



**Annual Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Miller Classroom, Idea Center at PlayhouseSquare
Monday, April 22, 2013, 4 pm

*Please note that the Board will hold a work session from 4:00 - 4:30 p.m.; regular board business, including actionable items, will begin at **4:30 p.m.***

- 1. Call to order – Annual Meeting**
- 2. Work Session**
- 3. Executive Director’s report**
- 4. Finance Report**
- 5. Connect with Culture – Report to the Community**
- 6. Board Action**
 - a. Approve PS2014 guidelines
 - b. Elect officers
 - c. Reaffirm policies:
 - i. Audit and Finance Committee Charter
 - ii. Business Continuity Policy
 - iii. Ethics Policy
 - iv. Investment Policy
 - v. Spending Policy
 - d. Administrative matters
- 7. Public Comment**

Next Meeting: Regular meeting & board retreat
June 10, 2013
Nature Center at Shaker Lakes
4 pm regular meeting, followed by board retreat
- 8. Adjourn**

Executive Director's Report
Annual Meeting of the Board of Trustees
22 April 2013

Welcome to our 2013 annual meeting.

One piece of business at today's meeting is to elect officers for the coming year, and so I should take a moment to say **thank you** to all of our Trustees for their service, and particularly to our officers (Sari Feldman, president; Vickie Johnson, vice president; Matt Charboneau, secretary) for their good work. Our board's role as "chief connector" between the community and the work of our agency is critically important to our continued success, and I thank you all for your efforts on our behalf.

A special word of thanks to Chris Coburn, who will leave our Board as he embarks on his new position at Partners Healthcare in Boston. Chris has been a trustee since 2009 and led the search that resulted in my employment here at Cuyahoga Arts & Culture, for which I am personally grateful. We wish Chris and his family well in their new endeavors.

The operational issues that we will ask you to approve at today's meeting are split between program operations and agency operations. On the program side, we will ask you to approve the application and guidelines for the 2014 Project Support program. The program continues to evolve in important ways, and I encourage you to spend a few minutes with the memo on **pages 16 and 17** which details the changes that we are proposing for the coming year.

On the agency side, as has been our custom, we will use the occasion of an annual meeting to complete our annual re-approval of various CAC policy documents. Those documents begin on **page 74**.

Sari and I will also use today's work session, which will begin our meeting, to provide a recap of a set of meetings that we have recently held with some of the larger-budget organizations that currently receive operating support from CAC. We heard some interesting feedback, and we look forward to discussing it with you beginning at 4pm.

Finally, we have reworked the way our staff updates appear in these board meeting materials. The updates start on **page 7**, and I think you'll find that they provide a great roadmap to the team's current work and on progress toward our team's objectives for 2013. As always, we welcome any questions that you might have about current operations as detailed in these reports.

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

CAC Annual Board Meeting April 22, 2013 Updates from Staff

Each year Cuyahoga Arts & Culture staff members identify [team objectives](#) to guide our work. For 2013, 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

Overview. April is the time when we transition from a busy first quarter of launching three grant programs (operating, project and Creative Culture Grants), to a focus on implementation, early stage evaluation and offering learning opportunities for our cultural partners. Since last the Board met, we've officially kicked off the Creative Culture Grants program with our two winning organizations: LAND studio and Dancing Wheels. Staff is also mapping out an evaluation plan for each of our grant programs. Expect further details on both CCG and program evaluation in future reports.

In addition, staff members are attending more CAC-funded events and providing personalized feedback to more grant recipients as a part of our reporting process than ever before. We've included several examples of this work "in the field" to illustrate for you how board policy decisions eventually play out in the community.

Learning Agenda. Since CAC's inception, cultural partners have routinely requested that CAC serve as a convener of the cultural community, offering opportunities for grant recipients to gather to hear from one another and, as possible, learn from national experts. We began this work last year by offering personalized financial health consulting to applicants from the Nonprofit Finance Fund. For 2013, we've expanded and formalized this work into a "2013 Learning Agenda." Two of these recent offerings include:

- **Preserving Local Public Arts & Culture Public Funding:** On April 10, more than 75 people gathered at the Rainey Institute to learn about the education and advocacy work that CAC will spearhead as part of a successful renewal campaign for our County's dedicated arts & culture tax. Board chair Sari Feldman and CAC executive director Karen Gahl-Mills led the presentation, encouraging our cultural partners to start telling story now of "why public funding matters" in preparation for a future campaign. Tom Schorgl from CPAC provided a historical perspective on the two previous campaigns, and those in attendance received copies of CAC's 2012 Report to the Community and a [handout](#) of suggested education and advocacy actions that, if taken now, can help ensure future success.
- **Bright Spots Workshop:** By the time the Board meets in April, CAC will have held its second major convening of 2013. On April 18, CAC hosted a Bright Spots workshop for nearly 80 cultural partners. The day-long session featured nationally-recognized consultants Holly Sidford and Marcy Hinand and was an interactive opportunity for our grant recipients to reflect on how they can be nimble, responsive and community-driven organizations. It builds off a webinar we offered last year. Holly will have met with the board immediately following the workshop to share key themes from the day and help us see CAC's work within a national context.

Art in Unexpected Places: Eliza Bryant Village. As we prepare to launch 2014 Project Support (See memo in this packet), we are reminded that arts and cultural activities are taking place all around us. The Project Support program allows us to reach audiences in unusual and important places, such as nursing homes, community development corporations and social service agencies. Staff conducted a site visit to one of these *unexpected places* in March.

Eliza Bryant Village, one of the oldest nursing facilities in the United States, received 2013 Project Support II funds for their arts programming. Their project, *Sweet Dreams*, consists of hands-on ceramics and quilting workshops that engage seniors in creating visual pieces of art. The program reflects their roots, increases quality of life, decreases feelings of isolation and provides an increased sense of community using the visual arts as a vehicle.

Staff attended one of the weekly quilting sessions to observe a small group of women who were quilting. Nearly thirty other community groups have become involved in the project. This was a unique opportunity to see how something so simple has such a profound impact. CAC funds help to fund an art therapist and staff member who work with the adults and also paid for fabric and thread. The participants were engaged only for an hour, but staff saw real value in that hour that they came together as a community.

The quilts will tour the Cleveland area this summer before settling into their permanent location at Eliza Bryant Village in September. We wish them luck as they determine which quilts will tour.



2013 Project Support II grant recipient Eliza Bryant Village.

Benefiting the Public: Stories from Cultural Partners

In the General Operating Support program's year-end report, grant recipients are asked to share a story of their choosing that demonstrates their benefit to the community. Their responses provided a unique perspective on ways that CAC dollars and the work of our cultural partners are making an impact in our community. Below are three examples of some of the great stories we received:

- **Apollo's Fire.** Shortly after Thanksgiving, Apollo's Fire (AF) was contacted by the daughter-in-law of a man with end stage pancreatic cancer. The man had created a "bucket list," and attending an AF concert was one of his dreams. Happy to help him realize this goal, AF gave the man tickets to a concert. Afterward, the family sent a lovely note indicating that the gentleman had entered hospice the following day and passed away the week before Christmas. They were so appreciative that he had been able to fulfill one of his dying wishes.
- **Rainey Institute.** When nine-year-old Precious took up the cello as part of Rainey's *El Sistema* program last fall, she not only opened herself up to the world of music, she also inspired her mother to begin playing again. Precious practices her cello every day after school and plays in ensemble groups and the first-year orchestra. Her new enthusiasm for music inspired her mother to re-learn the violin. The mother now plays her violin with Precious and has started taking her own private lessons at Rainey.

- **Cleveland Institute of Music.** During the 2011-12 academic year, nine Cleveland Institute of Music (CIM) students volunteered at the Saturday Tutoring Program at Church of the Covenant in University Circle. This free tutoring program serves students in grades 1 -12 from 21 local schools, and focuses primarily on the subjects of reading, science, and math. By the end of the semester, CIM tutors were eager to find a way to show the students more about their chosen field of music. They performed a concert for the children that included music ranging from Bach to Lady Gaga. The tutoring program was thrilled with the performance and will now be adding a regular music component to the tutoring program next fall.

RAISING AWARENESS

Report to the Community Impact. CAC released the [2012 Report to the Community](#) on April 10, and since then, we've received very positive feedback from cultural partners, community members, media and others. We've carried out a strategic plan to use the report as an educational tool about CAC and will continue to use it in the coming months. Hard copies were mailed to more than 300 key community leaders, and emails with a link to the Report sent to more than 8,400 community leaders and members of the public were opened by more than 34% of recipients. We also sent targeted messages about the report to our cultural partners' key leaders and board members. The Report has already led to opportunities for media placements (detailed below) as well as continuing meetings for Karen Gahl-Mills and staff. The three videos, featuring Hospice of the Western Reserve, LAND studio and Progressive Arts Alliance, created in conjunction with the Report, have been viewed more than 300 times. The videos and the Report were also promoted individually by the featured cultural partners to their constituents. Overall, staff members will continue to use the Report as an effective outreach tool. The Report is available at cacgrants.org/report, and we encourage you to share it with your colleagues.

Career Day. On March 6, CAC staff participated in the Cuyahoga Arts & Culture Career Day held at MOCA Cleveland. The event was partially funded by a grant from CAC's Project Support II program and organized by first time grant recipient Northeast Ohio Council on Higher Education. The day consisted of a roundtable discussion for employers and college faculty members, internship workshop, and culminated in a career fair which featured 18 organizations – including 12 CAC cultural partners. Over 300 job and internship seekers attended the fair, many of whom were current students at local area colleges. CAC staff collected contact information from 88 attendees interested in receiving the CAC newsletter and information about potential internship opportunities. Our participation in the event was a great opportunity to be visible as a leader and active member of the arts and culture community, connect with students and young professionals, and educate people about who we are and what we do.

Email Communications. We continue to utilize email to connect with and educate our constituents about CAC's work. Our email list has grown to more than 4,100 individuals, which is more than twice the number of contacts we had in September 2012. We have sent out the following emails in the past few weeks:

- [March Events Email](#)
- [March E-Newsletter](#)
- [April Events Email](#)
- [April E-Newsletter](#)

Media Placements. The following table lists media placements from late February to mid-April.

Date	Media Outlet	Headline
Report to the Community Media Placements		
Apr 10	The Plain Dealer	Cuyahoga Arts and Culture releases 2012 annual report

Creative Culture Grants Media Placements		
Mar 7	Fresh Water Cleveland	County vote-off secures grants for two large-scale arts projects
Feb 27	La Prensa	CAC announces winners of Creative Culture Grants competition
Feb 26	The Plain Dealer	Dancing Wheels, LAND studio win Creative Culture Grants competition
Additional Media Placements		
	Scenarios USA- Story Lines	Funder Spotlight: Cuyahoga Arts & Culture

Upcoming Public Events

April 6-14	Panelists, Bromelkamp grants committee – Meg Harris and Jesse Hernandez
April 20	Panelist, Grant Proposal Writing Workshop for students at Baldwin Wallace – Stacey Hoffman
April 24	Panelist, Indiana Arts Council – Karen Gahl-Mills
May 1	Featured speaker, University of Chicago Alumni Club Cleveland Chapter – Karen Gahl-Mills
May 6-8	Panelist, Ohio Arts Council – Karen Gahl-Mills
May 11	Featured speaker, “Teaching Cleveland” workshop, St. Ignatius High School – Karen Gahl-Mills
June 14	Session speaker, Americans for the Arts National Conference, Pittsburgh – Karen Gahl-Mills
June 19	Session speaker, League of American Orchestras National Conference, St. Louis – Karen Gahl-Mills

BUILDING INTERNAL CAPACITY

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 conferences in the coming months. We will bring back our new knowledge and share it with teammates. Upcoming learning opportunities include:

- Center for Effective Philanthropy (Detroit, May) – Jill Paulsen
- HR University Employers Resource Council (Cleveland, 5 days throughout 2013) – Meg Harris
- Wilder Foundation – Shannon Leadership Institute (St. Paul, quarterly) – Jill Paulsen
- Americans for the Arts (Pittsburgh, June) – Jesse Hernandez and Jake Sinatra. Note: Jake is the recipient of an emerging arts professional scholarship and will attend the conference free of charge. Congrats Jake!
- YWCA (Cleveland, several days throughout 2013) – Jennifer Schlosser and Stacey Hoffman
- Grantmakers in the Arts (Philadelphia, October) – Stacey Hoffman.

In addition, staff members participate in ongoing webinars, read white papers and attend free workshops through our organizational memberships in Grantmakers for Effective Organizations, Philanthropy Ohio, 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

2013 YTD

Revenue. Tax revenue through March was \$3,933,644. This figure is \$321,019 or 8.9% above forecast. Interest revenue through March was \$16,265. This figure exceeds our YTD forecast by \$7,465.

CAC inactive monies are currently invested in the following:

- STAR Plus: \$ 10,862,283 (yield .21%)
- Baird Public Investment Advisors: \$ 8,015,343 (target yield .35%)
- STAR Ohio: \$44,565 (yield .05%)

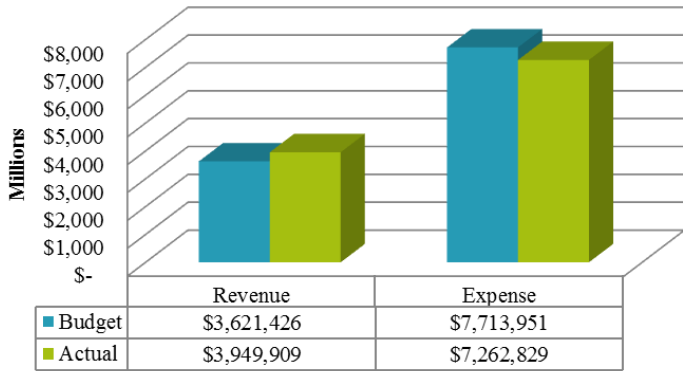
Expenditure. Cash expenditures through March were \$7,262,829. This figure is slightly under the budgeted \$7,713,951. Please note the expenditure figure varies from the financial statements because we have recognized, or accrued, the full amount of grant awards for 2013 in January. We will draw down the balance sheet account as we remit payment to our cultural partners.

Annual Audit. The Ohio Auditor of State conducted its fieldwork for CAC's annual audit in our office from March 11 through March 22. Prior to the release of the audit, which is expected by May 31, 2013, a pre-release copy of the audit will be shared with the board and staff. Additionally, there will be a post-audit meeting that Board members and Audit and Finance Committee members will be invited to attend.

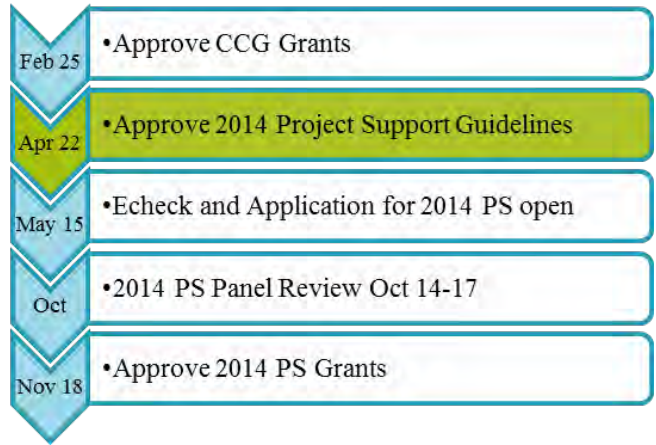
CUYAHOGA ARTS & CULTURE at a GLANCE

Days to Expiration 1380

Budget to Actual Cash Expenditure as of 3/31/13



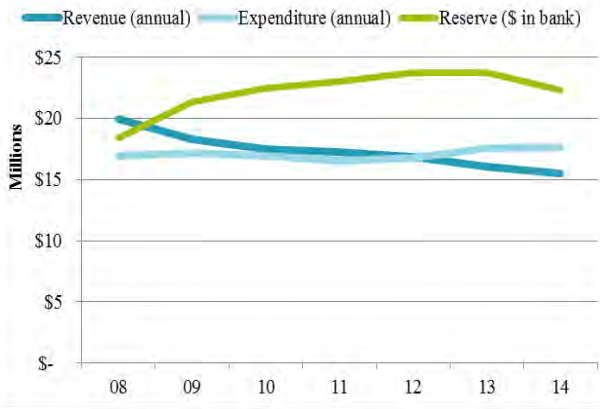
Key Grant Program Dates



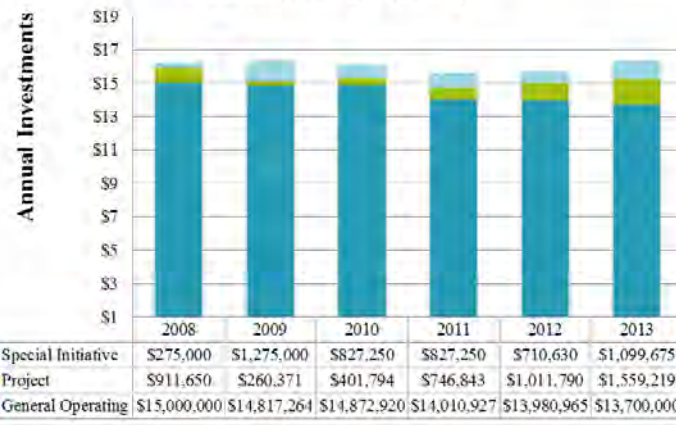
Key Board Dates April through June

18-April	Helicon Collaborative Bright Spots Workshop for 2013 cultural partners Western Reserve Historical Society, 9 am – 3 pm
18-April	Special Board Meeting, 4:30-6 pm L'Albatros Wrap-up with Helicon Collaborative on Bright Spots workshop
22-April	CAC Work Session and Annual Meeting Idea Center, Miller Classroom 4 pm
10-June	Board Meeting and Annual Board Retreat, Nature Center at Shaker Lakes, 4 – 9 pm

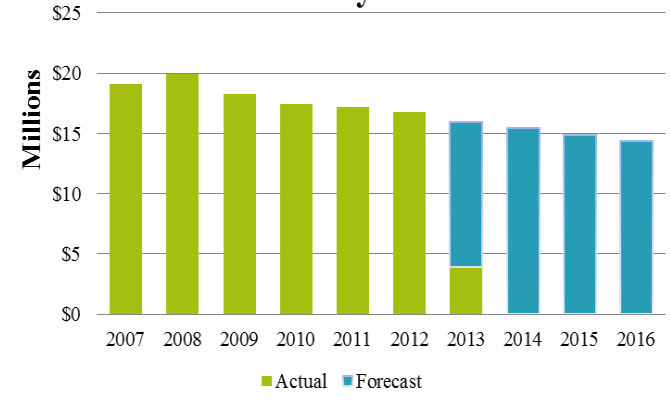
Revenue and Expenditure History



Grantmaking History



Revenue History and Forecast



Cuyahoga Arts & Culture Revenue and Expenditures through March 31, 2013				
Accrual Basis	Through 3/31/13	Through 3/31/13	\$	%
	Actual	Budget	Over/Under	of Budget
			Budget	
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 3,933,644	\$ 3,612,626	\$ 321,019	108.9%
Interest	\$ 16,265	\$ 8,800	\$ 7,465	184.8%
Total Revenue	\$ 3,949,909	\$ 3,621,426	\$ 328,484	109.1%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 66,450	\$ 84,539	\$ (18,089)	78.6%
Program	\$ 50,291	\$ 58,500	\$ (8,209)	0.0%
Grants**	\$ 15,314,144	\$ 7,410,000	\$ 7,904,144	206.7%
Total A&C Expenditures	\$ 15,430,885	\$ 7,553,039	\$ 7,877,846	204.3%
General & Administrative			\$ -	
Salaries, Wages and Benefits	\$ 69,813	\$ 85,938	\$ (16,125)	81.2%
Facilities, Supplies, Equipment	\$ 13,227	\$ 20,198	\$ (6,971)	65.5%
Professional Fees	\$ 42,161	\$ 54,775	\$ (12,614)	77.0%
Total G&A Expenditures	\$ 125,201	\$ 160,912	\$ (35,711)	77.8%
Total Expenditures	\$ 15,556,086	\$ 7,713,951	\$ 7,842,135	201.7%
Net Ordinary Revenue	\$ (11,606,177)	\$ (4,092,526)	\$ (7,513,651)	

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

	Actual - Accrual	Budget	Actual - Cash
Total Expenditures	\$ 15,556,086	\$ 7,713,951	\$ 7,262,829

Cuyahoga Arts & Culture

Balance Sheet

As of March 31, 2013

ASSETS

Current Assets

Checking/Savings

Baird (U.S.Bank)	8,015,342.74
KeyBank	151,667.66
Star Ohio Excise Tax	44,564.82
STAR Plus	10,862,283.21

Total Checking/Savings 19,073,858.43

Accounts Receivable

Accounts Receivable	1,319,151.89
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Total Accounts Receivable 1,319,151.89

Total Current Assets 20,393,010.32

Fixed Assets

Furniture and Equipment	65,707.67
Software and Webdesign	10,000.00
Accumulated Depreciation	-49,446.08

Total Fixed Assets 26,261.59

TOTAL ASSETS 20,419,271.91

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable	641.36
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Total Accounts Payable 641.36

Other Current Liabilities

Payroll Liabilities	-128.85
GOS Grants	6,917,534.00
Project Support Grants	1,345,681.00

Total Other Current Liabilities 8,263,086.15

Total Current Liabilities 8,263,727.51

Total Liabilities 8,263,727.51

Equity

Operating Reserve	23,761,721.31
Net Income	-11,606,176.91

Total Equity 12,155,544.40

TOTAL LIABILITIES & EQUITY 20,419,271.91

CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2013 ACTUAL REVENUE

	<u>2012</u>		<u>2013</u>	
Month	Monthly Tax	11-12 % Change	Monthly Tax	12-13% Change
JANUARY	\$ 1,235,807.10	-11.31%	\$ 1,418,698.62	14.80%
FEBRUARY	\$ 1,085,586.87	-6.16%	\$ 1,195,793.73	10.15%
MARCH	\$ 1,422,259.41	6.63%	\$ 1,319,151.89	-7.25%
APRIL	\$ 1,522,972.04	5.80%		
MAY	\$ 2,811,582.89	8.10%		
JUNE	\$ 1,316,309.75	-17.26%		
JULY	\$ 357,019.11	42.09%		
AUGUST	\$ 1,385,541.46	-10.91%		
SEPTEMBER	\$ 1,345,263.90	-27.24%		
OCTOBER	\$ 1,460,889.45	18.58%		
NOVEMBER	\$ 1,532,126.02	22.32%		
DECEMBER	\$ 1,315,941.90	-17.02%		
TOTALS	\$ 16,791,299.90	-2.61%	\$ 3,933,644.24	5.08%