ensemble	\$4,330
Heights Chamber Orchestra	\$3,804
Historical Society of Old Brooklyn	\$2,502
Icho Daiko, Inc.	\$2,863
International Services Center	\$4,740
Irish American Archives Society	\$4,420
Jewish Family Service Association of Cleveland	\$4,340
Joyful Noise Neighborhood Music School	\$4,645
Kamm's Corners Development Corporation	\$4,780
Lake Erie Ink: a writing space for youth	\$4,505
LakewoodAlive, Inc.	\$3,059
MidTown Cleveland, Inc.	\$4,090
MorrisonDance	\$4,020
Musical Upcoming Stars in the Classics	\$4,014
Northeast Ohio Council on Higher Education	\$4,540
Northeast Shores Development Corpotation	\$4,780
Northern Ohio Bibliophilic Society	\$1,014
Old Brooklyn Community Development Corporation	\$4,360
Opera per Tutti	\$4,480
Quire Cleveland	\$4,290
Schuhplattler und Trachtenverein Bavaria	\$4,430
Shaker Arts Council	\$4,110
Shore Civic Centre Corporation	\$5,000

Sokol Greater Cleveland Gymnastic and Educational Org.	\$4,230
St. Malachi Center	\$3,398
Suburban Symphony Orchestra	\$4,008
Symphony West	\$4,050
The Cleveland Chamber Music Society	\$4,670
The Housing Research & Advocacy Center	\$4,560
The Roberto Ocasio Foundation	\$4,600
Theater Ninjas	\$4,480
VSAO/Cleveland Division (Very Special Arts)	\$4,700
West Side Catholic Center	\$4,570
Western Reserve Fire Museum at Cleveland	\$4,140
Westlake Chinese Culture Association	\$4,210
Westown Community Development Corporation	\$4,180
Woodland Cemetery Foundation of Cleveland, Ohio	\$4,590

Ms. Hoffman thanked the board for approving 118 awards totaling \$1,559,218 and ranging from \$1,165 to \$48,356, and congratulated all of the applicants.

### **General Operating Support 2013-14**

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Ms. Paulsen and Mr. Hernandez presented an overview of the [2013-14 General Operating Support Grant Program Memo](#), provided to the Board in advance of this meeting.

The following actions were taken throughout the presentation:

#### **Approval of 2013-14 General Operating Support total scores**

A motion was made by Trustee Minter, seconded by Trustee Coburn, to approve General Operating Support 2013-14 total scores. Discussion: None. Vote: All ayes. Motion carried.

#### **Allocation of 2013 General Operating Support funds**

A motion was made by Trustee Minter, seconded by Trustee Charboneau, to approve the allocation of \$13,700,000 to the 2013 General Operating Support Grant Program. Discussion: None. Vote: All ayes. Motion carried.

Trustee Minter asked staff to describe, for the benefit of the audience, what was meant by a modest decrease to the 2013-14 General Operating Support program allocation. Mr. Hernandez and Ms. Gahl-Mills explained that the overall funding was decreased from \$14million to \$13.7million annually.

#### **Approval of grant awards for 2013 General Operating Support program**

A motion was made by Trustee Minter, seconded by Trustee Johnson, to approve the 2013 General Operating Support grant as listed in the board handout to the Cleveland Institute of Music and Cleveland Play House. Discussion: None. Vote: All ayes. Abstain: Charboneau. Motion carried.

Organization	Grant Award
Cleveland Institute of Music	\$716,270
Cleveland Play House	\$405,680

A motion was made by Trustee Charboneau, seconded by Trustee Johnson, to approve the 2013 General Operating Support grant as listed in the board handout to Heights Arts. Discussion: None. Vote: All ayes. Abstain: Coburn. Motion carried.

Organization	Grant Award
Heights Arts	\$25,151

A motion was made by Trustee Coburn, seconded by Trustee Johnson, to approve the 2013 General Operating Support grant awards in the amounts below, as detailed in the Board handouts, to the below listed organizations. Discussion: None. Vote: All ayes. Motion carried.

Organization	Grant Award
Apollo's Fire	\$104,259
BAYarts	\$41,069
Beck Center for the Arts	\$188,659
Brecksville Theater on the Square	\$11,609
Chagrin Valley Little Theatre	\$44,301
Children's Museum of Cleveland	\$87,040
Cleveland Artists Foundation	\$19,529
Cleveland Botanical Garden	\$357,703
Cleveland Institute of Art	\$735,372
Cleveland International Film Festival	\$151,829
Cleveland International Piano Competition	\$62,976
Cleveland Jazz Orchestra	\$30,619
Cleveland Museum of Art	\$1,467,045
Cleveland Museum of Natural History	\$647,658
Cleveland POPS Orchestra	\$89,884
Cleveland Public Theatre	\$111,547
Cleveland Restoration Society	\$88,917
Community Partnership for Arts and Culture	\$88,696
Contemporary Youth Orchestra	\$30,680
DANCECleveland	\$50,166
Dancing Wheels	\$54,731
Dobama Theatre	\$34,784
Great Lakes Science Center	\$391,709
Great Lakes Theater	\$246,553
GroundWorks DanceTheater	\$45,804

Heights Youth Theatre	\$19,883
ICA-Art Conservation	\$105,901
ideastream	\$987,909
Karamu House	\$145,433
Lake Erie Nature & Science Center	\$112,346
LAND studio	\$257,706
Maltz Museum of Jewish Heritage	\$151,012
Museum of Contemporary Art Cleveland	\$126,931
Nature Center at Shaker Lakes	\$74,929
Near West Theatre	\$65,565
North Coast Men's Chorus	\$22,437
Opera Circle	\$23,098
PlayhouseSquare	\$1,730,876
Progressive Arts Alliance	\$44,537
Rainey Institute	\$65,911
Rock and Roll Hall of Fame and Museum	\$1,001,023
Roots of American Music	\$33,319
Shaker Historical Society	\$16,901
Singing Angels	\$39,320
SPACES	\$50,502
The Cleveland Orchestra	\$1,452,817
The Music Settlement	\$245,462
The Sculpture Center	\$20,035
Ukrainian Museum-Archives	\$23,077
Valley Art Center	\$33,311
Verb Ballets	\$47,854
Western Reserve Historical Society	\$277,267
Young Audiences of Northeast Ohio	\$170,836
Zygote Press	\$23,559

Trustee Coburn stated to the audience that CAC's board members recuse themselves from voting to approve certain grants for the sake of being overly cautious. He stated that just because a board member recuses him or herself from a certain vote doesn't mean that he or she has a conflict of interest; CAC's board does everything possible to err on the side of caution.

## **Contracts**

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Ms. Harris informed the Board that there were no administrative matters for the board to consider.

## **4. PUBLIC COMMENT**

A representative from Shaker Historical Society asked about CAC's process – how does CAC provide meaningful grants to small organizations versus medium or large ones? Ms. Gahl-Mills stated that the

General Operating Support and Project Support programs provide two opportunities for grants, and that CAC's grant process judges everyone based on the same criteria, rewarding vibrancy, public benefit and other factors regardless of size, so that every organization can successfully achieve a meaningful grant.

**Next Meeting**

The next meeting of the CAC Board of Trustees is scheduled for Monday, December 10<sup>th</sup>, 2012 at 3:00 p.m. at the Idea Center at PlayhouseSquare. The Board will immediately move to Executive Session at 3 p.m. and resume the public session of the meeting at 4 p.m.

Motion by Trustee Coburn, seconded by Trustee Charboneau, to adjourn the meeting. Discussion: None. Vote: All ayes. Motion carried. Meeting adjourned at 4:36 p.m.

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Sari Feldman, President, Board of Trustees

Attest:

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Matthew Charboneau, Secretary, Board of Trustees



## MEMORANDUM

Date: November 14, 2012  
To: CAC Board of Trustees  
From: Jill M. Paulsen, director of grant programs  
Stacey Hoffman, program manager  
Re: Project Support 2013: approval of panel scores, funding allocation and grant amounts

### EXECUTIVE SUMMARY

The goal of CAC's Project Support (PS) grant program is to *promote public access and encourage the breadth of arts and/or cultural programming in our community*. For 2013, the program's purpose, structure and eligibility requirements remain the same as last year. Increased outreach and technical assistance led to a 27% increase in applications from organizations new to CAC.

#### **Board Actions**

Staff is pleased to share with the board the outcomes of the application and panel review processes. At the November 19 meeting, we look to the board to formally approve Project Support 2013:

- 1) panel scores;
- 2) funding allocation; and
- 3) grant award amounts.

Further background on the Project Support 2013 timeline and detail on each of the three board decision points are included in the following memo. To assist in the discussion and approval process, staff calls to the board's attention several key findings from the PS 2013 application and panel process, outlined below.

### Key Findings

#### ***Project Support 2013 garnered the largest number of applications in CAC's history.***

- 128 organizations submitted complete applications that were reviewed by the panel. This is an increase of more than 28% from 2012 (the previous record number of submissions).
- If approved, the PS 2013 cohort will include 118 grant recipients, an increase of 34% from the 88 grant recipients in PS 2012.

#### ***Increased outreach led to a jump in participation.***

- 27% of all organizations were first-time applicants to CAC.

#### ***Project Support II's simplified application process appealed to organizations of all sizes.***

- The program garnered 50% of all Project Support 2013 applications.
- Originally designed for micro organizations, PS II attracted applicants with annual budgets ranging from several thousand dollars (Cleveland West Art League) to nearly \$1B (Case Western Reserve University).

#### ***Cleveland-based organizations remain the majority of all Project Support applicants.***

- 61% of applications came from organizations based in the City of Cleveland; 21% from eastern suburbs; 18% from western and southern suburbs. This represents a steady trend from previous cycles with the most growth from Cleveland-based organizations.

## I. BACKGROUND

### ***What stayed the same?***

Project Support 2013 marks the fifth time CAC will offer its annual program committed to supporting arts and cultural *activities* happening throughout the County. PS-funded projects occur in diverse locations such as senior centers and homeless shelters, as well as street festivals and more traditional performances at some of Cleveland's well-known venues such as Severance Hall and Trinity Cathedral. Each year the program further sharpens its focus on the goal of:

- promoting public access and encouraging the breadth of arts and/or cultural programming in our community.

CAC significantly reworked the Project Support 2012 grant program to reach more residents and support projects throughout the County. We did so by adding a small grants program with a simplified application process (Project Support II - grants up to \$5,000) to our existing grant program (Project Support I – grants up to \$50,000). As a result, the participation grew substantially, up 45% over the previous year.

Considering the early success of the expanded Project Support program, we introduced *no policy changes for PS 2013* – only several modest procedural improvements. The program's structure, purpose and eligibility requirements remained the same. By holding steady in 2013, we plan to assess the impact of this program in the coming year.

### ***What changed and why?***

While PS 2013 included no policy changes, as stewards of public funds, we are committed to continually improving the program. As such, we introduced three modest *procedural improvements*:

Streamlined Application Process: For returning grant applicants, we reduced the number of steps it took to apply for funds. This allowed organizations to focus on developing their projects instead of getting mired in paperwork.

Targeted Outreach: Working with Community Partnership for Arts and Culture, CAC identified nonprofits in 24 municipalities in Cuyahoga County, focusing on communities that had historically not applied for CAC funds (outer-ring suburbs and/or south of I-480).

Increased Technical Assistance: Finally, we focused much of our time and energy to help applicants succeed in our process. In addition to workshops and webinars, CAC staff – primarily Stacey Hoffman and Jake Sinatra – provided personalized assistance to more than a third of this year's 128 applicants.

### ***What was the result?***

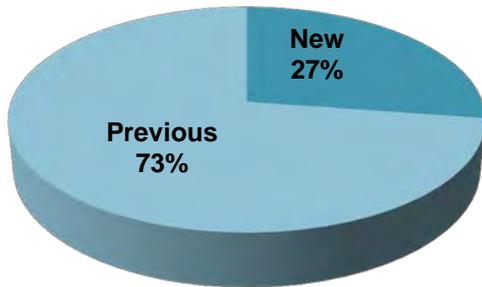
The following memo provides key process and outcome findings for Project Support 2013, highlighting which organizations were in the applicant pool, how they performed and what we learned that will help us improve the program in the future.

## II. APPLICANT POOL OVERVIEW & TRAININGS

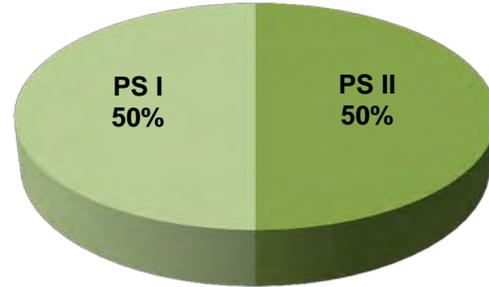
### ***Participation Jumps in Project Support 2013***

Of the 151 eligible organizations, 128 submitted full applications that were reviewed by the panel. First time applicants made up 27% (35) of the applications received, while 73% (93) of the organizations had previously applied. The applicants were spread equally among the two programs: 64 applications for Project Support I (the traditional PS program) and 64 applications for Project Support II (the small grants program).

**New vs. Previous Applicants**



**Breakdown by Program**



### ***Project Support 2013 garnered the largest number of applications in CAC's history.***

One hundred and twenty-eight organizations submitted complete applications that were reviewed by the panel. This is an increase of more than 28% from 2012 (the previous record number of submissions). If approved, the PS 2013 cohort will include 118 grant recipients, an increase of 34% from the 88 grant recipients in PS 2012 (see chart below).

### ***Applicants participate in training opportunities***

CAC held three application workshops for eligible applicants in late July and early August at locations in Cleveland Heights, Berea and downtown Cleveland. More than 90 applicants attended to learn more about the Project Support 2013 application and review process. Staff provided personalized technical assistance to applicants through one-on-one meetings, "help-desk" calls, and regular e-blasts/targeted mailings. We also placed an increased emphasis on panel training, to ensure that our outside experts understood CAC's funding goals and were prepared to fairly adjudicate the applications.

### ***Increased outreach and CAC's small grants program (Project Support II) led to a jump in participation.***

First-time applicants made up 27% of the applicant pool.

### ***Project Support II's simplified application process appealed to organizations of all sizes.***

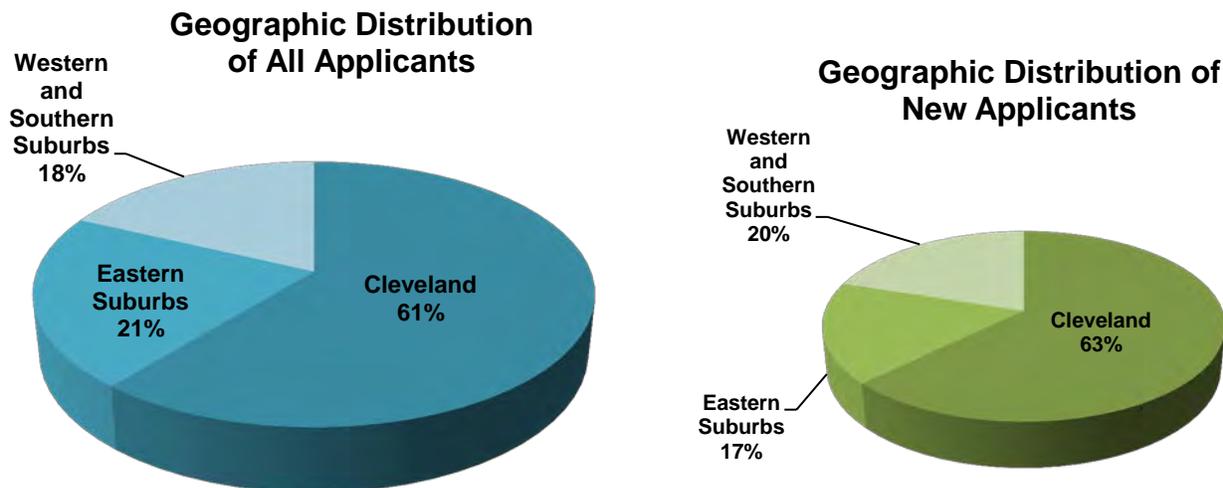
The PS II program garnered 50% of all Project Support 2013 applications. Originally designed for smaller organizations, PS II attracted applicants with annual budgets ranging from several thousand dollars (Cleveland West Art League) to nearly \$1B (Case Western Reserve University).

### **Increase in Participation from 2012 to 2013**

Number of organizations successful at each application step	PS 2012	PS 2013	% Increase
Organizations eligible to apply	118	151	28%
Organizations that submitted an application	100	128	28%
Organizations recommended for funding	88	118	34%

### ***Applicant Geography***

**Cleveland-based organizations remain the majority of all Project Support applicants.** This represents a steady trend from previous cycles. You'll note that the new applicant growth mirrors the overall program.



### **III. PANEL REVIEW**

#### ***Panelists and day-of panel process***

A Board-approved roster of 16 qualified arts and culture professionals served as PS 2013 panelists. They represented a diverse cross-section of individuals with expert knowledge of specific arts or cultural disciplines, management/financial experience, as well as prior panel experience. For the second year, we included several panelists from Ohio (but outside our region) for the Project Support II panel review. This was a success and is worth replicating for future panels. Ohio-based panelists brought knowledge of our state, without any conflicts of interest.

Panelists reviewed 128 eligible applications on October 22-25 at the Idea Center at PlayhouseSquare. Each application was deliberated and scored by the panel in accordance with the funding criteria from pages 11 and 12 of the 2013 PS Grant Program Guidelines ([PS I](#); [PS II](#)). More than 100 people, primarily from applicant organizations, attended the panel review. As in previous years, the panel review was also audio-streamed live from the CAC website. To help all observers understand the panel review process and reiterate the funding criteria, CAC distributed an Audience Guide ([PS I](#); [PS II](#)). Each panel day concluded with a public comment session.

#### ***Using audio tracks as educational tools***

The PS 2013 panel review was audio recorded for the public record and will soon be accessible on our website ([PS I](#); [PS II](#)). The applicants received their score via email the week of October 22<sup>nd</sup> and received a link to the audio recordings in early November. The audio clips serve as excellent educational tools. CAC staff encourages all applicants, whether or not they are funded, to share the links with their staff and board. All four days of the panel review are posted on CAC's website so organizations may listen and learn from their peers.

#### ***Seeking feedback***

At the conclusion of each panel day, CAC staff invited audience members to participate in an informal public comment session. That discussion is recorded on its own track for each panel day ([PS I](#); [PS II](#)). We use this feedback to inform our future policy and program decisions. In addition, CAC surveyed all panelists and applicants to gather data on the entire process.

## IV. LESSONS LEARNED

### ***Thinking ahead to PS 2014***

Staff has begun identifying areas for refinement for future grant cycles based on experiences and feedback from the Project Support 2013 process.

Assess progress to date: As we enter our fifth year of project support funding we'll look to gain a better understanding of the project support cohort and the program's successes. We'll evaluate the small grants program (Project Support II) and the inclusion of units of government in the Project Support program moving forward.

Further simplify the application: We have identified several ways to further simplify the application and will continue to evaluate the application as we begin preparing for Project Support 2014. This includes continual conversations with the developer (Westaf) regarding the online grant system.

Increase technical assistance: In response to consistent panel feedback and staff observations, CAC proposes increasing the technical assistance in 2013, preparing for Project Support 2014. Topics for consideration include project budgets, support materials, marketing and publicity, evaluation and the Ohio Cultural Data Project.

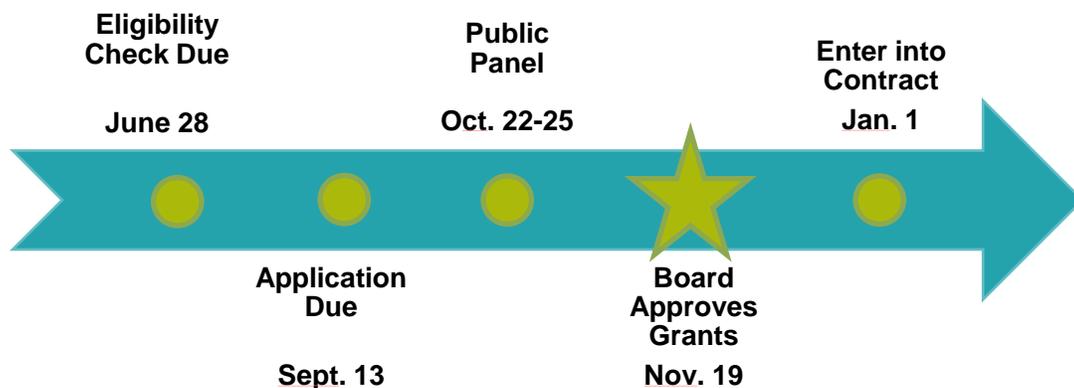
Survey results indicated that applicants were very pleased with CAC communication and staff/technical assistance throughout the application process. We will continue to serve as a resource for all of our cultural partners.

### **NEXT STEPS**

With a summary of the Project Support 2013 process complete, staff now turns to the CAC board to take three distinct Board Actions. Each action builds off the preceding action. Together, they will ensure that CAC's 2013 Project Support grants are wisely stewarded and support arts and cultural programs that reach the residents of Cuyahoga County.

- **BOARD ACTION #1: Approve panel scores**
- **BOARD ACTION #2: Approve funding allocation**
- **BOARD ACTION #3: Approve grant award amounts**

All recommendations for board action build off of the data in Appendices 1 and 2.



## BOARD ACTION #1: Approve panel scores.

At the November 19 meeting, the board will be asked to approve PS 2013 panel scores.

- See Appendix 1 for a list of all 128 applicants' scores.
- See Appendix 2 for a list of the 10 organizations scoring below 70 points (with panel comments) that will NOT be recommended for funding.

### Scoring Background

Panelists reviewed and scored each application on a point scale from 1 to 100 based on the funding criteria. To avoid skewing, an aggregate panel score for each applicant was used. The single highest score and single lowest score submitted by the panelists were eliminated when computing the average score. All applicants that received a score of 70 or higher have been recommended for a PS grant. Any applicant with a score lower than 70 has not been recommended for a PS grant.

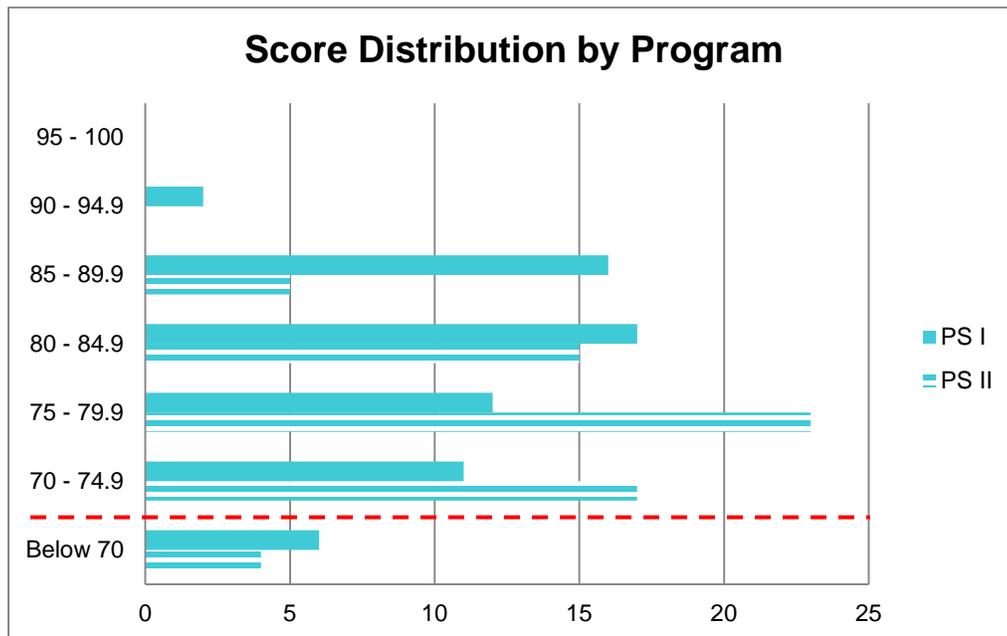
### CAC's Funding Criteria

To reflect CAC's role as a public funder – committed to using public dollars to support the public good – CAC weighed Public Benefit more heavily than the other two funding criteria. This shift meant organizations that demonstrated a stronger connection to their community scored higher than those that did not show how their projects would impact the public. The funding criteria for PS 2013 are as follows:

- Public Benefit (45 points maximum)
- Artistic or Cultural Vibrancy (35 points maximum)
- Organizational Capacity (20 points maximum)

### Board Action #1: Panel Scores

118 applications received a score of 70 points or higher, while ten applications received a score below 70 points.



## **BOARD ACTION #2: Allocate Project Support 2013 funds.**

At the November 19 meeting, the Board will be asked to allocate funding for: Project Support I (501c3 projects); Project Support I (Units of Government); and Project Support II totaling \$1,559,218.

- See Appendix 1 for detail on how each allocation was determined.

### ***Allocation Background***

Once again this year we ask that the board review all the actions that go into determining grant amounts (scores and allocation) at the same meeting. Doing so will allow staff to make clearly defined recommendations. This method will also ensure that we are good stewards of public funds, while at the same time not limiting Project Support applicants to an earlier determined estimate.

All allocation figures are based in the CAC board-approved spending policy, which notes “that CAC will endeavor to invest 10-15 percent of its future excise revenues in the Project and Special Initiative grants programs.” The Project Support 2013 allocation, while a measurable increase over 2012, is in line with the stated spending policy. The overall allocation growth comes as a direct result of the significant increase in successful applications over past years, an anticipated outcome of our goal to reach out to new organizations and increase applications.

This increased investment in the Project Support grant program does not impact the 2013-14 General Operating Support allocation recommendation; that figure is determined through a separate process.

### **History of Allocations and Grants Paid**

<b>Program Year</b>	<b>Allocation</b>	<b>Awarded</b>	<b>Paid Out</b>	<b>% of Allocation Paid Out</b>
PS 2008	\$1,000,000	\$979,900	\$819,568	82%
PS 2009	\$1,000,000	\$825,695	\$719,803	71%
PS 2011	\$800,000	\$757,447	\$746,483	98%
PS 2012	\$1,029,164	\$1,029,164	In progress	
PS 2013	\$1,559,218*		To be determined	

*\*Pending board approval on November 19, 2012*

### ***Board Action #2: Allocation***

As such, we ask that the board approve the following allocations for the Project Support 2013 program:

1. \$1,335,563 to 501c3 organizations
  - \$1,082,283 for Project Support I
  - \$253,280 for Project Support II
2. \$223,655 to Units of Government\*\* for Project Support I

Together, this makes for a **Project Support 2013 allocation of \$1,559,218.**

\*\*Note: Units of Government are funded through investment income earned on inactive monies. This pool of funds is decreasing and will likely run out in one additional cycle (PS 2014). Staff will work with past/current applicants to prepare them for the conclusion of this Units of Government component of the Project Support program.

### **BOARD ACTION #3: Approve grant award amounts.**

At the November 19 meeting, the board will be asked to approve Project Support 2013 grant award amounts.

- See Appendix 1 for a list of all 118 awardees' grant award amounts.

#### ***Determining Grant Amounts***

As we did last year, grant amounts for PS 2013 will be determined in a fair and impartial manner in which score matters. The highest scoring application in PS I received 92.86 points. This became the "new" 100 percent, ensuring that the top scoring organization received 100% of their grant request amount. A curve of 7.14 points was applied to all applications scoring a 70 or higher. The lowest scoring eligible application received a 70.86. If Action #3 is approved by the board, this organization would receive 78 percent of its request.

This methodology was also applied to PS II, where the highest score was 89.6 points, making the curve 10.4 points. All other organizations scoring above a 70 will be assigned to the curve and receive a grant that reflects that percentage of their original request.

#### ***Board Action #3: Grant Amounts***

The panel reviewed 116 applications from 501c3 organizations and 12 applications from units of government. The total request amount from the 128 organizations was \$1,889,345. One hundred and eighteen of the 128 applicants received an aggregate score of 70 points or higher. In order to determine grant amount recommendations (Board Action #3), CAC applied the method outlined above.

Recommended total grants and grant amounts for Project Support 2013 are:

1. 108 grants totaling of \$1,335,563 to 501c3 organizations
2. 10 grants totaling \$223,655 to units of government

If approved, the Project Support 2013 portfolio will be made up of **118 grants totaling \$1,559,218.**

#### **NEXT STEPS: November 19 board meeting**

We look forward to a lively and productive discussion with you at the November 19 Board meeting that we hope will result in the approval of all three board actions.

## APPENDIX 1: Reference for Board Actions #1, 2 and 3

Project Support I Applicants - 501c3 Organizations Panel Scores and Funding Recommendations (ranked by highest score)			Board Action #1		Board Action #3
#	Organization	Request	Score*	% of Request	Award
1	Friends of Cleveland School of the Arts	\$ 22,100	92.86	100.0%	\$ 22,100
2	Scenarios USA	\$ 50,000	89.57	96.7%	\$ 48,356
3	Music and Art at Trinity Cathedral	\$ 19,095	88.14	95.3%	\$ 18,194
4	West Side Community House	\$ 21,300	87.14	94.3%	\$ 20,082
5	Inlet Dance Theatre	\$ 30,539	87.00	94.1%	\$ 28,749
6	Baldwin Wallace University	\$ 50,000	86.71	93.9%	\$ 46,927
7	Downtown Cleveland Alliance	\$ 50,000	86.71	93.9%	\$ 46,927
8	Ohio City Near West Development Corporation	\$ 9,370	86.71	93.9%	\$ 8,794
9	CityMusic Cleveland	\$ 50,000	86.57	93.7%	\$ 46,856
10	Art Therapy Studio	\$ 45,097	86.29	93.4%	\$ 42,132
11	University Circle Inc. (UCI)	\$ 50,000	86.29	93.4%	\$ 46,713
12	Cleveland TOPS Swingband	\$ 14,543	86.00	93.1%	\$ 13,545
13	Duffy Liturgical Dance	\$ 21,500	85.57	92.7%	\$ 19,933
14	Fevered Dreams Productions	\$ 10,282	85.29	92.4%	\$ 9,503
15	Open Doors, Inc.	\$ 23,514	85.29	92.4%	\$ 21,733
16	Tremont West Development Corporation	\$ 8,391	83.43	90.6%	\$ 7,600
17	Chagrin Foundation for Arts and Culture	\$ 38,737	83.29	90.4%	\$ 35,028
18	Historic Warehouse District Development Corporation	\$ 11,023	82.86	90.0%	\$ 9,920
19	Boys & Girls Clubs of Cleveland	\$ 16,035	82.57	89.7%	\$ 14,385
20	Cleveland Center for Arts and Technology	\$ 50,000	82.00	89.1%	\$ 44,570
21	Art House Inc.	\$ 30,425	81.86	89.0%	\$ 27,077
22	Ensemble Theatre of Cleveland	\$ 17,115	81.86	89.0%	\$ 15,232
23	The West Shore Chorale	\$ 10,864	81.43	88.6%	\$ 9,622
24	Historic Gateway Neighborhood Corporation	\$ 13,791	81.00	88.1%	\$ 12,155
25	Foluke Cultural Arts Center, Inc.	\$ 5,607	80.71	87.9%	\$ 4,926
26	convergence-continuum	\$ 11,000	80.57	87.7%	\$ 9,648
27	Merrick House	\$ 11,000	80.57	87.7%	\$ 9,648
28	Mandel Jewish Community Center of Cleveland	\$ 41,252	80.29	87.4%	\$ 36,065
29	Independent Pictures	\$ 14,000	79.71	86.9%	\$ 12,160
30	Arts Collinwood, Inc.	\$ 35,000	79.29	86.4%	\$ 30,249
31	Detroit Shoreway Community Development Organization	\$ 23,902	79.29	86.4%	\$ 20,657
32	Fairmount Center for the Creative and Performing Arts	\$ 39,000	79.29	86.4%	\$ 33,706
33	Building Bridges Murals, Inc.	\$ 11,392	79.14	86.3%	\$ 9,829
34	Local 4 Music Fund	\$ 18,067	79.14	86.3%	\$ 15,589
35	Berea Arts Fest	\$ 13,000	78.71	85.9%	\$ 11,161
36	Earth Day Coalition	\$ 46,050	78.43	85.6%	\$ 39,404
37	Cleveland Contemporary Chinese Culture Association	\$ 15,000	78.00	85.1%	\$ 12,771
38	Hospice of the Western Reserve, Inc.	\$ 36,217	77.71	84.9%	\$ 30,732
39	Orange Community Arts Council	\$ 50,000	77.00	84.1%	\$ 42,070
40	The Singers' Club of Cleveland	\$ 14,500	74.86	82.0%	\$ 11,890

<b>Project Support I Applicants - 501c3 Organizations (continued)</b>			<b>Board Action #1</b>		<b>Board Action #3</b>
Panel Scores and Funding Recommendations (ranked by highest score)					
<b>#</b>	<b>Organization</b>	<b>Request</b>	<b>Score*</b>	<b>% of Request</b>	<b>Award</b>
41	Mercury Summer Stock	\$ 16,701	74.71	81.9%	\$ 13,670
42	St. Clair Superior Development Corporation	\$ 31,000	74.71	81.9%	\$ 25,375
43	Olmsted Performing Arts	\$ 14,250	73.71	80.9%	\$ 11,522
44	Cleveland Women's Orchestra	\$ 10,500	73.57	80.7%	\$ 8,475
45	Access To The Arts	\$ 7,590	72.86	80.0%	\$ 6,072
46	Cleveland Arts Prize	\$ 46,353	72.14	79.3%	\$ 36,750
47	Jennings Center for Older Adults	\$ 18,274	71.00	78.1%	\$ 14,279
48	Cassidy Theatre, Inc.	\$ 25,000	70.86	78.0%	\$ 19,499
49	Friendly Inn Settlement, Inc.	\$ 19,375	69.86	-	-
50	Ohio Philharmonic Orchestra, Inc.	\$ 9,200	69.71	-	-
51	EcoWatch	\$ 39,000	65.29	-	-
52	Greater Cleveland Peace Officers Memorial Society	\$ 18,723	65.14	-	-
<b>Board Action #2</b>	<b>TOTAL ALLOCATION for PS I - 501c3 Organizations</b>	<b>\$ 1,304,674</b>	<b>N/A</b>	<b>N/A</b>	<b>\$ 1,082,283</b>

\* Scores are not rounded and are truncated after 2 decimals.

<b>Project Support I Applicants - Units of Government</b>			<b>Board Action #1</b>		<b>Board Action #3</b>
Panel Scores and Funding Recommendations (ranked by highest score)					
<b>#</b>	<b>Organization</b>	<b>Request</b>	<b>Score*</b>	<b>% of Request</b>	<b>Award</b>
1	City of Cleveland, Division of Recreation	\$ 25,000	91.14	98.28%	\$ 24,571
2	Cleveland Metropolitan School District	\$ 35,000	89.14	96.28%	\$ 33,699
3	Cleveland Urban Design Collaborative	\$ 31,000	87.86	95.00%	\$ 29,449
4	Cuyahoga Community College	\$ 35,000	83.00	90.14%	\$ 31,549
5	City of Cleveland Heights	\$ 35,000	82.57	89.71%	\$ 31,399
6	City of Euclid	\$ 32,000	82.57	89.71%	\$ 28,708
7	Cleveland State University	\$ 35,000	82.57	89.71%	\$ 31,399
8	Cleveland Metroparks	\$ 9,000	78.43	85.57%	\$ 7,701
9	City of Bedford	\$ 2,944	72.43	79.57%	\$ 2,342
10	City of Strongsville	\$ 3,679	70.00	77.14%	\$ 2,838
11	City of Beachwood	\$ 35,000	59.29	66.43%	\$ -
12	City of Parma	\$ 4,568	54.86	62.00%	\$ -
<b>Board Action #2</b>	<b>TOTAL ALLOCATION for PS I - Units of Government</b>	<b>\$ 283,191</b>	<b>N/A</b>	<b>N/A</b>	<b>\$ 223,655</b>

\* Scores are not rounded and are truncated after 2 decimals.

<b>Project Support II Applicants - 501c3 Organizations</b>			<b>Board Action #1</b>		<b>Board Action #3</b>
Panel Scores and Funding Recommendations (ranked by highest score)					
<b>#</b>	<b>Organization</b>	<b>Request</b>	<b>Score*</b>	<b>% of Request</b>	<b>Award</b>
1	Shore Civic Centre Corporation	\$ 5,000	89.60	100.0%	\$ 5,000
2	Eliza Bryant Village	\$ 5,000	87.40	97.8%	\$ 4,890
3	Arts Renaissance Tremont	\$ 5,000	86.80	97.2%	\$ 4,860
4	Kamm's Corners Development Corporation	\$ 5,000	85.20	95.6%	\$ 4,780
5	Northeast Shores Development Corporation	\$ 5,000	85.20	95.6%	\$ 4,780
6	International Services Center	\$ 5,000	84.40	94.8%	\$ 4,740
7	Esperanza, Inc	\$ 5,000	84.00	94.4%	\$ 4,720
8	Joyful Noise Neighborhood Music School	\$ 4,941	83.60	94.0%	\$ 4,645
9	VSAO/Cleveland Division (Very Special Arts)	\$ 5,000	83.60	94.0%	\$ 4,700
10	Coventry Village Special Improvement District	\$ 5,000	83.00	93.4%	\$ 4,670
11	The Cleveland Chamber Music Society	\$ 5,000	83.00	93.4%	\$ 4,670
12	Lake Erie Ink: a writing space for youth	\$ 4,855	82.40	92.8%	\$ 4,505
13	Bellaire Puritas Development Corp.	\$ 4,780	81.80	92.2%	\$ 4,407
14	The Roberto Ocasio Foundation	\$ 5,000	81.60	92.0%	\$ 4,600
15	Woodland Cemetery Foundation of Cleveland, Ohio	\$ 5,000	81.40	91.8%	\$ 4,590
16	Achievement Centers for Children	\$ 5,000	81.20	91.6%	\$ 4,580
17	West Side Catholic Center	\$ 5,000	81.00	91.4%	\$ 4,570
18	Choral Arts Society of Cleveland	\$ 4,258	80.80	91.2%	\$ 3,883
19	The Housing Research & Advocacy Center	\$ 5,000	80.80	91.2%	\$ 4,560
20	Northeast Ohio Council on Higher Education	\$ 5,000	80.40	90.8%	\$ 4,540
21	Cleveland Jobs with Justice	\$ 5,000	79.80	90.2%	\$ 4,510
22	Cleveland Shakespeare Festival	\$ 5,000	79.60	90.0%	\$ 4,500
23	St. Malachi Center	\$ 3,775	79.60	90.0%	\$ 3,398
24	Cudell Improvement, Inc.	\$ 5,000	79.40	89.8%	\$ 4,490
25	Theater Ninjas	\$ 5,000	79.20	89.6%	\$ 4,480
26	Opera per Tutti	\$ 5,000	79.20	89.6%	\$ 4,480
27	American Slovenian Polka Foundation	\$ 5,000	78.80	89.2%	\$ 4,460
28	Cleveland Classical Guitar Society	\$ 5,000	78.80	89.2%	\$ 4,460
29	Musical Upcoming Stars in the Classics	\$ 4,500	78.80	89.2%	\$ 4,014
30	Case Western Reserve University	\$ 5,000	78.20	88.6%	\$ 4,430
31	Schuhplattler und Trachtenverein Bavaria	\$ 5,000	78.20	88.6%	\$ 4,430
32	Irish American Archives Society	\$ 5,000	78.00	88.4%	\$ 4,420
33	Cleveland Chamber Symphony	\$ 5,000	77.80	88.2%	\$ 4,410
34	Famicos Foundation	\$ 5,000	77.20	87.6%	\$ 4,380
35	LakewoodAlive, Inc.	\$ 3,500	77.00	87.4%	\$ 3,059
36	Old Brooklyn Community Development Corporation	\$ 5,000	76.80	87.2%	\$ 4,360
37	Northern Ohio Bibliophilic Society	\$ 1,165	76.60	87.0%	\$ 1,014
38	Jewish Family Service Association of Cleveland	\$ 5,000	76.40	86.8%	\$ 4,340
39	Good Company: a Vocal Ensemble	\$ 5,000	76.20	86.6%	\$ 4,330
40	Cedar Fairmount Special Improvement District	\$ 5,000	75.60	86.0%	\$ 4,300

<b>Project Support II Applicants - 501c3 Organizations (continued)</b> Panel Scores and Funding Recommendations (ranked by highest score)			<b>Board Action #1</b>		<b>Board Action #3</b>
<b>#</b>	<b>Organization</b>	<b>Request</b>	<b>Score*</b>	<b>% of Request</b>	<b>Award</b>
41	Cesear's Forum	\$ 5,000	75.60	86.0%	\$ 4,300
42	Quire Cleveland	\$ 5,000	75.40	85.8%	\$ 4,290
43	Dancevert	\$ 5,000	75.20	85.6%	\$ 4,280
44	Sokol Greater Cleveland Gymnastic and Educational Org.	\$ 5,000	74.20	84.6%	\$ 4,230
45	Cleveland City Dance Company	\$ 5,000	74.00	84.4%	\$ 4,220
46	Westlake Chinese Culture Association	\$ 5,000	73.80	84.2%	\$ 4,210
47	Suburban Symphony Orchestra	\$ 4,771	73.60	84.0%	\$ 4,008
48	Heights Chamber Orchestra	\$ 4,550	73.20	83.6%	\$ 3,804
49	Westtown Community Development Corporation	\$ 5,000	73.20	83.6%	\$ 4,180
50	Brecksville Center for the Arts	\$ 4,460	73.00	83.4%	\$ 3,720
51	Historical Society of Old Brooklyn	\$ 3,000	73.00	83.4%	\$ 2,502
52	Arts in Strongsville	\$ 5,000	72.60	83.0%	\$ 4,150
53	Cleveland Blues Society Incorporated	\$ 5,000	72.40	82.8%	\$ 4,140
54	Western Reserve Fire Museum at Cleveland	\$ 5,000	72.40	82.8%	\$ 4,140
55	Icho Daiko, Inc.	\$ 3,475	72.00	82.4%	\$ 2,863
56	Shaker Arts Council	\$ 5,000	71.80	82.2%	\$ 4,110
57	MidTown Cleveland, Inc.	\$ 5,000	71.40	81.8%	\$ 4,090
58	Cleveland West Art League	\$ 3,700	71.20	81.6%	\$ 3,019
59	Symphony West	\$ 5,000	70.60	81.0%	\$ 4,050
60	MorrisonDance	\$ 5,000	70.00	80.4%	\$ 4,020
61	Great Lakes Youth Ballet Company	\$ 5,000	66.00	-	-
62	Living in Cleveland Center	\$ 4,500	65.40	-	-
63	One South Euclid Community Urban Redevelopment Corp.	\$ 1,250	64.20	-	-
64	Slovenian Museum and Archives, Inc.	\$ 5,000	67.40	-	-
<b>Board Action #2</b>	<b>TOTAL ALLOCATION for PS II - 501c3 Organizations</b>	\$ 301,480	N/A	N/A	\$ 253,280

\* Scores are not rounded and are truncated after 2 decimals.

## APPENDIX 2: Reference for Board Action #1

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### Applicants Scoring Below 70 Points: Not Recommended for Funding

*\*Indicates Past Grant Recipient*

#### Project Support I

1. *City of Beachwood* – Panel Score: 59.29  
Panel Comments:
  - Public benefit not well articulated or supported by application
  - Plan for evaluation not included
  - Difficult to assess arts and cultural vibrancy; no support materials provided
  - Difficult to assess organizational capacity – who will implement the project?
  - No visible partners/collaborations
  - Application lacked details; didn't maximize the space provided to tell a complete story
  - Half of the request was for ineligible activities (taking place in 2012)
  
2. *City of Parma* – Panel Score: 54.86  
Panel Comments:
  - Community served not well articulated or supported by application
  - Difficult to assess arts and cultural vibrancy; no support materials provided
  - Difficult to assess organizational capacity – who will implement the project?
  - Artist/mural selection process was unclear
  - Application lacked details; didn't maximize the space provided to tell a complete story
  
3. *EcoWatch\** – Panel Score: 65.29  
Panel Comments:
  - Community served not well articulated or supported by application
  - Public benefit not well articulated or supported by application
  - Organizational capacity was unclear
  
4. *Friendly Inn Settlement, Inc.* – Panel Score: 69.86  
Panel Comments:
  - Many interrelationships made the application difficult to assess
  - Application lacked details
  - No additional funders identified
  - Difficult to assess arts and cultural vibrancy
  - Selection process of programming unclear
  
5. *Greater Cleveland Peace Officers Memorial Society* – Panel Score: 65.14  
Panel Comments:
  - Public benefit not well articulated or supported by application
  - Concerns with organizational capacity; budget concerns and annual deficit
  - Selection process of artists unclear
  - Application did not address the funding criteria
  - Lacked a marketing plan to reach goal of growing the audience
  
6. *Ohio Philharmonic Orchestra, Inc.* – Panel Score: 69.71  
Panel Comments:
  - Application lacked details
  - Concerns with organizational capacity based on the proposed timeline
  - Selection process unclear
  - Difficult to assess filmmaker involvement

## **Applicants Scoring Below 70 Points: Not Recommended for Funding (continued)**

*\*Indicates Past Grant Recipient*

### **Project Support II**

1. *Great Lakes Youth Ballet\** – Panel Score: 66  
Panel Comments:
  - Public benefit not well articulated or supported by application
  
2. *Living in Cleveland Center* – Panel Score: 65.4  
Panel Comments:
  - Public benefit not well articulated or supported by application
  
3. *One South Euclid Community Urban Redevelopment Corp.* – Panel Score: 64.2  
Panel Comments:
  - Public benefit and engagement not well articulated or supported by application
  - Partnerships are not well-defined
  - Difficult to assess arts and cultural vibrancy
  - Limited plans for evaluation
  
4. *Slovenian Museum and Archives, Inc.* – Panel Score: 67.4  
Panel Comments:
  - Public benefit not well articulated or supported by application
  - Plan for evaluation not included
  - Concerns with organizational capacity; budget deficit



## MEMORANDUM

Date: November 14, 2012  
To: CAC Board of Trustees  
From: Jill M. Paulsen, director of grant programs  
Jesse Hernandez, program manager  
Re: 2013-14 General Operating Support: approval of total scores, funding allocation and grant amounts

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### EXECUTIVE SUMMARY

CAC's General Operating Support (GOS) grant program provides two years of unrestricted, core support for Cuyahoga County-based nonprofit organizations that have a primary mission to create, produce, present or provide arts or cultural services for the public. Important program shifts for 2013-14 include: focusing on public benefit, making score matter and revising the funding formula.

### **Board Actions**

Staff is pleased to share with the board the outcomes of the application and panel review process. At the November 19 meeting, we look to the board to formally approve General Operating Support (GOS 2013-14):

- 1) total scores;
- 2) funding allocation; and
- 3) grant award amounts.

Further background on the GOS 2013-14 timeline and detail on each of the three board decision points are included in the following memo. To assist in the discussion and approval process, staff calls to the board's attention several key findings from the GOS 2013-14 application and panel process, outlined below.

### Key Findings

#### ***The GOS 2013-14 applicant pool was smaller than previous application cycles.***

- 61 applications were submitted and reviewed by the panel.
- Of the 2011-12 GOS grant recipients, two did not complete an application (Ingenuity Festival and Broadway School of Music), four chose to apply for a Project Support grant (Art House, Inlet Dance, Joyful Noise, Orange Arts Center), two went out of business (The LIT and Opera Cleveland) and one organization merged with a past Project Support grant recipient (Cleveland Public Art merged with ParkWorks to become LAND studio).
- There was one new organization (Community Partnership for Arts and Culture) in the GOS applicant pool for the 2013-14 grant cycle.

#### ***Applicants represented a diverse array of budget size and artistic or cultural disciplines.***

- GOS 2013-14 applicants' annual operating budgets ranged from roughly \$51,000 (Brecksville Theater on the Square) to over \$41M (PlayhouseSquare Foundation).
- Applicants represent all eight discipline categories established by the Cultural Data Project, with the largest category (museums, galleries and visual and media arts) making up 24% of the applicant pool.

## I. BACKGROUND

### ***What Stayed the Same?***

The GOS 2013-14 cycle marks the third time CAC has run its core support grant program. Each cycle the program has remained steadfastly committed to supporting Cuyahoga County-based organizations that have:

- a primary mission to create, provide, present or produce arts or cultural services for the public;
- a history of vibrant artistic or cultural programming; and
- strong organizational capacity.

GOS continues to provide *meaningful* grants to organizations of *all sizes* and is the largest allocation, per CAC's spending policy, of any of our grant programs.

### ***What Changed and Why?***

While the foundational components of the GOS program will remain the same for 2013-14, CAC significantly revised the program for this third cycle – to more closely align it with the new board-approved mission, “to inspire and strengthen the community by investing in arts and culture.”

All changes were based on feedback from many diverse stakeholders. We gathered extensive input from our cultural partners (surveys, personalized site visits and roundtable discussions) during a three-month outreach and listening tour. In addition, we relied on past panelists and current grant recipients to review draft materials. Finally, at board working sessions we focused on final refinements, ensuring that we developed a grant program that is aligned with CAC's mission.

As a result, the board approved a series of changes to the GOS program that moved toward building stronger and more resilient organizations that understand and serve their communities. Specifically, GOS 2013-14:

Increased Emphasis on Public Benefit: In alignment with the Project Support program, GOS applicants had to clearly demonstrate how they engage the public in their work. They could earn up to 45 points (out of 100) by demonstrating this connection. For the first time in GOS history, how organizations connected with their community mattered more than the other two funding criteria: Artistic and Cultural Vibrancy and Organizational Capacity. This shift in emphasis toward public benefit was directly aligned with CAC's community-oriented mission.

Rewarded Organizational Strength, Not Simply Growth: In the past, the only way for an applicant to get a larger CAC grant from one cycle to the next would be to grow its budget. Effectively, CAC was rewarding growth – regardless if this growth was healthy. In addition, the program was set up as pass/fail; scoring a 96 versus a 75 made no difference in grant size.

In 2013-14, the board approved revisions to the funding formula that enabled CAC to measure and reward organizations that are financially strong. With assistance from the Nonprofit Finance Fund, the formula (further outlined in this memo) ensures that an applicant's score matters and the formula measures and rewards financial strength.

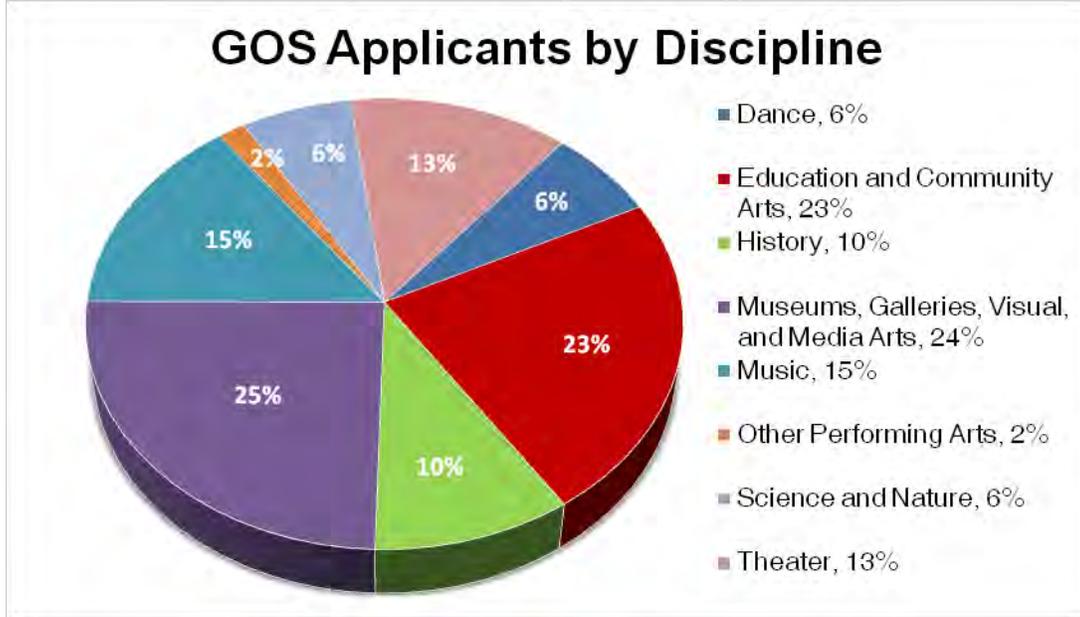
### ***What was the Result?***

The following memo provides key process and outcome findings for the 2013-14 General Operating Support program, highlighting the findings related to our two key changes: increasing emphasis on public benefit and rewarding organizational strength.

## II. APPLICANT POOL OVERVIEW AND TRAINING

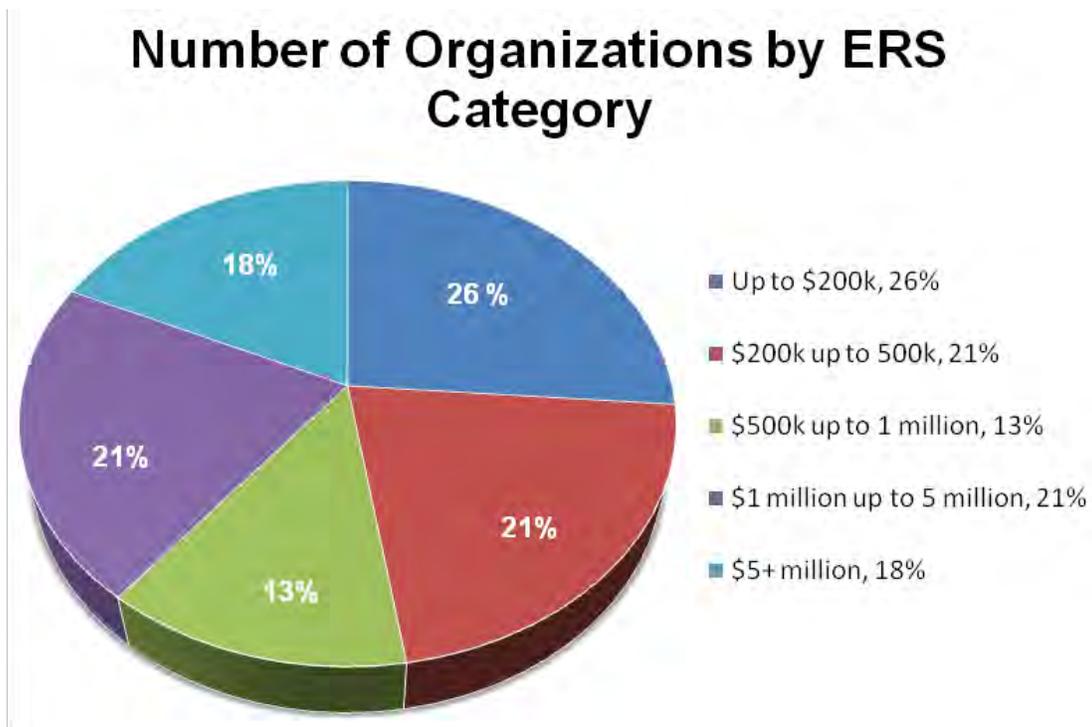
### ***The GOS applicant pool represents a diverse array of disciplines***

When categorized by the eight disciplines established by the Cultural Data Project, the 61 applicant organizations are shown to be well-balanced across organizational type, as detailed in the following graph.



### ***The GOS Applicant pool includes organizations of all sizes***

To determine the diversity of applicant organizations in terms of budget size, CAC looked at the revenues of organizations as determined by their Eligible Revenue and Support forms. Based on those data, organizations were assigned to one of five categories relating to revenue: Up to \$200k; \$200k up to 500k; \$500k up to \$1 million; \$1million up to 5 million; and organizations with revenues \$5 million and greater. The chart below shows that organizations of all sizes applied for – and with vast majority recommended for funding (57) – succeeded in the 2013-14 GOS grant program.



### ***Cultural Partners Participate in CAC-Sponsored Workshops***

This year CAC worked with the Nonprofit Finance Fund (NFF) and Helicon Collaborative to offer cultural partners three unique learning opportunities. The NFF led a financial health webinar in May entitled *Linking Money to Mission*, and later offered one-on-one financial health consultations in which 38 organizations took part. CAC has heard very positive feedback from participants on the work done by the NFF, which is reflected in ratings and comments made in our 2013-14 GOS applicant survey. Results showed that 90% of respondents that participated in the webinar found it helpful, and 100% of respondents that took part in the financial consultations rated those as helpful. In the words of one applicant: "The NFF consultation was probably the most eye opening part of this process."

In August, over 70 people participated in a CAC-sponsored webinar led by consultants from the nationally recognized firm Helicon Collaborative. The presentation focused on Helicon's recent report *Bright Spots Leadership in the Pacific Northwest*, which examines characteristics of successful arts organizations in that region. Of respondents that viewed the webinar, 70% rated it helpful although some would have preferred to have it offered at a different time in the GOS application process. The webinar has been made available for viewing on the CAC website, and plans are underway to build off of the Bright Spots discussion by bringing Helicon staff to Cleveland to work with cultural partners in April 2013.

## **III. PANEL REVIEW**

### ***Panelists and Day-of Panel Process***

A board-approved roster of nine qualified arts and culture professionals from outside Ohio served as GOS panelists. They represented a diverse cross-section of individuals with expert knowledge of specific arts or cultural disciplines, management/financial experience, as well as prior panel experience.

Panelists reviewed 61 eligible applications on October 8-10 at the Idea Center at PlayhouseSquare. Each application was deliberated and scored by the panel in accordance with the funding criteria as outlined on page 12 of the [GOS Guidelines and Application document](#). Approximately 135 people, primarily from applicant organizations, attended the panel review. As in previous years, the panel review was also audio-streamed live from the CAC website. To help all observers understand the panel review process and reiterate the funding criteria, CAC distributed an [Audience Guide](#). Each panel day concluded with a public comment session.

### ***Using Audio Tracks as Educational Tools***

The 2013-14 GOS panel review was audio recorded for the public record and is [accessible on the CAC website](#). Applicants received their score via email on October 12 and received a link to the audio recordings on October 18. The audio clips serve as excellent educational tools. CAC staff encourages all applicants to share the links with their staff and board. All three days of panel review are posted on CAC's website so organizations may listen and learn from their peers.

### ***Seeking Feedback***

At the conclusion of each panel day, CAC staff invited audience members to participate in an informal public comment session where panelists offered applicants general advice on how to improve future applications at: [Wrap Up and Public Comment Session](#). That discussion is recorded on its own track listed below all applicant audio tracks. We use this feedback to inform our future policy and program decisions.

## **IV. LESSONS LEARNED**

### ***Reflecting on GOS 2013-14 and Preparing for the Future***

While our grant recipients may be tempted to view the approval of the GOS 2013-14 grants as the end of a process, at CAC we see November 19 as the start of a two-year commitment to building strength and resiliency in our cultural partners. Reflecting on guidelines development, the application and panel

processes and now the decisions before the board today, two consistent themes prevail and will guide our work heading into 2013:

CAC must focus on Public Benefit: This cycle was the first time GOS organizations were assessed against how clearly they could demonstrate an authentic connection with their community. Admittedly, it was a difficult transition for many applicants, some of whom are more comfortable detailing their artistic excellence than demonstrating how they engage their community to achieve their missions. Panelists' comments during panel and in formal surveys backup this staff assessment.

*Looking Ahead:* In alignment with our mission, it is vital that CAC continue to reinforce the message that publicly-funded organizations must serve the public. Using the GOS 2013-14 application responses and panelist comments as a baseline, CAC will offer convenings and resources to help organizations assess and improve the way they engage the public and communicate their public benefit. This work will kick off in April 2013 when all GOS grant recipients participate in a day-long seminar with nationally-recognized Helicon Collaborative, using the aforementioned Bright Spots framework.

CAC must continue to Build Financial Strength: A second goal this cycle was to encourage applicants to acknowledge their current financial position (weak or strong) and plan for a healthier future. By structuring the scoring to include financial health bonus points, applicants paid attention and many worked diligently to present thoughtful assessments of their financial position.

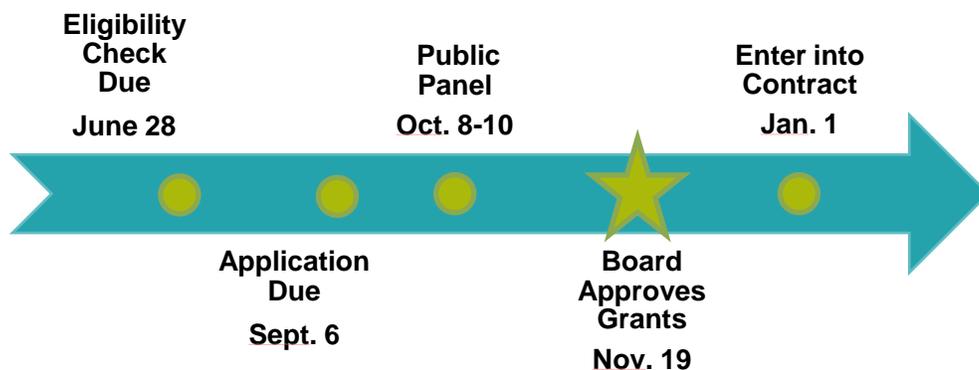
*Looking Ahead:* As noted in Section II of the memo, applicants greatly appreciated the financial trainings; many indicated a desire to participate in future offerings. As such, CAC will continue to refer organizations to the Nonprofit Finance Fund resources to build their financial acumen. In addition, we will offer personalized trainings and one-on-one assistance to help our cultural partners maximize their participation in the Cultural Data Project. This work will be a part of CAC's broader 2013 Learning Agenda, which will likely include trainings on evaluation and measuring impact.

### NEXT STEPS

With a summary of the GOS 2013-14 process complete, staff now turn to the CAC board to take three distinct board actions. Each action builds off the preceding action. Together, they will ensure that CAC's grants are wisely stewarded and support arts and cultural programs that serve the residents of Cuyahoga County.

- **BOARD ACTION #1: Approve total scores**
- **BOARD ACTION #2: Approve funding allocation**
- **BOARD ACTION #3: Approve grant amounts**

All recommendations for board action build off of the data in Appendices 1 and 2.



## BOARD ACTION #1: Approve total scores.

At the November 19 meeting, the board will be asked to approve the GOS 2013-14 scores.

- See Appendix 1 for a list of total scores of all applicants recommended for funding.
- See Appendix 2 for a list of the four organizations that received fewer than 75 points from the panel (with panel comments) that will NOT be recommended for funding.

### Scoring Background

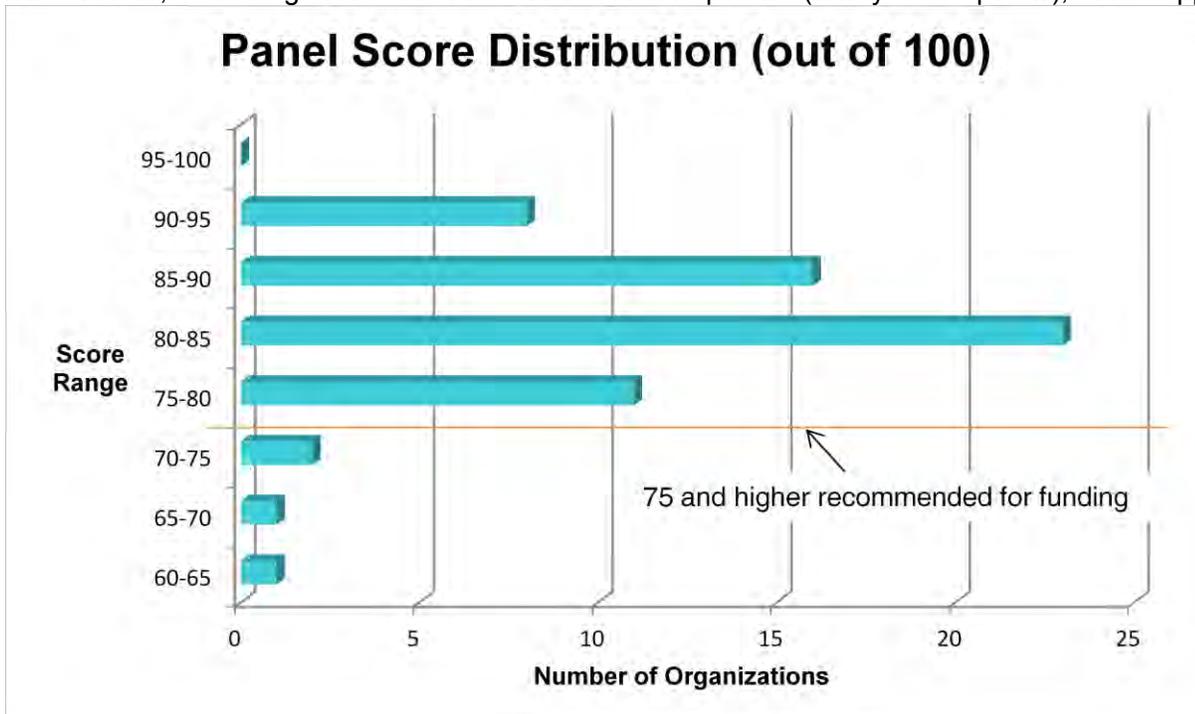
Nine panelists reviewed and scored each application on a point scale from 1 to 100 based on the funding criteria, referred to in this memo as “panel score.” All applicants that received a panel score of 75 or higher have been recommended for a grant. Any applicant with a score lower than 75 has not been recommended for a grant. Once an organization is in the funding pool it can earn up to 15 additional bonus points for financial strength for a total score of up to 115 points, referred to in this memo as “total score.”

### CAC’s Revised Funding Criteria

To reflect CAC’s role as a public funder – committed to using public dollars to support the public good – CAC weighed Public Benefit more heavily than the other two funding criteria. For the first time in this program, the shift meant organizations that demonstrated a stronger connection to their community scored higher than those that did not show how their work would impact the public. The funding criteria for GOS 2013-14 are as follows:

- Public Benefit (45 points maximum)
- Artistic or Cultural Vibrancy (35 points maximum)
- Organizational Capacity (20 points maximum) + 15 bonus points for financial strength

57 organizations received panel scores of 75 or higher, and are recommended for funding. Panel scores for the group fell across a 30-point spread, with an average score of 83.48 and median score of 84.14 (out of 100). The group distribution of the panel review scores is illustrated in the chart below. For a full listing of total scores, including the financial health bonus points (totally 115 points), see Appendix 1.



## **BOARD ACTION #2: Allocate GOS 2013-14 funds.**

At the November 19 meeting, the board will be asked to allocate \$13,700,000 for GOS 2013-14.

- See Appendix 1 for further detail.

### ***Allocation Background***

According to CAC's spending policy:

"General operating support grants are the primary means of fulfilling CAC's mission. They provide the predictable and substantive support that sustains our arts and cultural institutions. GOS grants are also not replicated in many funding settings, so maintaining a high level of support for this type of funding is key to ensuring the vibrancy of the institutional arts sector. Accordingly, CAC will endeavor to invest the majority of its future excise tax revenues in the GOS program."

In alignment with this spending policy, CAC recommends an allocation of \$13,700,000. This figure is a modest 2.1% decrease from the last cycle's allocation of \$14M and reflects the [discussion at the September board meeting](#) to maximize our investment while balancing the need to responsibly steward our declining revenue source. Of note, this amount is a significantly smaller decrease in funding, by percentage, than CAC made between the first and second cycles. We are pleased to be able to recommend an allocation figure that is prudent, but still puts as much money back into the community as possible.

As a reminder, the GOS allocation is a distinct decision point from the Project Support allocation. Furthermore, the modest increase in Project Support has no bearing on the recommended GOS allocation amount.

### **Allocation History**

<b>Program Year</b>	<b>Allocation</b>	<b>Number of Grant Recipients</b>
GOS 2008-10	\$15,000,000	68
GOS 2011-12	\$14,000,000	68
GOS 2013-14	\$13,700,000*	57*

*\*Pending board approval on November 19, 2012*

### ***Board Action #2: Allocation***

As such, we ask that the board approve the following annual allocation: \$13,700,000 for GOS 2013-14.

### **BOARD ACTION #3: Approve grant amounts.**

At the November 19 meeting, the board will be asked to approve GOS 2013-14 grant amounts.

- See Appendix 1 for a list of all 57 grant award amounts.

#### ***Grant Amounts Background***

The [GOS 2013-14 Guidelines](#) provide the framework for determining the allocation and the grant amounts. The Guidelines state that grant award amounts are determined using a formula that is designed to generate an equitable distribution of grant funding to recommended organizations by considering several factors, including:

- The total annual proceeds collected from the excise tax;
- The GOS grant program allocation (recommended in Board Action #2 as \$13,700,000);
- The average operating budget for the previous three fiscal years of each organization (FY09, 10 and 11), as determined by each applicant's Eligible Revenue and Support (ERS) forms;
- The aggregation of all GOS grant recipients' operating funds, as determined by ERS forms;
- Each organization's panel score; and
- Each organization's financial health scores:
  - Operating Performance – automatically determined from FY09, 10 and 11 Cultural Data Project data
  - Risk Tolerance – automatically determined from FY09, 10 and 11 Cultural Data Project data
  - Financial Trajectory – scored by panel based on application

#### ***Determining Percentage of Maximum Grant***

Historically, CAC has awarded organizations grants of no more than 25% of their operating budgets. Last cycle CAC reduced the percentage of the grant awarded to the smallest organization by the percentage decrease in the allocation pool (6.7%). This methodology ensured that all organizations, regardless of size, were treated fairly and all felt the impact of a shrinking funding pool. We propose using the same methodology again for 2013-14.

**Step 1:** Divide 2013-14 allocation by 2011-12 allocation.       $\$13,700,000 / \$14,000,000 = 97.9\%$

**Step 2:** Adjust % awarded to smallest organization, reflecting the decrease in allocation.  
 $97.9\% \times 23.77\% = 23.26\%$

**Step 3:** [Run the formula](#). See slide 11 of the Understanding the Revised GOS 2013-14 Funding Formula presentation.

#### ***Board Action #3: Grant Amounts***

The panel reviewed 61 applications, of which 57 received an aggregate panel score of 75 points or higher. In order to determine grant amount recommendations (Board Action #3), CAC applied the method outlined above. If approved, the GOS 2013-14 portfolio will be made up of **57 grants totaling \$13,700,000.**

#### **NEXT STEPS: November 19 board meeting**

We look forward to a lively and productive discussion with you at the November 19 board meeting that we hope will result in the approval of all three board actions.

## APPENDIX 1: Reference for Board Actions #1, 2 and 3

### General Operating Support Applicants

Total Score and Funding Recommendations (ranked by score)

		<i>Board Action #1</i>	<i>Board Action #3</i>	
<b>Rank</b>	<b>Organization</b>	<b>Total Score*</b>	<b>Grant Amount</b>	<b>Award as % of ERS Revenue</b>
1	Zygote Press	106.78	\$23,559	21.00%
2	Eleanor B. Rainey Memorial Institute	104.05	\$65,911	14.15%
3	Cleveland International Film Festival	102.05	\$151,829	10.29%
4	Community Partnership for Arts and Culture	101.19	\$88,696	12.37%
5	Playhouse Square Foundation	100.88	\$1,730,876	4.26%
6	Cleveland Public Theatre, Inc.	100.31	\$111,547	11.30%
7	LAND Studio	99.17	\$257,706	8.28%
8	ideastream	98.62	\$987,909	5.09%
9	Cleveland Play House	98.43	\$405,680	6.98%
10	Young Audiences of Northeast Ohio	98.05	\$170,836	9.48%
11	Cleveland Museum of Art	97.04	\$1,467,045	4.34%
12	Museum of Contemporary Art Cleveland	96.76	\$126,931	10.41%
13	Cleveland Museum of Natural History	96.33	\$647,658	5.78%
14	Lake Erie Nature & Science Center	94.15	\$112,346	10.58%
15	Near West Theatre	94.04	\$65,565	12.82%
16	Professional Flair, Inc.	93.16	\$54,731	13.54%
17	Chagrin Valley Little Theatre	92.90	\$44,301	14.57%
18	Cleveland Restoration Society	91.60	\$88,917	11.19%
19	Western Reserve Historical Society	91.30	\$277,267	7.42%
20	Cleveland Jazz Orchestra	91.18	\$30,619	16.32%
21	Progressive Arts Alliance, Inc.	91.16	\$44,537	14.27%
22	Cleveland Institute of Music	91.13	\$716,270	5.27%
23	Cleveland POPS Orchestra, Inc.	90.23	\$89,884	10.98%
24	Apollo's Fire, the Cleveland Baroque Orchestra	90.06	\$104,259	10.39%
25	Verb Ballets	90.03	\$47,854	13.73%
26	Beck Center for the Arts	89.94	\$188,659	8.39%
27	The Rock and Roll Hall of Fame and Museum, Inc.	89.76	\$1,001,023	4.61%

28	Karamu House, Inc.	89.63	\$145,433	9.18%
29	Brecksville Theater On The Square	89.48	\$11,609	22.67%
30	Great Lakes Theater Festival	89.46	\$246,553	7.59%
31	Cleveland Institute of Art	89.43	\$735,372	5.13%
32	Cleveland Artists Foundation	89.34	\$19,529	18.79%
33	Heights Arts Collaborative, Inc.	88.75	\$25,151	17.05%
34	Contemporary Youth Orchestra	88.39	\$30,680	15.81%
35	Cleveland Modern Dance Association	88.14	\$50,166	13.22%
36	Shaker Lakes Regional Nature Center	87.75	\$74,929	11.40%
37	Maltz Museum of Jewish Heritage	87.63	\$151,012	8.86%
38	SPACES	86.85	\$50,502	13.00%
39	The Sculpture Center	86.81	\$20,035	18.09%
40	Cleveland Botanical Garden	86.78	\$357,703	6.44%
41	ICA Art Conservation	86.66	\$105,901	9.95%
42	The Cleveland Music School Settlement	86.21	\$245,462	7.32%
43	Heights Youth Theatre	86.13	\$19,883	18.00%
44	Piano International Piano Competition	86.05	\$62,976	11.90%
45	Dobama Theatre	85.06	\$34,784	14.55%
46	Valley Art Center	85.06	\$33,311	14.77%
47	Musical Arts Association	84.96	\$1,452,817	3.82%
48	Ukrainian Museum-Archives	84.51	\$23,077	16.74%
49	Baycrafters-BAYarts	84.05	\$41,069	13.54%
50	The Northern Ohio Children's Performing Music Foundation, Inc.	83.97	\$39,320	13.74%
51	GroundWorks Dancetheater	83.91	\$45,804	13.00%
52	Roots of American Music	83.47	\$33,319	14.50%
53	Great Lakes Museum of Science, Environment and Technology	83.37	\$391,709	5.99%
54	The Shaker Historical Society	83.37	\$16,901	18.46%
55	Opera Circle, Inc.	82.71	\$23,098	16.38%
56	The Children's Museum of Cleveland	81.65	\$87,040	10.05%
57	Cleveland Choral Arts North Coast Men's Chorus	80.80	\$22,437	16.17%
<b>Board Action #2</b>	<b>TOTAL ALLOCATION FOR GOS 2013-14</b>	--	<b>\$13,700,000</b>	--

\*Scores are not rounded and are truncated after 2 decimals

2013-14 General Operating Support: approval of total scores, funding allocation and grant amounts

## **APPENDIX 2:** Reference for Board Action #1

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### **Applicants Scoring Below 75 Points: Not Recommended for Funding**

*All Are Past Grant Recipients*

1. *Artists Archives of the Western Reserve* – Panel Score: 74.71

Panel Comments:

- Difficulty understanding what was driving their programming
- Unclear language on goal setting and evaluation criteria
- Did not articulate plan on how they will manage their future finances and build their financial resources
- Question around how well they are focusing on their mission and sharing their work with community
- Inability to clearly define their audience/community
- Did not articulate plan to reach new audiences

2. *International Women's Air & Space Museum* – Panel Score: 68.14

Panel Comments:

- Concern about deficit and lack of detail in plan on how to address it
- Found the programming interesting, but artistic and cultural vibrancy lacking
- Lack of evaluation and reasoning behind programming
- Concern with endowment spending and lack of spending limits
- No approved strategic plan
- Weak board involvement in fundraising/budgeting
- Questions about the longevity of the organization in its current state
- Organization working with high operating expenses

3. *Lakewood Historical Society* – Panel Score: 64.86

Panel Comments:

- Little indication of the future vision of the organization
- Limited board involvement
- Application lacks details of their collection
- Revenue concerns
  - Sole income is from membership dues
  - No financial support from city of Lakewood
  - No plan in place to raise revenues
- Prefer to see more public programming
- No discussion of evaluation methods, standards or reasons behind programming

4. *The Musical Theater Project* – Panel Score: 74.29

Panel Comments:

- Seemed to be serving a small audience
- The majority of concerns centered around organizational capacity and financial trajectory
  - Questions about sustainability of the organization without the founder/director
  - Business model may not ensure balanced operations
  - Currently incurring operating deficits to build capacity
  - Unsure if can overcome budgeting gaps