

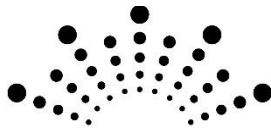


**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Mandel JCC - 26001 South Woodland Road
Beachwood, Ohio 44122

Monday, November 14, 2016, 4:00 pm

- 1. Call to order**
- 2. Welcome Remarks**
- 3. Approval of minutes**
- 4. Public Comment on Today's Agenda**
- 5. Executive Director's Report**
- 6. Finance Report**
- 7. Connect with Culture**
- 8. Discussion: Individual Artist Funding**
- 9. Board Action**
 - a. Project Support 2017 – Joe calls on Dan
 - i. Approve scores
 - ii. Approve allocation
 - iii. Approve grants
 - b. General Operating Support – Joe calls on Nicole
 - i. Affirm CAC's commitment to 2017 grants and authority to enter into grant contracts
- 10. Public Comment**

Next Meeting: December 12, 2016
3:30 pm: executive session to consider the compensation of our public employees
4 pm: meeting
Idea Center at Playhouse Square, 1375 Euclid Avenue, Cleveland
- 11. Adjourn to reception**



cuyahoga
arts & culture
strengthening community

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 \$140 million dollars in more than 300 arts and cultural organizations in Cuyahoga County.

Our Grantmaking

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

Our Values

We ground our work in our values and guiding principles:

- Accountability
- Impartiality
- Transparency
- Partnership

Our Board of Trustees

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

Current Trustees:

[Mark Avsec](#), Musician and Attorney, Benesch, Friedlander, Coplan & Aronoff, LLP

[Gwendolyn Garth](#), Artist and Activist, Kings & Queens of Art

[Joseph Gibbons](#), Attorney, Schneider Smeltz Spieth Bell LLP

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

[Charna Sherman](#), Attorney, Charna E. Sherman Law Offices Co., LPA

For more information, visit www.cacgrants.org.

**Executive Director's Report
Regular Meeting of the Board of Trustees
14 November 2016**

Thank you for joining us for today's important meeting. We are pleased to welcome County Executive Armond Budish to this conversation and celebration. He, along with his wife, Amy, has been a consistent champion for the role of arts in strengthening communities, and we look forward to his opening remarks.

We have much to celebrate, beginning with celebrating the work of over 180 organizations that will be recommended for project support grants today. The recommendations before you reflect our team's best thinking about how to live our mission – inspiring and strengthening the community by investing in arts and culture – and I hope you are as proud as we are of the creativity and imagination that these investments will help bring to life.

I have spent much time reflecting on the important conversation that we had at our public work session on November 3rd, at which we described what we have learned through our listening and planning work and what it means for our future. Thank you all – and the members of our Community Sounding Board that were present – for a rich and robust conversation. You clearly embrace what the data is telling us: that we need to find ways to support arts and cultural activity that takes place both within existing systems and that which happens in informal spaces, through new forms of participation, and for all residents of Cuyahoga County, regardless of race or class. We look forward to creating our planning roadmap with your input and presenting it to you at our December 12th meeting.

Three other items of note:

- Beginning on page 17, you will see an outline for a shift in the way CAC funds individual artists. Our planning and listening work has affirmed the need for continued funding for individual artists, with a focus on supporting emerging artists and artists of color who wish to use their creativity to help improve communities and drive community change. We are proposing a new partnership with National Arts Strategies whereby they will bring their internationally recognized Creative Community Fellowship to Cuyahoga County, a program designed to empower artists for social change. We intend to bring a proposal to you in December 2016; the new program is slated to begin in January 2017 and will provide an opportunity for artists to apply to participate and receive funding in 2017. We look forward to the discussion.
- On pages 34-35, you will see a memo outlining our initial thinking about CAC's 2017 operating budget. The budget discussion will take place at our December meeting; the memo is a preview of the ways that we intend to use our operating budget to bring our plans to life. While we won't spend time on it in today's meeting, if you have questions or comments between now and December 12, I hope you will connect with Meg Harris or with me.
- Our December meeting begins with an executive session to consider the compensation of our public employees and it ends with our annual Records Retention Committee meeting. Please make sure that the 3:30 pm – 6 pm timeslot is clear in your calendars for that date.

Thanks, as always, for your attention to the important matters before the Board today.

CAC Board Meeting November 14, 2016 Updates from Staff

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work that are mindful of the staff team [agreements](#) that we have made with one another, and grounded in CAC's [Mission, Vision & Values](#). Once again, our team objectives fall into three areas: 1) grantmaking and knowledge-building; 2) raising awareness; and 3) building internal capacity.

To frame our work for the remainder of 2016, **what follows is the list of our team objectives (in blue)**, including specific actions we're already taking or will take in Q4 to reach our goals.

GRANTMAKING & KNOWLEDGE-BUILDING

1. Complete our comprehensive organizational planning process, with a strong emphasis on finding ways for the public to shape our work. We aim to have a plan in place and approved by CAC's Board by the September 2016 Board meeting.

We're pleased to share a summary of our intensive summer **community listening project** as part of our organizational planning process, which was discussed in detail at our November 3 special Board meeting. A variety of activities were implemented to expand relationships between CAC and residents of Cuyahoga County and help us better understand: *how can we best support the cultural life of Cuyahoga County residents today, and in the future?* To this end, we carried out:

- An online survey **completed by 800 residents** that asked about their creative life: what activities they do that are meaningful, where they do them and what else they would like to see in our community.
- In-person collection of an **additional 1,200 surveys collected** by a "street team" of 18 trained volunteers who spent **more than 250 hours in the community**, holding conversations in diverse locations with a broad range of residents.
- **Deep-dive conversations in eight communities** across Cuyahoga County, using local facilitators and in partnership with community-based organizations, we gathered with **more than 175 residents**, collecting additional data and forming new relationships, while raising awareness about Cuyahoga Arts & Culture. Learn more about the [process of our community listening project](#).



Listening Session held at Golden Ciphers in Slavic Village.

Following our Board discussion on November 3 and additional conversations with our project consultants, CAC staff, and our [community sounding board](#) of local leaders, we look forward to presenting a "roadmap" of key focus areas for CAC's work over the next several years. We anticipate presenting this information for the Board's review and approval at the December meeting. At that time, we look forward to launching a website to share this extensive project and its findings, and to serve as a

hub of information for residents and cultural partners as we continue to expand our relationships and shape our grantmaking in response to what we heard and in continued support of our mission.

2. With the completion of our organizational plan, begin a **comprehensive review of all grant programs**, ensuring alignment with the goals and objectives outlined in the plan and identifying opportunities for the evolution of our programs. We aim to have ideas ready for Board discussion in Q1 2017.

- With the initial phase of our community listening complete, as well as having conducted an environmental scan on our peer public funders nationwide, the team is diving into **2018+ grant program planning**. In coming weeks, CAC staff, led by Jill, Nicole and Dan, will explore key issues that will shape the policies embedded in the grant guidelines we bring to the Board for its review and approval in April 2017. As a next step, staff anticipates presenting early-stage thinking to the Board as a part of our December organizational planning roadmap and offering a more formal memo of potential grant program changes at the February meeting.

3. Offer a robust, nimble and reimagined **Learning Agenda**, including a mix of at least quarterly convening opportunities (listening sessions, forums, webinars, workshops, etc.) for our cultural partners that is responsive to their needs/interests and reinforces CAC's priorities.

- On October 13, Cuyahoga Arts & Culture again partnered with **Baldwin Wallace University's Arts Management Program** and its Center for Innovation Growth for the second annual [Arts Innovation Summit](#). The program, which was moderated by Karen Gahl-Mills, featured CAC's cultural partners and local leaders: Liza Grossman (Contemporary Youth Orchestra), Bill Wade and Dominic Moore-Dunson (Inlet Dance Theatre), Brian Horsburgh (Brite Cleveland) and Fred Bidwell (FRONT International Exhibition), who shared their transformational work and networked with more than 150 students and members of the arts and cultural community.
- On December 7, CAC and **DataArts** (formerly known as Cultural Data Project), will host a workshop to orient our cultural partners to a new interface for the Cultural Data Profile. Cultural Partners in the Project Support I and General Operating Support cohorts use the online data system as part of their applications and reporting. We anticipate bringing to the Board, for its approval, a contract in December to continue CAC's commitment to this work.
- In addition, we continued to issue a [Cultural Partner Connections newsletter](#), a monthly resource for our grant recipients that links them to training opportunities, articles and more.

4. Building on the strong working relationships that we maintain with our cultural partners, serve as a connector and respond to emerging community needs through the provision of **expanded technical assistance and new grant/investment opportunities**; and through **connecting our cultural partners** to important civic events, such as the reopening of Public Square and the RNC in the summer of 2016.

- Earlier this year, CAC received a \$50,000 grant from the **National Endowment for the Arts** to support our project to provide funds for selected cultural partners to present programming on the newly designed Public Square in spring/summer of 2017. Later this year, we anticipate releasing a simple application to our cultural partners to present programming on the Square. We are

partnering with LAND studio and the Group Plan Commission on this project.

Other Items of Note

- **Our 2017 Project Support panels** were conducted in September. The Project Support I panel was held in-person at the Idea Center and livestreamed as in previous years. Nine panelists reviewed and scored 77 applications over two days. The Project Support II panel was conducted online with 16 panelists reviewing, scoring and leaving detailed comments for 116 applicant organizations. See the Project Support memo on pages 19-31 for results and additional details from both panels. Staff agrees that public benefit, the most heavily weighted of the funding criteria, was evident throughout the proceedings – both in-person and online. Surveys will be collected from both panelists and applicants to gather feedback on both the in-person and the online processes.
- We are happy to announce 28 new co-funded grants with **Neighborhood Connections** (a program of the Cleveland Foundation) for resident-led projects in Cleveland and East Cleveland. This program is important to CAC, as it helps us support grassroots, informal art that is happening for and by residents of color in neighborhoods where our other investments may not reach. Two exciting projects from this partnership include:
 - A project in the **Union Miles** neighborhood where young and older women learn drumming together.
 - Change Makers in the **Hough** neighborhood for the Invigorate Art Gallery @6500. This outdoor gallery will feature work of both professional and novice artists in the neighborhood and volunteers will be trained on how to curate, organize, and market the show. Please see the entire list of co-funded projects [here](#).

RAISING AWARENESS

1. Working with outside experts, and aligned with the outcomes of our organizational planning, finalize, in Q1, a robust **communications strategy** – complete with consistent messaging framework - that helps CAC communicate effectively with both CAC-funded organizations and the broader community. Involve all CAC team members in implementation of the strategy throughout 2016.

- Following the approval to extend our consulting relationship with Compelling Communications, Malissa Bodmann presented staff with a **comprehensive key messaging workshop**, designed to equip the team to put our core key messages (which were updated and finalized earlier this year) into action in their work.

The training is complemented by individualized staff check-ins with CAC's communications manager, Jake Sinatra, before year's end, to ensure the team is prepared to effectively communicate about CAC in daily work, and through external communications and events. We look forward to providing a similar training opportunity for our Board of Trustees in early 2017.

2. Connect directly with residents through our **expanded communications tools**, including more robust website features (calendar/events/jobs) (for Q2) and expanded volunteer street teams (for Q3), as well as

targeted outreach to specific communities where we currently lack connections (ongoing), to ensure that more residents see CAC has the hub for local arts information.

- With the first phase of updates completed on the events calendar webpage at ClevelandArtsEvents.com, staff resumed conversations with Aztek, our web developers, to make further usability enhancements to this page both for those listing their upcoming events and those using the calendar to find fun opportunities in their backyards. This second phase of work is now underway and will be completed by the end of the year.
- In addition to ongoing communications efforts to connect residents to our website, ClevelandArtsEvents.com, a new **targeted media e-blast** was recently launched to connect the media to the robust arts and cultural programs and events offered by our partners each month. By providing this resource to local media contacts, CAC can serve as a hub of information, drawing attention to vibrant events that smaller organizations may not have the capacity to publicize (or where relationships with media may not exist), and residents can continue to connect to the robust offering of arts and cultural activities available on our website. [See a recent media e-blast.](#)

Media Coverage, since our last Board meeting

Date	Title	Media Outlet
9/23/2016	Help shape the future with CAC	Freshwater Cleveland
9/27/2016	CAC grant panel reviews region's newest art projects	Freshwater Cleveland
10/6/2016	Missing Link: Revisiting gains and loss of Omaha's Metro Arts	Omaha Reader
10/25/2016	Homeless Men In Transition To Perform Original Play In Lakewood, November 11 At Lakewood Congregational	Lakewood Observer

BUILDING INTERNAL CAPACITY

1. Expand staff capacity through the strategic use of interns and volunteer resources, and in Q2, replace a current vacancy with a FTE for an expanded outreach role, enabling CAC to better connect with residents and reach previously untapped constituents.

- CAC staff is delighted to welcome our newest communications intern, Mariam Ghanem, to the team this fall/winter! Mariam is a student at Cleveland State University studying speech and hearing. She will be working with Roshi to ensure that the events calendar at ClevelandArtsEvents.com is up-to-date by providing technical assistance to cultural partners, researching and posting events, and tracking cultural partner activity on the page.



2. Informed by organizational planning and with the assistance of outside experts, hold quarterly team sessions to increase staff understanding of **diversity/equity/inclusion** issues and begin to incorporate learnings into our daily practice (operations, grantmaking and communications).

- On September 28th, Jessica attended a half day training with the **Racial Equity Institute** hosted by Cleveland Neighborhood Progress. This is the same training that Nicole and Jill also attended in April. The intention of this training is for community practitioners to explore and better understand the disparities and disproportionality of race in our communities and country in order to create more racially equitable organizations and systems over time. Since the program was brought to Cleveland by the Burton D. Morgan Foundation earlier this year, over 120 foundation and nonprofit practitioners (staff and board members) have participated.
- Karen and Jill attended **Grantmakers in the Arts and the Americans for the Arts USUAF convening** in St. Paul in mid-October. A primary focus of the gathering was racial equity – and how public and private funders must shift their operations and programming to address structural racism. From sessions on racial bias in grant panels to sharing recommendations for trainers to help funders gain understanding of equity issues, the learning was well-aligned with and will provide CAC good resources to continue our own work in the coming years.
- Nicole co-presented a Spark Talk – **Practicing Equity: Living at the Intersections** at the Wean Foundation in Warren. The three-hour workshop was facilitated with Evelyn Burnett, VP of Economic Opportunity at Cleveland Neighborhood Progress. This dynamic event involved discussion opportunities and concrete takeaways for 20 nonprofit professionals in the Mahoning Valley area. The October 18th talk expanded upon a 2015 event at Youngstown State University and will inform CAC's emerging DEI work.

3. Conduct team retreat in Q2, building off past work with Marcy Levy-Shankman and in coordination with our organizational planning, to reexamine our organizational values and ensure that our team remains high functioning, practices our agreed upon team norms and works in service of CAC's mission.

- Staff and Board continue to work through definitions of, and explore ways we will live, our newly crystalized **organizational values**, which emerged from our planning work. As discussed at recent Board meetings, they are: equity; discovery; trust; stewardship; service; and connection.

Other Items of Note

- CAC will host **Philanthropy Ohio's Northeast Ohio Arts Roundtable** – a quarterly luncheon and discussion. The event will be held on Thursday, December 8 at ideastream. Beth Tuttle, President and CEO of DataArts and staff will join the roundtable to provide an update on the launch of their new platform and discuss next steps nationally and in Ohio.

FINANCIAL UPDATE

2016 YTD

Revenue. Tax revenue through October 31 was \$ \$12,409,179. This figure is \$124,179 (1.01%) above forecast for the first ten months of the fiscal year and 5.23% below revenue for the same period in 2015. Interest revenue through October was \$177,912 This figure is above forecast by \$77,912 due to improved investment returns.

Expenditure. Cash expenditures through July were \$13,860,304 This figure is below the budgeted amount of \$14,160,009 primarily due to the timing of the grant payments. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2016 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 are invested as follows:

- RedTree Investment Group: \$16,342,151 (target yield 1.20%)
- STAR Ohio: \$2,992,460 (yield .68%)
- STAR Plus: \$501 (yield .4%)

Cuyahoga Arts & Culture				
Through 10/31/16				
Accrual Basis			\$ Over/Under Budget	% of Budget
	Actual	Budget (cash)		
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 12,409,179	\$ 12,285,000	\$ 124,179	101.01%
Interest	\$ 177,912	\$ 100,000	\$ 77,912	177.9%
Other revenue	\$ -	\$ 100,000	\$ (100,000)	
Total Revenue	\$ 12,587,091	\$ 12,485,000	\$ 102,091	100.8%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 265,311	\$ 338,144	\$ (72,832)	78.5%
Grant Panel Expenses	\$ 16,935	\$ 36,670	\$ (19,735)	
Grant Management Expenses	\$ 42,049	\$ 107,500	\$ (65,451)	39.1%
Awareness Activities	\$ 28,731	\$ 144,300	\$ (115,569)	19.9%
Grants**	\$ 14,947,174	\$ 12,912,124	\$ 2,035,050	115.8%
Total A&C Exenditures	\$ 15,300,201	\$ 13,538,738	\$ 1,761,463	113.0%
General & Administrative				
Salaries, Wages and Benefits	\$ 285,757	\$ 292,830	\$ (7,073)	97.6%
Facilities, Supplies, Equipment	\$ 82,595	\$ 104,942	\$ (22,347)	78.7%
Professional Fees	\$ 211,575	\$ 223,499	\$ (11,924)	94.7%
Total G&A Expenditures	\$ 579,927	\$ 621,271	\$ (41,344)	93.3%
Total Expenditures	\$ 15,880,128	\$ 14,160,009	\$ 1,720,119	112.1%
Net Ordinary Revenue	\$ (3,293,036)	\$ (1,675,009)	\$ (1,618,028)	

** Actual grants figure represents accrual for approved grants for 2016. Outstanding 2016 obligations are on the balance sheet.

	<u>Actual - Accrual</u>	<u>Budget - Cash</u>	<u>Actual - Cash</u>
Cash Expenditures	\$ 15,880,128	\$ 14,160,009	\$ 13,860,304

Cuyahoga Arts & Culture
Balance Sheet as of

Oct 31, 16

ASSETS

Current Assets

Checking/Savings

KeyBank	82,374.13
RedTree (U.S.Bank)	16,342,151.34
Star Ohio	2,992,460.16
STAR Plus	501.31

Total Checking/Savings 19,417,486.94

Accounts Receivable

11000 · Accounts Receivable 1,266,539.62

Total Accounts Receivable 1,266,539.62

Total Current Assets 20,684,026.56

Fixed Assets

15000 · Furniture and Equipment 72,702.67

15001 · Software and Webdesign 10,000.00

17000 · Accumulated Depreciation -70,825.02

Total Fixed Assets 11,877.65

TOTAL ASSETS 20,695,904.21

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 · Accounts Payable 19,917.50

Total Accounts Payable 19,917.50

Other Current Liabilities

24000 · Payroll Liabilities 6,365.45

24200 · GOS Grants 1,301,394.00

24300 · Project Support Grants 735,970.00

Total Other Current Liabilities 2,043,729.45

Total Current Liabilities 2,063,646.95

Total Liabilities 2,063,646.95

Equity

32000 · Operating Reserve 21,925,756.78

Net Income -3,293,499.52

Total Equity 18,632,257.26

TOTAL LIABILITIES & EQUITY 20,695,904.21

CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2016 ACTUAL REVENUE

Month	2015	2016	
	Monthly Tax	Monthly Tax	15-16% Change
JANUARY	\$ 1,289,666.03	\$ 979,521.54	-24.05%
FEBRUARY	\$ 1,086,964.52	\$ 1,060,158.47	-2.47%
MARCH	\$ 1,150,077.84	\$ 1,246,640.07	8.40%
APRIL	\$ 1,276,369.38	\$ 1,143,716.06	-10.39%
MAY	\$ 2,434,691.04	\$ 1,302,807.27	-46.49%
JUNE	\$ 1,268,582.63	\$ 2,435,737.96	92.00%
JULY	\$ 721,951.07	\$ 391,358.36	-45.79%
AUGUST	\$ 1,025,712.65	\$ 1,405,296.53	37.01%
SEPTEMBER	\$ 1,450,989.43	\$ 1,177,403.31	-18.86%
OCTOBER	\$ 1,389,226.45	\$ 1,266,539.62	-8.83%
NOVEMBER	\$ 1,368,395.91		
DECEMBER	\$ 1,524,020.14		
TOTALS	\$ 15,986,647.08	\$ 12,409,179.19	-5.23%



**Board of Trustees
2017 Meeting Schedule**

All regular meetings will held from 4:00 to 6:00 pm unless otherwise noted

Date	Location
Monday, February 13 (3:30 pm)	Idea Center, Miller Classroom 1375 Euclid Avenue Cleveland 44115
Monday, April 10 (<i>Annual Meeting</i>)	TBA
Monday, June 12 (4:00-8:30 pm, includes retreat)	TBA
Monday, September 11	TBA
Monday, November 13	TBA
Monday, December 11 (3:00-5:30 pm) (executive session to discuss annual performance review of staff)	Idea Center, Miller Classroom 1375 Euclid Avenue Cleveland 44115