



Minutes of the Regular Meeting of the Board of Trustees

Monday, November 18, 2013

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:01 p.m. at the Jennings Center for Older Adults, 10204 Granger Rd., Garfield Heights, Ohio.

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

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

1. APPROVAL OF MINUTES

Motion by Trustee Minter, seconded by Trustee Charboneau, to approve the minutes from the September 9, 2013 board meeting. Discussion: None. Vote: all ayes. The motion carried.

2. OATH OF OFFICE

Trustee Feldman administered the oath of office to Matthew Charboneau. Trustee Charboneau affirmed that he would honestly, faithfully and impartially perform the duties of the office. Mr. Charboneau will serve a term through March 31, 2016.

3. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no registered requests for public comment relating to items on today's meeting agenda.

4. EXECUTIVE DIRECTOR'S REPORT

Ms. Gahl-Mills welcomed guests and made a report to the board. Ms. Gahl-Mills recognized the diverse group of arts and culture organizations in our community and welcomed those in attendance at the meeting to celebrate our sector.

5. CONNECT WITH CULTURE

Ms. Gahl-Mills introduced Martha Kutik, CEO of the Jennings Center for Older Adults. Ms. Kutik welcomed members of the audience to the Jennings Center for Older Adults. She discussed the Gateway to Culture program, in part made possible by the Project Support grants awarded by CAC to fund this program since 2008. She stated that the program helps the Jennings Center offer distance learning, fine arts, live music and theater programming to adults in the community in addition to residents of the

Jennings Center. She stated that CAC funding has allowed them to enhance the scope of their programming in many areas over the course of several years.

6. FINANCE REPORT

Ms. Harris gave a report on Cuyahoga Arts & Culture's finances. She provided an overview of the organization's financial results year-to-date, stating that CAC had \$14,147,380 in revenue through October 31, which is \$692,161 or 5.14% over forecast. Ms. Harris stated that CAC's investment income through October was \$47,880 which exceeded forecast by \$20,080. Ms. Harris stated that year-to-date cash expenditures were \$14,367,239 which is slightly under budget for the period and primarily related to the timing of grant payments.

Ms. Harris stated that in September, at the recommendation the Audit and Finance Committee and as reported to the Board at the September 9 meeting, CAC transferred an additional \$5 million to Baird Public Investment Advisors. This was done to improve the yield on in active monies. Investments with Baird yield .50% in comparison to .20% at STAR Plus and .02% at STAR Ohio.

Ms. Harris stated that the next Audit Committee Meeting would be held at 8 a.m. on January 16, 2014 at Ernst & Young Tower, Suite 1800. At this meeting the Committee will review the internal control policies and procedures of CAC.

Ms. Harris said that Eileen Stanic of Baird Public Investment Advisors would conduct a presentation for the Board at its February 10 board meeting.

(Trustee Johnson arrived at 4:12 p.m.)

7. BOARD ACTION

Approval of 2014 Project Support Grant Scores, Allocations and Grant Awards

Ms. Paulsen and Ms. Hoffman presented an overview of the [2014 Project Support Grant Program Memo](#) provided to the Board in advance of this meeting.

The following actions were taken throughout the presentation:

Approval of 2014 Project Support panel scores

Motion by Trustee Minter, seconded by Trustee Johnson, to approve panel scores for 2014 Project Support I, II and Unit of Government applicants. Discussion: Trustee Feldman asked the staff to remind the Board of the minimum score needed to be recommended for funding. Ms. Hoffman stated that all organizations receiving a score of 70 or greater would be recommended to receive a grant. She added that at this time the Board would be approving all scores, whether above or below 70. Vote: All ayes. Motion carried.

Allocation of 2014 Project Support funds

Motion by Trustee Minter, seconded by Trustee Johnson, to approve the allocation of \$1,891,902 to the 2013 Project Support Grant Program with the following breakdown:

- \$1,452,165 to Project Support I

- \$279,361 to Project Support II
- \$160,376 to Project Support for Units of Government (derived from interest on invested monies)

Discussion: Trustee Minter asked how, financially, CAC is able to raise the overall allocation to the project support program over last year's allocation. Ms. Gahl-Mills replied that tax receipts and interest revenue are ahead of forecast for the year by several hundred thousand dollars, as reported earlier in the financial update. Ms. Johnson asked whether unspent grant dollars were put back into specific grant programs. Ms. Hoffman stated that unspent grant dollars go back into CAC's general fund. Vote: All ayes. Motion carried.

Approval of grant awards for 2014 Project Support

Motion by Trustee Feldman, seconded by Trustee Minter, to approve the 2014 Project Support grants as listed in the Board handout to Cleveland Classical Guitar Society, LakewoodAlive, Local 4 Music Fund and Ohio City Incorporated. Discussion: None. Vote: All ayes. Abstain: Charboneau. Motion carried.

Program	Organization	Award
PS II	Cleveland Classical Guitar Society	\$4,579
PS II	LakewoodAlive, Inc.	\$4,450
PS I	Local 4 Music Fund	\$19,160
PS I	Ohio City Incorporated	\$7,702

Motion by Trustee Charboneau, seconded by Trustee Johnson, to approve the 2013 Project Support grants as listed in the Board handout (below). Discussion: None. Vote: All ayes. Motion carried.

Program	Organization	Award
PS I	Art House Inc.	\$42,085
PS I	Art Therapy Studio	\$42,569
PS I	Artists Archives of the Western Reserve	\$11,576
PS I	Arts Collinwood, Inc.	\$35,975
PS I	Baldwin Wallace University	\$45,085
PS I	Berea Arts Fest	\$12,844
PS I	Boys & Girls Clubs of Cleveland	\$25,321
PS I	Broadway School of Music & the Arts	\$23,424
PS I	Building Bridges Murals, Inc.	\$5,190
PS I	Bureau of Drug Abuse, Cleveland Treatment Center, Inc.	\$11,792
PS I	Cassidy Theatre, Inc.	\$26,738
PS I	Chagrin Foundation for Arts and Culture	\$32,024
PS I	ChamberFest Cleveland	\$20,154
PS I	CityMusic Cleveland	\$48,000
PS I	Clague Playhouse, Inc.	\$16,825
PS I	Cleveland Center for Arts and Technology	\$42,420
PS I	Cleveland Contemporary Chinese Culture Association	\$15,691

PS I	Cleveland Festival of Art & Technology	\$41,670
PS I	Cleveland TOPS Swingband	\$13,083
PS I	Cleveland Women's Orchestra	\$7,756
PS I	convergence-continuum	\$11,430
PS I	Detroit Shoreway Community Development Organization	\$34,336
PS I	Downtown Cleveland Alliance	\$45,000
PS I	Duffy Liturgical Dance	\$17,934
PS I	Earth Day Coalition	\$42,142
PS I	Ensemble Theatre of Cleveland	\$20,517
PS I	Fevered Dreams Productions	\$13,546
PS I	Foluke Cultural Arts Center, Inc.	\$13,078
PS I	Friends of Cleveland School of the Arts	\$20,371
PS I	Historic Gateway Neighborhood Corporation	\$10,594
PS I	Historic Warehouse District Development Corporation	\$10,220
PS I	Hospice of the Western Reserve, Inc.	\$34,322
PS I	Independent Pictures	\$9,090
PS I	Inlet Dance Theatre	\$37,713
PS I	Jennings Center for Older Adults	\$17,779
PS I	Mandel Jewish Community Center of Cleveland	\$42,920
PS I	Mercury Summer Stock	\$11,626
PS I	Merrick House	\$11,715
PS I	Morgan Art of Papermaking Conservatory & Educational Fdn.	\$49,522
PS I	Music and Art at Trinity Cathedral	\$18,489
PS I	North Union Farmers Market	\$11,535
PS I	Northeast Shores Development Corporation	\$45,670
PS I	Notre Dame College	\$25,959
PS I	Olmsted Performing Arts	\$12,261
PS I	Open Doors, Inc.	\$48,920
PS I	Orange Community Arts Council	\$38,525
PS I	Scenarios USA	\$47,000
PS I	Shore Civic Centre Corporation	\$13,176
PS I	St Clair Superior Development Corporation	\$15,077
PS I	The City Club of Cleveland	\$14,700
PS I	The Cleveland Chamber Music Society	\$16,634
PS I	The Musical Theater Project	\$27,852
PS I	The Singers' Club of Cleveland	\$10,954
PS I	The West Shore Chorale	\$8,547
PS I	Theater Ninjas	\$9,517
PS I	Tremont West Development Corporation	\$21,495
PS I	University Circle Inc. (UCI)	\$46,500
PS I	West Side Community House	\$18,415

PS UG	City of Cleveland, Division of Recreation	\$19,400
PS UG	City of Cleveland Heights	\$16,968
PS UG	City of Euclid	\$17,068
PS UG	City of Rocky River	\$3,850
PS UG	City of Strongsville	\$3,402
PS UG	Cleveland Metroparks	\$9,829
PS UG	Cleveland Metropolitan School District	\$19,334
PS UG	Cleveland Public Library	\$13,551
PS UG	Cleveland Urban Design Collaborative	\$18,100
PS UG	Cuyahoga Community College	\$17,868
PS UG	Orange City School District	\$18,868
PS UG	Rocky River Public Library	\$2,138
PS II	Achievement Centers for Children	\$4,100
PS II	America SCORES Cleveland	\$4,572
PS II	American Slovenian Polka Foundation	\$4,500
PS II	Arts in Strongsville	\$4,172
PS II	Arts Renaissance Tremont	\$4,565
PS II	Beachwood Historical Society	\$1,719
PS II	Bellaire Puritas Development Corp.	\$5,000
PS II	Benjamin Rose Institute	\$4,079
PS II	Broadview Heights Spotlights	\$4,300
PS II	Case Western Reserve University	\$4,243
PS II	Catholic Charities Corporation	\$4,443
PS II	Cedar Fairmount Special Improvement District	\$4,072
PS II	Cesear's Forum	\$4,336
PS II	Choral Arts Society of Cleveland	\$4,009
PS II	Cleveland Chamber Symphony	\$4,558
PS II	Cleveland City Dance Company	\$4,393
PS II	Cleveland Composers Guild	\$4,608
PS II	Cleveland Grays Armory Museum	\$3,561
PS II	Cleveland Rape Crisis Center	\$4,243
PS II	Cleveland Shakespeare Festival	\$4,322
PS II	Cleveland UMADAOP	\$4,379
PS II	Cudell Improvement, Inc.	\$4,400
PS II	Cuyahoga Valley Preservation and Scenic Railway Association	\$3,872
PS II	Dancevert	\$4,465
PS II	Doan Brook Watershed Partnership	\$3,874
PS II	Eliza Bryant Village	\$4,736
PS II	FiveOne Music, Inc.	\$1,760
PS II	FutureHeights	\$4,515
PS II	Good Company: a Vocal Ensemble	\$4,086

PS II	Housing Research & Advocacy Center	\$4,622
PS II	Irish American Archives Society	\$4,650
PS II	Jewish Family Service Association of Cleveland	\$4,036
PS II	Jewish Federation of Cleveland	\$4,236
PS II	Joyful Noise Neighborhood Music School	\$4,462
PS II	Kamm's Corners Development Corporation	\$4,536
PS II	Lake Erie Ink: a writing space for youth	\$4,400
PS II	MorrisonDance	\$4,679
PS II	Mt. Pleasant Community Zone (MPCZ)	\$4,158
PS II	Musical Upcoming Stars in the Classics	\$3,632
PS II	Northeast Ohio Council on Higher Education	\$4,200
PS II	Old Brooklyn Community Development Corporation	\$4,379
PS II	One World Shop	\$4,065
PS II	Opera Per Tutti	\$4,136
PS II	Operation StandUP!	\$4,336
PS II	Organization of Chinese Americans of Greater Cleveland	\$2,542
PS II	Quire Cleveland	\$4,386
PS II	Reaching Heights	\$4,550
PS II	Restore Cleveland Hope, Inc.	\$2,110
PS II	Schuhplattler und Trachtenverein Bavaria	\$4,415
PS II	Shaker Arts Council	\$4,636
PS II	Slavic Village Development	\$4,662
PS II	St. Malachi Center	\$3,447
PS II	Suburban Symphony Orchestra	\$3,134
PS II	Symphony West Orchestra	\$4,286
PS II	Talespinner Children's Theatre	\$4,265
PS II	Teaching Cleveland Foundation	\$3,843
PS II	The Roberto Ocasio Foundation	\$4,172
PS II	Ursuline College	\$4,093
PS II	VSAO/Cleveland Division (Very Special Arts)	\$4,215
PS II	West Side Catholic Center	\$4,722
PS II	Western Reserve Chorale	\$4,415
PS II	Westlake Chinese Cultural Association	\$4,415
PS II	Westown Community Development Corporation	\$4,150
PS II	Woodland Cemetery Foundation of Cleveland, Ohio	\$4,786
PS II	Youth Challenge	\$4,679

8. ADMINISTRATIVE MATTERS

Approval of Contract with Aztek

Ms. Harris stated today the board would be asked to approve a contract with Aztek, a local web site design company, to develop a new website for CAC. She stated that the contract is in an amount up to \$40,045. Ms. Harris called on Ms. Schlosser to walk the Board through the selection process.

Ms. Schlosser stated that earlier in 2013, CAC staff had conducted an internal review of our current website's capabilities and determined that in order to better reach residents and serve cultural partners, CAC needs to develop a new website. CAC issued a Request for Proposal, which was sent to a diverse group of 13 local website design companies. 10 responded with proposals, CAC staff interviewed four companies, and recommends Aztek as the vendor to create a new website for CAC. She stated that a new website will strengthen CAC's online presence; allow CAC to communicate better with a broader audience through expanded capabilities; better serve users on mobile platforms; and will help CAC staff streamline and improve content.

Trustee Feldman asked what factors distinguished Aztek from the other companies and proposals received by CAC. Ms. Schlosser stated that Aztek focuses solely on website design; all work is completed in-house; and that Aztek would create a custom Content Management System for CAC.

Trustee Feldman asked where Aztek's project cost fell in the range of estimates from the other proposals. Ms. Schlosser stated that Aztek's cost was comparable to the other companies who create custom Content Management Systems.

A motion was made by Trustee Charboneau, seconded by Trustee Minter, to approve entering into a contract with Aztek for web design services in an amount up to \$40,045. Discussion: None. Vote: all ayes. The motion carried.

9. PUBLIC COMMENT

There were no public comments.

Next meeting: The next meeting will be held at 3:30 p.m. on December 9, 2013 at the Idea Center at PlayhouseSquare in the Miller Classroom.

10. ADJOURNMENT

Motion by Trustee Johnson, seconded by Trustee Charboneau, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 4:33 p.m.

Sari Feldman, President, Board of Trustees

Attest:

Matthew Charboneau, Secretary, Board of Trustees



MEMORANDUM

Date: November 18, 2013
To: CAC Board of Trustees
From: Jill M. Paulsen, director of grant programs and Stacey Hoffman, program manager
Re: 2014 Project Support: 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 2014, the program's purpose, general structure and eligibility requirements remain the same as last year. Due to CAC's increased outreach and ramped-up technical assistance, staff is pleased to recommend to the Board a slate of 139 grants totaling \$1,891,902 for the 2014 Project Support program.

Board Actions

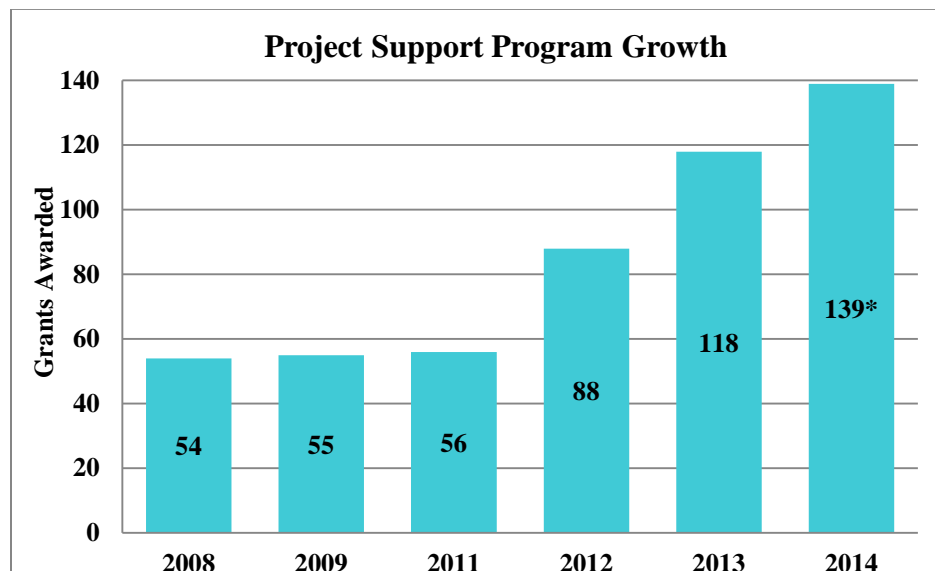
At the November 18 meeting, we look to the board to formally approve Project Support 2014:

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

Further background on the program and detail on each of the three Board decision points are included in the following memo.

2014 Project Support garnered the largest number of applications in CAC's history.

If approved, the 2014 PS cohort will include 139 grant recipients, an increase of 18% from 2013 PS. This planned growth – made possible, in part, due to higher than anticipated revenue returns – reflects CAC's goal to expand the Project Support program to serve more residents through additional arts and cultural activities throughout the County.



I. BACKGROUND

What stayed the same this cycle?

2014 marks the sixth time CAC is offering its annual program committed to supporting arts and cultural activities happening throughout the County. Project Support-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.

What changed this cycle and why?

While there were no major policy changes, as stewards of public funds, we are committed to continually improving the program. As such, we focused on the following:

Simplified Application: CAC developed a shorter, simpler and more straight-forward application for 2014. Specifically, the small grant application (Project Support II) had fewer questions and a simplified budget.

Targeted Outreach: Our research of nonprofits in the County indicated that we have not reached all potential applicants; there was room to grow participation in the Project Support program. We reached out to more than 300 previously untapped organizations and encouraged them to apply; this resulted in the desired outcome that CAC received the most applications in its history (153).

Served as a Resource: We offered targeted trainings in the community for 2014 Project Support applicants and more robust technical assistance to prepare applicants for success. We created new webinars to help with key components of the application, including support materials and budgeting. The videos garnered nearly 200 views.

What was the result?

The following sections highlight organizations in the applicant pool, how they performed and what we learned to help us improve the program in the future.

II. APPLICANT POOL OVERVIEW & TRAININGS

Participation Jumps in 2014 Project Support

One hundred and fifty-three organizations submitted eligible applications that were reviewed by the panel. This is an increase of more than 20% from 2013, the previous record number of submissions. Targeted, intentional outreach led to 35 new applicants (23% of the applicant pool). If approved, the 2014 PS cohort will include 139 grant recipients, an increase of 18% over 2013 (see chart below).

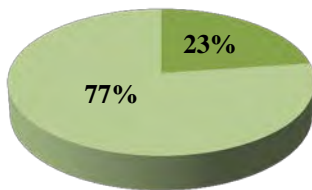
Increase in Participation between 2012 and 2014

Number of organizations successful at each application step	2012 PS	2013 PS	2014 PS	Increase between 2013 & 2014
Organizations that submitted an application	100	128	153	20%
Organizations funded	88	118	139*	18%

**Pending Board approval*

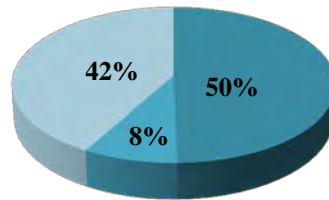
1. New vs. Previous Applicants

■ New ■ Previous



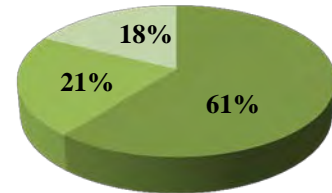
2. Applicants per Program

■ PS II ■ PS UG ■ PS I



3. Geographic Distribution

■ Cleveland
■ Eastern Suburbs
■ Western and Southern Suburbs



First-time applicants made up 23% of the applications received (Chart 1). The majority (50%) of organizations applied to the Project Support II small grants program, versus 42% to Project Support I and 8% to Project Support for Units of Government (Chart 2). The geographic location of applicants remains in line with past years, with a majority of applicants based in the City of Cleveland (Chart 3).

More applicants than ever participated in training opportunities

More than 80 applicants attended four workshops in Cleveland Heights, downtown Cleveland, Lakewood and Independence, to learn more about the 2014 Project Support application and review process.

For the first time, staff also created three videos as learning tools to help applicants with specific aspects of the application, including support materials and budgeting. The videos received nearly 200 views. As always, staff also provided personalized technical assistance to applicants through one-on-one meetings, “help-desk” calls, and regular emails leading up to the deadline.

III. PANEL REVIEW MEETINGS

Panelists and day-of panel process

A Board-approved roster of 18 qualified arts and culture professionals served as 2014 Project Support 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 153 applications on October 14-17 during public meetings at the Idea Center at PlayhouseSquare. Each application was deliberated and scored by the panel in accordance with the funding criteria from page 3 of the PS 2014 Grant Program Guidelines (PS I; PS UG; PS II). Approximately 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. Notably, CAC had over 600 unique visitors (about twice the normal visits) to its website during the four-day period. CAC distributed an Audience Guide (PS I/UG; PS II) to help all in-person and online observers understand the panel review process.

Using audio tracks as educational tools

The 2014 PS panel review meetings were recorded for the public record and are accessible on our website ([PS I/UG](#); [PS II](#)). The applicants received their scores via email the week after panel and received their 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 boards. 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 (October 15 and 17), CAC invited audience members and panelists to participate in an informal public comment session. That discussion is recorded on its own track for each panel day ([PS I/UG](#); [PS II](#)). Staff uses this feedback to inform our future work.

In addition, CAC surveyed all panelists and applicants to gather data on the entire process. Three headlines emerge from our surveys:

- 1) Respondents appreciated CAC's technical assistance and ongoing communication throughout the application process. Ninety-three percent agreed that the information helped them to succeed in completing the application.
- 2) Applicants view the panel process as a learning opportunity. Most applicants attended the panel review in-person and many had their colleagues and board members listen to the live audio stream online.
- 3) CAC staff is committed to continued improvement. 54 percent of respondents indicated that the overall PS cycle experience was better or much better compared to past years.

IV. LESSONS LEARNED

Thinking ahead to 2015

While the 2014 grant period is only just about to kick-off, staff has already identified where we can improve our work for future grant cycles.

Assess progress to-date: As we enter our sixth year of project support funding, we'll look to gain a better understanding of the Project Support cohort and the program's successes. Staff is conducting a baseline analysis to understand our grant portfolio, test our assumptions and use the research to inform our 2015 programs. We will share results with the Board in early 2014.

Serve as a Resource: In response to consistent panel feedback and staff observations, CAC will once again increase technical assistance in 2014, preparing for Project Support in 2015. Topics for consideration include goal setting and evaluation techniques.

NEXT STEPS

With a summary of the 2014 Project Support 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 2014 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 the data in Appendices 1 and 2.

BOARD ACTION #1: Approve panel scores.

At the November 18 meeting, the board will be asked to approve 2014 Project Support panel scores.

- See Appendix 1 for a list of all 153 applicants' scores.
- See Appendix 2 for a list of the 14 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. The panelists' scores, with the high and low scores removed, were averaged for each application to determine the final score. All applicants that received a score of 70 or higher have been recommended for a grant. Any applicant with a score lower than 70 has not been recommended for a grant.

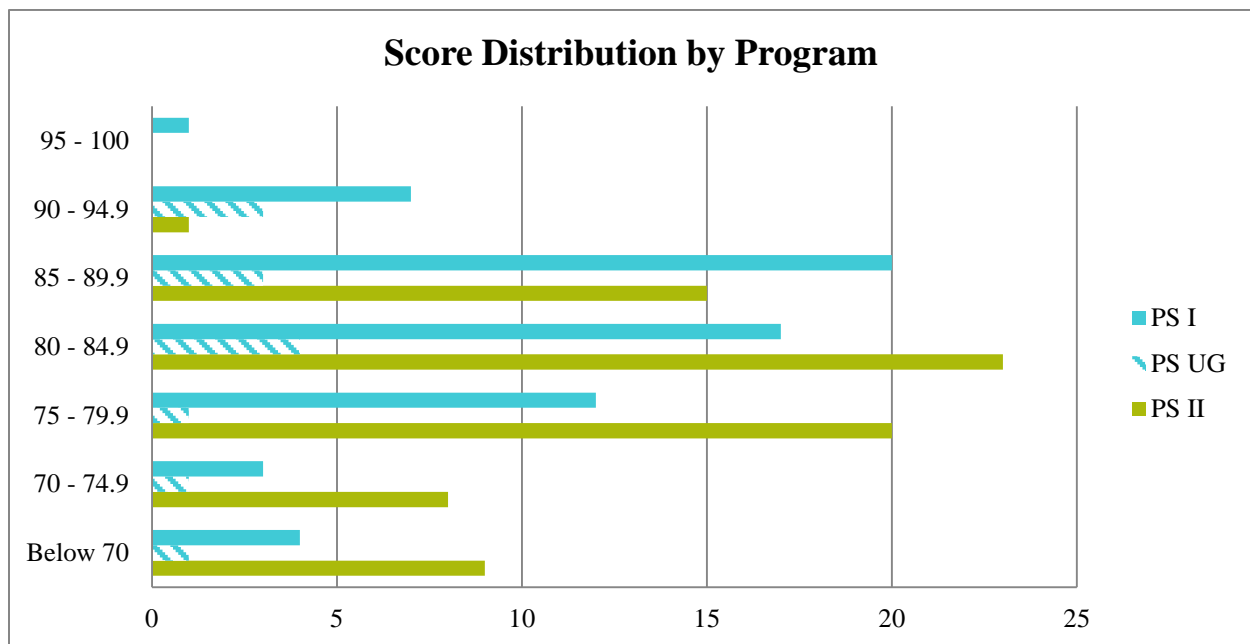
CAC's Funding Criteria

To reflect CAC's role as a public funder – committed to using public dollars to benefit the public – CAC weighted Public Benefit more heavily than the other two funding criteria. This means that 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 2014 PS 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

139 applications received a score of 70 points or higher, while 14 applications received a score below 70 points.



BOARD ACTION #2: Allocate 2014 Project Support funds.

At the November 18 meeting, the Board will be asked to allocate funding for: Project Support I; Project Support for Units of Government; and Project Support II totaling \$1,891,902.

- 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.

Recommended allocation figures are guided by the CAC Board-approved [Allocation Policy](#), which notes “CAC will endeavor to grow the (Project Support) program and provide meaningful grants that meet community demand.” The 2014 Project Support allocation, while a measurable increase over 2013, is in line with the stated 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.

The recommended increased investment in the Project Support does not impact the 2014 General Operating Support allocation recommendation; that figure is determined through a separate process.

History of Allocations and Grants Paid

Program Year	Allocation	Awarded	Paid Out	% of Allocation Paid Out
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	93%
PS 2012	\$1,029,164	\$1,029,164	\$999,932	97%
PS 2013	\$1,559,218	\$1,559,218	In progress	
PS 2014	\$1,891,902*		To be determined	

**Pending Board approval on November 18, 2013*

Board Action #2: Allocation

We ask that the Board approve the following allocations for the 2014 Project Support program:

1. \$1,731,526 to 501c3 organizations
 - \$1,452,165 for Project Support I
 - \$279,361 for Project Support II
2. \$160,376 to Units of Government** for Project Support for Units of Government

Together, this makes for a **2014 Project Support allocation of \$1,891,902.**

**Note: Units of Government are funded through investment income earned on inactive monies.

BOARD ACTION #3: Approve grant award amounts.

At the November 18 meeting, the board will be asked to approve 2014 Project Support grant award amounts.

- See Appendix 1 for a list of all 139 cultural partners' grant award amounts.

Determining Grant Amounts

Grant award recommendations for 2014 Project Support are determined in a fair and impartial manner in which score matters. A curve is applied to all average scores above 70 for the PS I and Units of Government applicants, which were reviewed by the same set of panelists. We repeated the process for the scores of the PS II applicants. By applying a curve, the single highest scoring application from each review group will receive 100% of their grant award request; all others will receive an amount equivalent to its score plus the curve. For PS I and Units of Government the curve is 4.67 points, for PS II it is 5.86 points.

Board Action #3: Grant Amounts

Recommended total grants and grant amounts for 2014 Project Support are:

1. 127 grants totaling of \$1,731,526 to 501c3 organizations
2. 12 grants totaling \$160,376 to units of government

If approved, the 2014 Project Support portfolio will be made up of **139 grants totaling \$1,891,902.**

NEXT STEPS: November 18 Board Meeting

We look forward to a lively and productive discussion with you at the November 18 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

2014 Project Support I Applicants			Board Action #1		Board Action #3
Panel Scores and Funding Recommendations (ranked by highest score)					
#	Organization	Request	Score	% of Request	Award
1	Morgan Art of Papermaking Conservatory & Educational Fdn.	\$49,522	95.33	100	\$49,522
2	Open Doors, Inc.	\$50,000	93.17	97.84%	\$48,920
3	Friends of Cleveland School of the Arts	\$21,036	92.17	96.84%	\$20,371
4	Theater Ninjas	\$9,862	91.83	96.50%	\$9,517
5	St Clair Superior Development Corporation	\$15,650	91.67	96.34%	\$15,077
6	CityMusic Cleveland	\$50,000	91.33	96.00%	\$48,000
7	Hospice of the Western Reserve, Inc.	\$36,000	90.67	95.34%	\$34,322
8	Arts Collinwood, Inc.	\$38,000	90	94.67%	\$35,975
9	Ensemble Theatre of Cleveland	\$21,787	89.5	94.17%	\$20,517
10	Scenarios USA	\$50,000	89.33	94.00%	\$47,000
11	Ohio City Incorporated	\$8,237	88.83	93.50%	\$7,702
12	Boys & Girls Clubs of Cleveland	\$27,128	88.67	93.34%	\$25,321
13	University Circle Inc. (UCI)	\$50,000	88.33	93.00%	\$46,500
14	The Musical Theater Project	\$30,000	88.17	92.84%	\$27,852
15	Building Bridges Murals, Inc.	\$5,600	88	92.68%	\$5,190
16	Art Therapy Studio	\$46,100	87.67	92.34%	\$42,569
17	ChamberFest Cleveland	\$21,826	87.67	92.34%	\$20,154
18	Shore Civic Centre Corporation	\$14,400	86.83	91.50%	\$13,176
19	Broadway School of Music & the Arts	\$25,645	86.67	91.34%	\$23,424
20	Northeast Shores Development Corporation	\$50,000	86.67	91.34%	\$45,670
21	Merrick House	\$12,850	86.5	91.17%	\$11,715
22	Berea Arts Fest	\$14,166	86	90.67%	\$12,844
23	Tremont West Development Corporation	\$23,793	85.67	90.34%	\$21,495
24	Baldwin Wallace University	50,000	85.5	90.17%	\$45,085
25	convergence-continuum	\$12,700	85.33	90.00%	\$11,430
26	Downtown Cleveland Alliance	\$50,000	85.33	90.00%	\$45,000
27	Independent Pictures	\$10,100	85.33	90.00%	\$9,090
28	Duffy Liturgical Dance	\$20,000	85	89.67%	\$17,934
29	West Side Community House	\$20,575	84.83	89.50%	\$18,415
30	Fevered Dreams Productions	\$15,162	84.67	89.34%	\$13,546
31	Inlet Dance Theatre	\$42,532	84	88.67%	\$37,713
32	Jennings Center for Older Adults	\$20,051	84	88.67%	\$17,779
33	Chagrin Foundation for Arts and Culture	\$36,185	83.83	88.50%	\$32,024
34	The Singers' Club of Cleveland	\$12,400	83.67	88.34%	\$10,954
35	Local 4 Music Fund	\$21,773	83.33	88.00%	\$19,160
36	Historic Gateway Neighborhood Corporation	\$12,061	83.17	87.84%	\$10,594
37	North Union Farmers Market	\$13,157	83	87.67%	\$11,535
38	Music and Art at Trinity Cathedral	\$21,130	82.83	87.50%	\$18,489
39	Cleveland Contemporary Chinese Culture Association	\$18,000	82.5	87.17%	\$15,691
40	Historic Warehouse District Development Corporation	\$11,837	81.67	86.34%	\$10,220
41	Detroit Shoreway Community Development Organization	\$40,000	81.17	85.84%	\$34,336
42	Earth Day Coalition	\$49,094	81.17	85.84%	\$42,142

2014 Project Support I Applicants (continued)			Board Action #1		Board Action #3
Panel Scores and Funding Recommendations (ranked by highest score)					
#	Organization	Request	Score	% of Request	Award
43	Mandel Jewish Community Center of Cleveland	\$50,000	81.17	85.84%	\$42,920
44	Cleveland Center for Arts and Technology	\$50,000	80.17	84.84%	\$42,420
45	Foluke Cultural Arts Center, Inc.	\$15,446	80	84.67%	\$13,078
46	Mercury Summer Stock	\$13,758	79.83	84.50%	\$11,626
47	Art House Inc.	\$50,000	79.5	84.17%	\$42,085
48	The City Club of Cleveland	\$17,500	79.33	84.00%	\$14,700
49	Cleveland Festival of Art & Technology	\$50,000	78.67	83.34%	\$41,670
50	Orange Community Arts Council	\$46,226	78.67	83.34%	\$38,525
51	The West Shore Chorale	\$10,256	78.67	83.34%	\$8,547
52	Cleveland Women's Orchestra	\$9,325	78.5	83.17%	\$7,756
53	The Cleveland Chamber Music Society	\$20,000	78.5	83.17%	\$16,634
54	Olmsted Performing Arts	\$15,044	76.83	81.50%	\$12,261
55	Cleveland TOPS Swingband	\$16,084	76.67	81.34%	\$13,083
56	Notre Dame College	\$32,048	76.33	81.00%	\$25,959
57	Bureau of Drug Abuse, Cleveland Treatment Center, Inc.	\$14,678	75.67	80.34%	\$11,792
58	Clague Playhouse, Inc.	\$21,570	73.33	78.00%	\$16,825
59	Cassidy Theatre, Inc.	\$34,500	72.83	77.50%	\$26,738
60	Artists Archives of the Western Reserve	\$15,000	72.5	77.17%	\$11,576
61	Cleveland Arts Prize	\$46,350	68.67	-	-
62	Art Song Festival	\$16,486	67.5	-	-
63	The McGregor Home	\$17,253	64	-	-
64	Neighborhood Housing Services of Greater Cleveland, Inc.	\$8,738	57	-	-
Board Action #2	TOTAL ALLOCATION for PS I	\$1,718,621	N/A	N/A	\$1,452,165

2014 Project Support for Units of Government Applicants			Board Action #1		Board Action #3
Panel Scores and Funding Recommendations (ranked by highest score)					
#	Organization	Request	Score	% of Request	Award
1	City of Cleveland, Division of Recreation	\$20,000	92.33	97.00%	\$19,400
2	Cleveland Metroparks	\$10,150	92.17	96.84%	\$9,829
3	Cleveland Metropolitan School District	\$20,000	92	96.67%	\$19,334
4	Orange City School District	\$20,000	89.67	94.34%	\$18,868
5	Cleveland Urban Design Collaborative	\$20,000	85.83	90.50%	\$18,100
6	Cleveland Public Library	\$15,000	85.67	90.34%	\$13,551
7	Cuyahoga Community College	\$20,000	84.67	89.34%	\$17,868
8	Rocky River Public Library	\$2,500	80.83	85.52%	\$2,138
9	City of Euclid	\$20,000	80.67	85.34%	\$17,068
10	City of Cleveland Heights	\$20,000	80.17	84.84%	\$16,968
11	City of Strongsville	\$4,140	77.5	82.17%	\$3,402
12	City of Rocky River	\$5,000	72.33	77.00%	\$3,850
13	City of Bedford	\$4,750	67.83	-	-
Board Action #2	TOTAL ALLOCATION for PS for Units of Government	\$181,540	N/A	N/A	\$160,376

2014 Project Support II Applicants			Board Action #1		Board Action #3
Panel Scores and Funding Recommendations (ranked by highest score)					
#	Organization	Request	Score	% of Request	Award
1	Bellaire Puritas Development Corp.	\$5,000	94.14	100	\$5,000
2	Woodland Cemetery Foundation of Cleveland, Ohio	\$5,000	89.86	95.72%	\$4,786
3	Slavic Village Development	\$4,900	89.29	95.14%	\$4,662
4	Eliza Bryant Village	\$5,000	88.86	94.72%	\$4,736
5	West Side Catholic Center	\$5,000	88.57	94.44%	\$4,722
6	MorrisonDance	\$5,000	87.71	93.58%	\$4,679
7	Youth Challenge	\$5,000	87.71	93.58%	\$4,679
8	Irish American Archives Society	\$5,000	87.14	93.00%	\$4,650
9	Shaker Arts Council	\$5,000	86.86	92.72%	\$4,636
10	Housing Research & Advocacy Center	\$5,000	86.57	92.44%	\$4,622
11	Cleveland Composers Guild	\$5,000	86.29	92.16%	\$4,608
12	Cleveland Classical Guitar Society	\$5,000	85.71	91.58%	\$4,579
13	America SCORES Cleveland	\$5,000	85.57	91.44%	\$4,572
14	Arts Renaissance Tremont	\$5,000	85.43	91.30%	\$4,565
15	Cleveland Chamber Symphony	\$5,000	85.29	91.16%	\$4,558
16	Reaching Heights	\$5,000	85.14	91.00%	\$4,550
17	Kamm's Corners Development Corporation	\$5,000	84.86	90.72%	\$4,536
18	St. Malachi Center	\$3,800	84.86	90.71%	\$3,447
19	FutureHeights	\$5,000	84.43	90.30%	\$4,515
20	Joyful Noise Neighborhood Music School	\$4,950	84.29	90.14%	\$4,462

2014 Project Support II Applicants (continued)				Board Action #1		Board Action #3
Panel Scores and Funding Recommendations (ranked by highest score)						
#	Organization	Request	Score	% of Request	Award	
21	American Slovenian Polka Foundation	\$5,000	84.14	90.00%	\$4,500	
22	Choral Arts Society of Cleveland	\$4,468	83.86	89.73%	\$4,009	
23	Dancevert	\$5,000	83.43	89.30%	\$4,465	
24	Doan Brook Watershed Partnership	\$4,345	83.29	89.16%	\$3,874	
25	LakewoodAlive, Inc.	\$5,000	83.14	89.00%	\$4,450	
26	Catholic Charities Corporation	\$5,000	83	88.86%	\$4,443	
27	Schuhplattler und Trachtenverein Bavaria	\$5,000	82.43	88.30%	\$4,415	
28	Western Reserve Chorale	\$5,000	82.43	88.30%	\$4,415	
29	Westlake Chinese Cultural Association	\$5,000	82.43	88.30%	\$4,415	
30	Cudell Improvement, Inc.	\$5,000	82.14	88.00%	\$4,400	
31	Lake Erie Ink: a writing space for youth	\$5,000	82.14	88.00%	\$4,400	
32	Cleveland City Dance Company	\$5,000	82	87.86%	\$4,393	
33	Quire Cleveland	\$5,000	81.86	87.72%	\$4,386	
34	Cleveland UMADAOP	\$5,000	81.71	87.58%	\$4,379	
35	Old Brooklyn Community Development Corporation	\$5,000	81.71	87.58%	\$4,379	
36	Cesear's Forum	\$5,000	80.86	86.72%	\$4,336	
37	Operation StandUP!	\$5,000	80.86	86.72%	\$4,336	
38	Cleveland Shakespeare Festival	\$5,000	80.57	86.44%	\$4,322	
39	Broadview Heights Spotlights	\$5,000	80.14	86.00%	\$4,300	
40	Restore Cleveland Hope, Inc.	\$2,462	79.86	85.70%	\$2,110	
41	Symphony West Orchestra	\$5,000	79.86	85.72%	\$4,286	
42	Talespinner Children's Theatre	\$5,000	79.43	85.30%	\$4,265	
43	Case Western Reserve University	\$5,000	79	84.86%	\$4,243	
44	Cleveland Rape Crisis Center	\$5,000	79	84.86%	\$4,243	
45	Jewish Federation of Cleveland	\$5,000	78.86	84.72%	\$4,236	
46	Organization of Chinese Americans of Greater Cleveland	\$3,000	78.86	84.73%	\$2,542	
47	VSAO/Cleveland Division (Very Special Arts)	\$5,000	78.43	84.30%	\$4,215	
48	Northeast Ohio Council on Higher Education	\$5,000	78.14	84.00%	\$4,200	
49	Arts in Strongsville	\$5,000	77.57	83.44%	\$4,172	
50	The Roberto Ocasio Foundation	\$5,000	77.57	83.44%	\$4,172	
51	Mt. Pleasant Community Zone (MPCZ)	\$5,000	77.29	83.16%	\$4,158	
52	Westown Community Development Corporation	\$5,000	77.14	83.00%	\$4,150	
53	Opera Per Tutti	\$5,000	76.86	82.72%	\$4,136	
54	Achievement Centers for Children	\$5,000	76.14	82.00%	\$4,100	
55	Ursuline College	\$5,000	76	81.86%	\$4,093	
56	Good Company: a Vocal Ensemble	\$5,000	75.86	81.72%	\$4,086	
57	Benjamin Rose Institute	\$5,000	75.71	81.58%	\$4,079	
58	Cedar Fairmount Special Improvement District	\$5,000	75.57	81.44%	\$4,072	
59	One World Shop	\$5,000	75.43	81.30%	\$4,065	
60	Jewish Family Service Association of Cleveland	\$5,000	74.86	80.72%	\$4,036	
61	Musical Upcoming Stars in the Classics	\$4,500	74.86	80.71%	\$3,632	
62	Suburban Symphony Orchestra	\$4,003	72.43	78.29%	\$3,134	
63	Beachwood Historical Society	\$2,200	72.29	78.14%	\$1,719	
64	Cleveland Grays Armory Museum	\$4,582	71.86	77.72%	\$3,561	

2014 Project Support II Applicants (continued)			Board Action #1		Board Action #3
Panel Scores and Funding Recommendations (ranked by highest score)					
#	Organization	Request	Score	% of Request	Award
65	FiveOne Music, Inc.	\$2,265	71.86	77.70%	\$1,760
66	Cuyahoga Valley Preservation and Scenic Railway Association	\$5,000	71.57	77.44%	\$3,872
67	Teaching Cleveland Foundation	\$5,000	71	76.86%	\$3,843
68	Burten, Bell, Carr Development, Inc.	\$5,000	69.71	-	-
69	Dunham Tavern Museum	\$5,000	67.86	-	-
70	Great Lakes Youth Ballet Company	\$5,000	67.43	-	-
71	Greater Cleveland Sports Commission	\$5,000	62.86	-	-
72	Ohio City Bicycle Co-op, Inc.	\$4,000	61.43	-	-
73	Wake Up And Live's Actors' Studio	\$5,000	58	-	-
74	Famicos Foundation	\$5,000	56.43	-	-
75	Historical Society of Old Brooklyn	\$2,000	51.86	-	-
76	MidTown Cleveland, Inc.	\$5,000	41.29	-	-
Board Action #2	TOTAL ALLOCATION for PS II	\$361,475	N/A	N/A	\$279,361

APPENDIX 2: Reference for Board Action #1

Applicants Scoring Below 70 Points: Not Recommended for Funding

**Indicates Past Grant Recipient*

2014 Project Support I

1. *Art Song Festival** – Panel Score: 67.5
Panel Comments:
 - Limited evidence of public benefit/engagement
 - Limited evidence of understanding of community
 - Application lacked details

2. *Cleveland Arts Prize** – Panel Score: 68.67
Panel Comments:
 - Limited evidence of public benefit
 - Limited evidence of artistic and cultural vibrancy

3. *Neighborhood Housing Services of Greater Cleveland, Inc.* – Panel Score: 57
Panel Comments:
 - Limited evidence of public benefit
 - Community served was not defined
 - Selection process of artists unclear

4. *The McGregor Home* – Panel Score: 64
Panel Comments:
 - Application lacked details
 - Partners/collaborators unclear
 - Unrealistic timetable to complete project

2014 Project Support for Units of Government

1. *City of Bedford** – Panel Score: 67.83
Panel Comments:
 - Limited evidence of artistic and cultural vibrancy
 - Role of stakeholders not well defined
 - Application lacked details

2014 Project Support II

1. *Burten, Bell, Carr Development, Inc.** – Panel Score: 69.71
Panel Comments:
 - Application lacked details
 - Limited evidence of understanding of community served
 - Weak evidence of organizational capacity
 - Vague project goals and measures
 - Selection process of films unclear

(continued)

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

**Indicates Past Grant Recipient*

2. *Dunham Tavern Museum* – Panel Score: 67.86

Panel Comments:

- Application lacked details
- Limited evidence of artistic and cultural vibrancy

3. *Famicos Foundation** – Panel Score: 56.43

Panel Comments:

- Project appears to be for a fiscal sponsor (Not eligible per CAC's PS Guidelines)
- Difficult to assess arts and cultural vibrancy; limited details on artists and cultural professionals
- Concerns with organizational capacity

4. *Great Lakes Youth Ballet Company** – Panel Score: 67.43

Panel Comments:

- Project goal not aligned with funding criteria
- Limited details on stakeholders

5. *Greater Cleveland Sports Commission* – Panel Score: 62.86

Panel Comments:

- Limited evidence of connection to community
- Concerns with project budget; lacked detail

6. *Historical Society of Old Brooklyn** – Panel Score: 51.86

Panel Comments:

- Limited evidence of public benefit/engagement
- Limited evidence of artistic and cultural vibrancy

7. *MidTown Cleveland, Inc.** – Panel Score: 41.29

Panel Comments:

- Limited evidence of public benefit/engagement
- No evidence of artistic and cultural vibrancy
- Application did not demonstrate meaningful relationships with other stakeholders

8. *Ohio City Bicycle Co-op, Inc.* – Panel Score: 61.43

Panel Comments:

- Application lacked details
- Limited evidence of artistic and cultural vibrancy

9. *Wake Up and Live's Actors' Studio* – Panel Score: 58

Panel Comments:

- Limited evidence of public benefit/engagement