



**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
Jennings Center for Older Adults  
Monday, November 18, 2013, 4:00 pm

1. **Call to Order**
2. **Public Comment on today's agenda items**
3. **Executive Director's Report**
4. **Finance Report**
5. **Board Action**
  - a. Grantmaking Overview
  - b. Project Support
    - i. Approve scores
    - ii. Approve allocation
    - iii. Approve awards
  - c. Administrative matters
    - i. Contracts and misc.

6. **Public Comment**

7.  
Next Meeting: Regular Meeting  
Monday, December 9, 3:30 pm  
Idea Center at PlayhouseSquare  
Miller Classroom  
1375 Euclid Avenue  
Cleveland OH 44115

\* \* \*

8. **Adjourn**



## About Cuyahoga Arts & Culture

### Our Mission

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC was approved by Cuyahoga County voters in 2006, and since 2007, CAC has invested more than \$95 million dollars in more than 200 arts and cultural organizations in Cuyahoga County.

### Our Grantmaking

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

### Our Values

We ground our work in our values and guiding principles:

- Accountability
- Impartiality
- Transparency
- Partnership

### Our Board of Trustees

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

Current Trustees:

[Matthew Charboneau](#), professional musician

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

[Vickie Eaton Johnson](#), Executive Director, Fairfax Renaissance Development Corporation

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

For more information, visit [www.cacgrants.org](http://www.cacgrants.org).

**Executive Director's Report**  
**Regular Meeting of the Board of Trustees**  
**18 November 2013**

Welcome to today's regular board meeting, a meeting at which we all get to see our mission and vision in action through the awarding of grants for the coming year. I know that you all join me in congratulating the organizations that will receive grants today, many for the first time. And kudos, as always, to every member of the CAC team for working hard to ensure that our grantmaking process is smooth, fair, impartial, and as straightforward as possible for applicants.

The reports that follow outline the work that the team is doing in all of our focus areas, and I encourage you to read them carefully. We have a highly capable team, which has made it possible for me to spend some time away from the office telling CAC's story to audiences around the country. Specifically:

- On September 27<sup>th</sup>, I traveled to Cincinnati to visit with Mary McCullough-Hudson and the team at ArtsWave. ArtsWave manages a united arts fund and has also been wrestling with ways to work public value & public benefit into their grantmaking; I learned much from my visit, and I have invited Mary and her team to visit us in Cleveland this spring.
- From September 30<sup>th</sup> – October 2<sup>nd</sup>, I was part of the Cleveland delegation at the national meeting of CEOs for Cities in Grand Rapids, Michigan. I was privileged to represent CAC and Cleveland in a “lightning round” presentation, using my six minutes to describe how arts and culture function as a key community development tool in our region (funded with public dollars). The meeting was held during ArtPrize, a month-long celebration of artists and art that literally takes over the city – more: <http://www.artprize.org/>
- From October 20<sup>th</sup> -23<sup>rd</sup>, I joined the EMCArts Innovation Summit in Denver, as a guest of The Cleveland Foundation. Kathleen Cervený has been working with EMCArts on the Foundation's *Engaging the Future* initiative for arts organizations, and this gathering brought together funders and cultural organizations to explore the meaning of innovation and share what we've been learning in our own cities. Many of the sessions are archived here: <http://artsfwd.org/summit/>
- And on November 13<sup>th</sup>, Jill Paulsen and I will present a session on our Creative Culture Grants program to the statewide Philanthropy Ohio conference in Columbus. (While in Columbus, I also have a series of meetings scheduled with legislative leaders as organized by our friends at Van Meter Ashbrook.)

Though today's meeting is primarily about grantmaking, this packet does include materials that anticipate our December meeting, at which we will ask you to approve CAC's operating budget for the coming year. Please review the budget memo on page 17 and call me with questions about the budget process anytime.

And in the coming weeks, watch for an invitation from Jill Paulsen to attend a series of informal breakfast meetings, at which executive directors of organizations currently receiving General Operating Support funding will be invited to share their thoughts and ideas about that program and its process. Those meetings will take place in early/mid January at CAC.

Finally, please join me in congratulating Matt Charboneau for his reappointment to the CAC board. We are delighted that his perspective and connection to artists will continue to inform our work for the next three years.

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

## **CAC Board Meeting November 18, 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**

CAC's fourth quarter is packed with programmatic activity. Most notably, we held four days of panel review meetings and reviewed over 150 applications in mid-October (see the 2014 Project Support memo for details). With General Operating Support in a non-panel year, we're using this time to focus on reporting and planning for the next cycle. In addition to this work, the team dug into several evaluation projects, including an assessment of our Cultural Liaison and Neighborhood Connections pilot initiatives and a baseline analysis of our grantmaking since CAC's inception. We'll present more information to the Board on these projects in coming months. Further highlights include:

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

The September board meeting staff updates included information on two organizations with outstanding Mid-Year Reports: SPACES and Karamu House. Since the board meeting, SPACES has submitted its FY12 Cultural Data Report data, triggering the release of the second payment disbursement of its 2013 grant award and closing out all outstanding items. Karamu House continues to update CAC as outlined in its due diligence plan, which involves a specialized reporting and payment structure. We recently received Karamu's board-approved 2013 audit – an important benchmark in our review and payment process. We will move forward with the next payment in mid-November. Staff will continue to closely monitor Karamu's progress.

Looking ahead, our attention moves to launching and offering technical assistance for the 2013 Year-End report.

#### **Neighborhood Connections Pilot: Grants Awarded.**

Earlier this year, CAC entered into a \$75,000 contract with Neighborhood Connections, The Cleveland Foundation's resident-led small grants program, to support informal, grassroots arts projects happening in city neighborhoods. In early November, our two institutions jointly announced that we will co-fund 35 projects. See the [News Release](#) for details. Early indications are that this pilot is allowing CAC to reach residents that had previously been unconnected with our work. We will conduct a more thorough review of the pilot in coming months.

#### **Learning Agenda.**

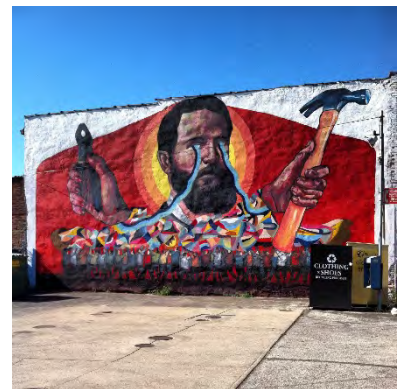
Throughout 2013, staff has increased the training and technical assistance opportunities that we offer to our cultural partners and applicants. On Wednesday, September 18<sup>th</sup>, CAC worked with the Cultural Data Project to design a collaborative workshop entitled *Making Your Data Work for You* at the NewBridge Center for Arts and Technology.

Forty-two people representing 35 organizations (including 23 operating and 13 project support-funded groups) attended the event to learn how to better understand and collect their CDP data, and use that information to tell the story behind the numbers. The workshop involved case studies and provided time for peer learning. A post-workshop attendee survey showed that the event was well-received, with 82% of respondents finding the workshop "very helpful" or "helpful." In addition, roughly 94% of respondents reported attending the workshop allowed them to feel more comfortable understanding their CDP data as well as see the CDP as a more

useful tool for their organization. The survey also collected input on ways to provide additional CDP and data learning opportunities, which CAC is taking into consideration for future programming. This was the first time that CAC jointly produced a workshop with Philadelphia-based CDP; due to the event's success, we anticipate replicating it in 2014.

### **Connect with Culture.**

In late September, CAC staff visited the Collinwood neighborhood for a tour and update of the Artists in Residence and Collinwood Rising projects, led by Community Partnership for Arts and Culture's (operating support cultural partner) strategic initiative director Seth Beattie and Northeast Shores (project support cultural partner) staff. We explored the neighborhood-based projects and toured low-cost housing opportunities to better understand the program's impact. We appreciated seeing firsthand this collaboration between cultural partners in both of our grant programs and learned how even modest investments in site-specific art, designed for and by local artists, can contribute to a more resilient neighborhood.



These photos, taken by CAC staff during the visit to Collinwood, depict [Zoetic Walls](#), a mural project co-curated by Waterloo Arts (CAC project support cultural partner) and Pawn Work (Chicago), which gives new life to vacant buildings and underused spaces.

## **RAISING AWARENESS**

**2012 Report to the Community is Award-Winning!** The Public Relations Society of America – Cleveland Chapter – has recognized CAC's [2012 Report to the Community](#) as one of the top Annual Reports in the region. On December 6, the Report will receive a "2013 PRSA Cleveland Rocks Award" at a special event celebrating the top public relations work in the region. Jennifer plans to attend to accept the award on CAC's behalf.

### **New CAC Website in Development.**

An internal review of our website this summer revealed that in order to better reach residents and serve our cultural partners, CAC needed to revamp our current website. As a result, we issued a Request for Proposals. We received 10 proposals from a diverse group of local companies, interviewed four companies in person, and we recommend [Aztek](#), a web design company based in downtown Cleveland. We will ask the Board to approve a contract for this project during the November board meeting, and, pending approval, will move forward in the planning process with Aztek. The new website will strengthen CAC's online presence, allow us to communicate better with a broader audience through expanded capabilities (extending to mobile platforms), and will help CAC staff streamline and improve content.

### **CAC featured in *GIA Reader*.**

Grantmakers in the Arts, a national association of private and public arts funders, of which CAC is a member, published an article written by the CAC team detailing our thought process in creating the Creative Culture Grants program and results from the pilot project. The article ran in Grantmakers in the Arts' *GIA Reader* Fall 2013 publication and was featured on the organization's [website](#). We were pleased to have this opportunity to let other funders nationwide know about the grant program. Karen and Jill used this article as the basis for their presentation on CCG to our grantmaking colleagues at the Philanthropy Ohio conference in mid-November.

### **CAC hosted City Club Program October 25.**

Cuyahoga Arts & Culture partnered with the City Club of Cleveland to host Dennis Scholl, vice president for arts for the Knight Foundation, at the City Club's Friday Forum on Friday, October 25. CAC took the lead on promoting the event, resulting in a capacity crowd of 225, substantially higher than the average crowd size at Friday Forum programs of 150. CAC arranged for a preview interview with Dennis Scholl on WCPN 90.3 FM's The Sound of Applause program on Wednesday, October 23 ([listen online](#)). The October 25 event was broadcast live on WCPN 90.3 FM and re-broadcast on WCPN, WCLV and WVIZ-TV during the subsequent weekend. The video and audio of the event is available online ([watch video](#) and [listen to audio](#)) and CAC shared the link via our website, e-newsletter and social media.

### **Email Communications.**

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

- [September Events Email](#) and [September E-Newsletter](#)
- [October Events Email](#) and [October E-Newsletter](#)
- [November Events Email](#)

### **Media Placements.**

<b>Date</b>	<b>Media Outlet</b>	<b>Headline</b>
Oct 23	WCPN 90.3 FM "The Sound of Applause" program	<a href="#">Interview with Dennis Scholl, VP of Arts for The Knight Foundation</a>
Oct 23	The Plain Dealer	<a href="#">Czech community of Cleveland starts holiday season early in "Old Bohemia"</a>
Oct 8	ClevelandClassical.com	Public invited to observe Cuyahoga Arts & Culture Panel Meetings
Sept 30	Cleveland Urban Design Collaborative Blog	<a href="#">CUDC students win APA-Ohio award</a>
Fall 2013	Grantmakers in the Arts Reader	<a href="#">A new take on crowdsourced grantmaking: Creative Culture Grants</a>
Sept 10	Fox 8 Cleveland	<a href="#">'Love letter to Cleveland' to be unveiled in Ohio City</a>
Sept 10	ClevelandClassical.com	<a href="#">Preview: Arts Renaissance Tremont – free concerts since 1991</a>
Sept 10	Let's Talk Philanthropy Blog	<a href="#">Fundors &amp; advocacy: guest blog post by Karen Gahl-Mills</a>
Sept 10	Cleveland Leader	<a href="#">New public art project in Ohio City a tribute to Cleveland</a>
Sept 2013	Inside Tremont	Celebrating the spirit of Tremont: Tremont Arts and Cultural Festival

## **BUILDING INTERNAL CAPACITY**

### **Conference Learning.**

All CAC staff members have professional development plans which are formally reviewed each quarter. When we attend conferences, we bring back our new knowledge and share it with teammates. Highlights from the most recent conference are:

- *Grantmakers in the Arts (GIA)* – Stacey attended the annual GIA Conference in Philadelphia in early October. The theme, *The New Creative Community*, challenged attendees to think about the ways artists transform communities and the ways we (as funders) expand the concept of community to include new and vibrant creative endeavors. While the conference mainly provided learning opportunities, it was also an opportunity to network with other professionals and make connections with future CAC panelists. Learning opportunities ranged in topic from creative placemaking to rethinking the grant panel to better understanding our constituents.

## FINANCIAL UPDATE

### 2013 YTD

**Revenue.** Tax revenue through October was \$14,147,380. This figure is \$692,161 or 5.14% above forecast for the first ten months of the year. Interest revenue through October was \$47,880. This figure exceeds our YTD forecast by \$20,080.

**Expenditure.** Cash expenditures through October were \$14,367,239. This figure is under the budgeted amount of \$14,607,354 primarily due to the timing of various grant payments. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2013 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

**Investments.** As of October 31, CAC inactive monies were invested in the following:

- STAR Plus: \$8,876,410 (yield .20%)
- Baird Public Investment Advisors: \$13,025,410 (target yield net of fees .45% - .50%)
- STAR Ohio: \$18,833 (yield .02%)

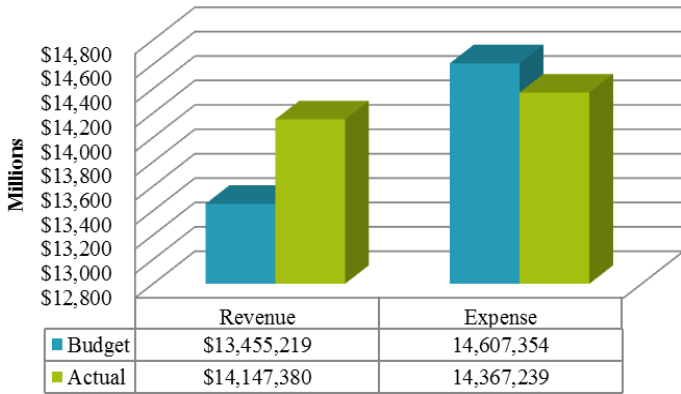
In mid-September, at the recommendation of the Audit and Finance Committee and as reported on in the September 9 board meeting, an additional \$5million was moved to Baird Public Investment Advisors from STAR Plus in order to improve the overall yield on inactive monies.



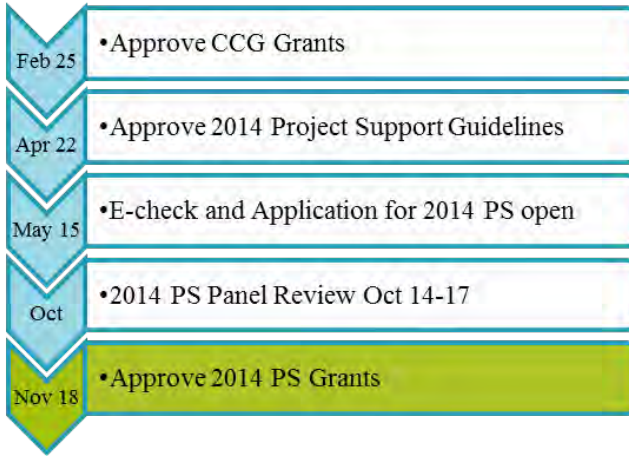
# CUYAHOGA ARTS & CULTURE at a GLANCE

**Days to Expiration 1170**

**Budget to Actual Cash Expenditure as of 10/31/13**



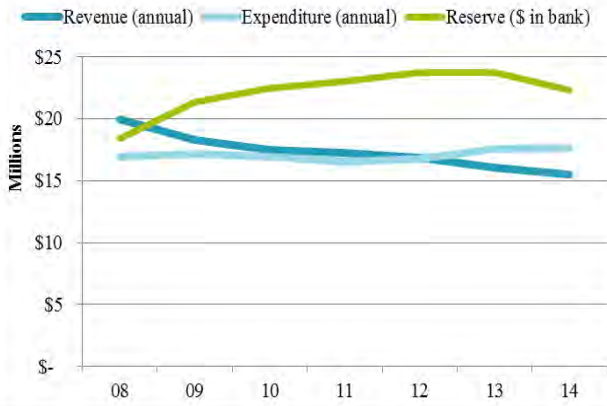
**Key 2013 Grant Program Dates**



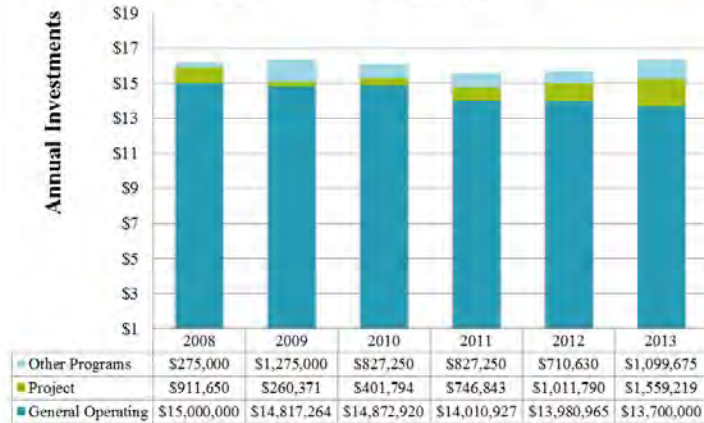
**Key Board Dates  
November through December**

18-November	Board Meeting, 4:00 pm, Jennings Center for Older Adults
9-December	Board Meeting, 3:30 pm, The Idea Center, Miller Classroom

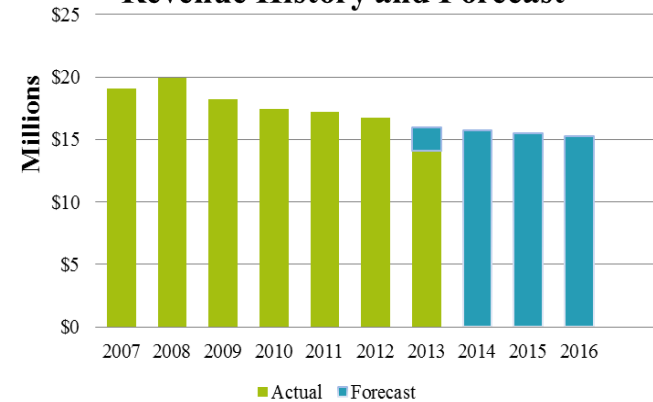
**Revenue and Expenditure History**



**Grantmaking History**



**Revenue History and Forecast**



**Cuyahoga Arts & Culture Revenue and Expenditures through October 31, 2013**

Accrual Basis	Through 10/31/13	Through 10/31/13	\$	%
	Actual	Budget	Over/Under Budget	of Budget
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 14,147,380	\$ 13,455,219	\$ 692,161	105.1%
Interest	\$ 47,880	\$ 27,800	\$ 20,080	172.2%
Other (intergovernmental rev.)	\$ 4,957	\$ -	\$ 4,957	
<b>Total Revenue</b>	<b>\$ 14,200,218</b>	<b>\$ 13,483,019</b>	<b>\$ 717,199</b>	<b>105.3%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 252,608	\$ 279,456	\$ (26,847)	90.4%
Program	\$ 102,711	\$ 146,410	\$ (43,699)	70.2%
Grants**	\$ 15,726,702	\$ 13,635,000	\$ 2,091,702	115.3%
<b>Total A&amp;C Exenditures</b>	<b>\$ 16,082,022</b>	<b>\$ 14,060,866</b>	<b>\$ 2,021,156</b>	<b>114.4%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 262,316	\$ 283,599	\$ (21,283)	92.5%
Facilities, Supplies, Equipment	\$ 55,729	\$ 70,406	\$ (14,677)	79.2%
Professional Fees	\$ 147,075	\$ 192,483	\$ (45,409)	76.4%
<b>Total G&amp;A Expenditures</b>	<b>\$ 465,119</b>	<b>\$ 546,488</b>	<b>\$ (81,369)</b>	<b>85.1%</b>
<b>Total Expenditures</b>	<b>\$ 16,547,141</b>	<b>\$ 14,607,354</b>	<b>\$ 1,939,787</b>	<b>113.3%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (2,346,923)</b>	<b>\$ (1,124,335)</b>	<b>\$ (1,222,588)</b>	

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

	<u>Actual - Accrual</u>	<u>Budget</u>	<u>Actual - Cash</u>
<b>Total Expenditures</b>	\$ 16,547,141	\$ 14,607,354	\$ 14,367,239

9:42 AM  
11/06/13  
Accrual Basis

**Cuyahoga Arts & Culture**  
**Balance Sheet**  
**As of October 31, 2013**

**ASSETS**

**Current Assets**

**Checking/Savings**

Baird (U.S.Bank)	13,025,410.14
KeyBank	116,881.81
Star Ohio Excise Tax	18,832.74
STAR Plus	8,876,410.44

**Total Checking/Savings** 22,037,535.13

**Accounts Receivable**

11000 · Accounts Receivable 1,545,708.64

**Total Accounts Receivable** 1,545,708.64

**Total Current Assets** 23,583,243.77

**Fixed Assets**

15000 · Furniture and Equipment	65,707.67
15001 · Software and Webdesign	10,000.00
17000 · Accumulated Depreciation	-49,446.08

**Total Fixed Assets** 26,261.59

**TOTAL ASSETS** 23,609,505.36

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

20000 · Accounts Payable 3,823.50

**Total Accounts Payable** 3,823.50

**Other Current Liabilities**

24000 · Payroll Liabilities 10,340.37

24200 · GOS Grants 1,399,088.00

24300 · Project Support Grants 780,814.00

**Total Other Current Liabilities** 2,190,242.37

**Total Current Liabilities** 2,194,065.87

**Total Liabilities** 2,194,065.87

**Equity**

32000 · Operating Reserve 23,762,362.67

Net Income -2,346,923.18

**Total Equity** 21,415,439.49

**TOTAL LIABILITIES & EQUITY** 23,609,505.36

<b>CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2013 ACTUAL REVENUE</b>				
	<b><u>2012</u></b>		<b><u>2013</u></b>	
<b>Month</b>	<b>Monthly Tax</b>	<b>11-12% Change</b>	<b>Monthly Tax</b>	<b>12-13% Change</b>
<b>JANUARY</b>	\$ 1,235,807.10	-11.31%	\$ 1,418,698.62	14.80%
<b>FEBRUARY</b>	\$ 1,085,586.87	-6.16%	\$ 1,195,793.73	10.15%
<b>MARCH</b>	\$ 1,422,259.41	6.63%	\$ 1,319,151.89	-7.25%
<b>APRIL</b>	\$ 1,522,972.04	5.80%	\$ 1,519,876.59	-0.20%
<b>MAY</b>	\$ 2,811,582.89	8.10%	\$ 3,004,713.36	6.87%
<b>JUNE</b>	\$ 1,316,309.75	-17.26%	\$ 1,025,108.65	-22.12%
<b>JULY</b>	\$ 357,019.11	42.09%	\$ 437,767.31	22.62%
<b>AUGUST</b>	\$ 1,385,541.46	-10.91%	\$ 1,135,767.36	-18.03%
<b>SEPTEMBER</b>	\$ 1,345,263.90	-27.24%	\$ 1,544,794.00	14.83%
<b>OCTOBER</b>	\$ 1,460,889.45	18.58%	\$ 1,545,708.64	5.81%
<b>NOVEMBER</b>	\$ 1,532,126.02	22.32%		
<b>DECEMBER</b>	\$ 1,315,941.90	-17.02%		
<b>TOTALS</b>	<b>\$ 16,791,299.90</b>	<b>-2.61%</b>	<b>\$ 14,147,380.14</b>	<b>1.46%</b>