



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Trinity Commons

2333 Prospect Ave E, Cleveland, OH 44115 (Room A/B)
Wednesday, December 14, 2022, 3:30 pm

1. Call to order, approval of minutes
 - a. Call to order
 - b. Call the roll
 - c. **Action:** Motion to approve November 9, 2022 regular meeting minutes
2. Executive Session – Motion to enter into executive session to consider the compensation of public employees (roll call vote)
 - a. **Action:** Approval of personnel report
3. Public Comment on Today’s Agenda
4. Executive Director Report
5. Action Items and Reports – Grantmaking
 - a. **Action:** approval of 2023 resident-led arts and culture grants
 - i. Neighborhood Connections and ioby grants
 - b. **Action:** approval of 2023 Support for Artist grants
 - i. Assembly, Julia de Burgos, Karamu House, SPACES grants
6. Action Items and Reports – Finance and General Business
 - a. Finance Report
 - b. **Action:** Approval of 2023 Budget
 - c. **Action:** Approval of contracts
 - i. Compelling Communications
 - ii. SMU DataArts grant
 - iii. R Strategy
7. Other Business
 - a. Assembly for the Arts - Update
8. Public Comment – General
9. Adjourn

Next Regular Meeting: February 15, 2023 at 4:00 pm – Trinity Commons



Minutes of the Regular Meeting of the Board of Trustees
Wednesday, November 9, 2022

A regular meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:06 p.m. at Parma Snow Branch of the Cuyahoga County Public Library, 2121 Snow Rd, Parma, OH

The roll call showed that Trustees Isenhart, McGowan, Mendez, Scott Taylor, and Sherman were present. It was determined that there was a quorum.

Also, in attendance were executive director Jill Paulsen and CAC staff.

President Mendez noted that CAC had been awarded Philanthropy Ohio's [2022 Michael G. Shinn Award for Diversity, Equity, Inclusion and Belonging in Philanthropy](#). She congratulated the staff and Board, including past members of the Board of Trustees under whom this work began in 2016, on winning the award. She reiterated the need for CAC to remain committed to equity moving forward. Trustee Sherman asked who nominated CAC for the award and requested that those materials be provided to her. Ms. Paulsen stated that Treye Johnson, formerly of the Federal Reserve and now of The George Gund Foundation, nominated CAC.

President Mendez stated that as the presiding officer she would once again use CAC's public comment policy and related time limits as a guide to manage a respectful and productive Board meeting.

1. APPROVAL OF MINUTES

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the minutes from the September 14, 2022 meeting. Discussion: Trustee Sherman said that she had some points she did not agree with in the minutes and provided the other Board members a handout of her response to the minutes. Vote: ayes: McGowan, Scott Taylor, Mendez. nays: Sherman. Abstain: Isenhart. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no comments on the meeting agenda items.

3. EXECUTIVE DIRECTOR'S REPORT

Ms. Paulsen thanked everyone for joining her and the Board. Ms. Paulsen's remarks can be found [here](#).

4. BOARD ACTION

Mr. Sinatra provided an overview of the 2023 grant application and panel review process, including the recommendations for 2023 grantmaking totaling \$11,755,225 for 273 organizations. Mr. Sinatra provided

summary comments which were included in the [grants memo](#) provided to the Board in advance of the meeting.

Approval of General Operating Support 2023 Grant Amounts

Mr. Sinatra presented the Board with the slate of 2023 General Operating Support grantees and highlighted 68 organizations recommended for funding.

The following actions were taken:

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2023 General Operating Support grant to Beck Center for the Arts. Discussion: None. Vote – Ayes: McGowan, Mendez, Sherman, Scott Taylor. Nays: None. Abstain: Isenhardt. The motion carried.

Organization	Grant Amount
Beck Center for the Arts	\$124,020

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2023 General Operating Support grant to Cleveland Museum of Art, Cleveland Public Theatre and SPACES. Discussion: None. Vote – Ayes: Isenhardt, McGowan, Mendez, Scott Taylor. Nays: None. Abstain: Sherman. The motion carried.

Organization	Grant Amount
SPACES	\$34,668
Cleveland Museum of Art	\$931,148
Cleveland Public Theatre	\$106,671

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the 2023 General Operating Support grants (below). Discussion: None. Vote: All ayes. The motion carried.

Organization	Grant Amount
Apollo's Fire Baroque Orchestra	\$101,762
Art House	\$20,482
Art Therapy Studio	\$44,895
Artists Archives of the Western Reserve	\$24,777
Assembly	\$41,599
BAYarts	\$55,757
Broadway School of Music and the Arts	\$21,623
Center for Arts-Inspired Learning	\$91,716
Chagrin Valley Little Theater	\$31,262
Children's Museum of Cleveland	\$98,233

Cleveland Ballet	\$41,618
Cleveland Botanical Garden	\$163,354
Cleveland Classical Guitar Society	\$25,544
Cleveland Institute of Music	\$507,024
Cleveland International Film Festival	\$139,394
Cleveland Jazz Orchestra	\$21,871
Cleveland Museum of Natural History	\$481,344
Cleveland Play House	\$312,221
Cleveland POPS Orchestra	\$62,064
Cleveland Restoration Society	\$75,049
Collective Arts Network	\$29,143
Contemporary Youth Orchestra	\$30,768
Dancing Wheels	\$35,898
Doan Brook Watershed Partnership	\$37,238
Dobama Theatre	\$48,164
Dunham Tavern Museum	\$14,198
Ensemble Theatre	\$18,900
Great Lakes Science Center	\$225,902
Great Lakes Theater	\$182,996
GroundWorks DanceTheater	\$43,362
Heights Arts	\$25,517
ICA - Art Conservation	\$86,746
Ideastream	\$590,496
Ingenuity	\$36,768
Inlet Dance Theatre	\$27,839
Karamu House	\$128,283
Lake Erie Ink	\$27,839
Lake Erie Nature & Science Center	\$79,747
LAND studio	\$143,765
Maltz Museum of Jewish Heritage	\$143,078
Morgan Art of Papermaking Conservatory and Educational Foundation	\$36,634
Museum of Contemporary Art Cleveland	\$140,402
Nature Center at Shaker Lakes	\$67,248
Near West Theatre	\$72,441
North Coast Men's Chorus	\$24,300
Piano Cleveland	\$55,555
Playhouse Square	\$1,164,989
Progressive Arts Alliance, now Arts Impact	\$45,371
Rainey Institute	\$87,227
Rock and Roll Hall of Fame and Museum	\$696,273
Roots of American Music	\$20,760
Shaker Historical Society	\$14,359

The Cleveland Opera	\$15,097
The Cleveland Orchestra	\$1,027,491
The Music Settlement	\$193,895
The Musical Theater Project	\$52,611
The Singing Angels	\$30,461
Ukrainian Museum-Archives	\$16,739
Valley Art Center	\$33,268
Verb Ballets	\$39,379
Western Reserve Historical Society	\$198,587
Zygote Press	\$27,284

Approval of Cultural Heritage 2023 Grants

Mr. Sinatra stated that the Board would be asked to approve the grant amounts and score for the 12 Cultural Heritage organizations recommended for funding.

The following action was taken after the presentation:

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the Cultural Heritage grants (below). Discussion: None. Vote: All Ayes. The motion carried.

Organization	Score	Grant Amount
AfricaHouse International		\$16,400
Buck Out Cleveland	93.5	\$8,953
Cleveland Association of Black Storytellers		\$5,000
Djapo Cultural Arts Institute		\$19,648
DuffyLit		\$22,613
Foluke Cultural Arts		\$30,000
Greater Cleveland Urban Film Foundation		\$30,000
Julia De Burgos Cultural Arts Center		\$30,000
LatinUs Theater Company		\$30,000
Mojuba! Dance Collective		\$9,658
Sankofa		\$5,000
Slovenian Museum and Archives		\$12,432

Approval of Project Support 2023 Grants

Mr. Sinatra stated that the Board would be asked to approve the grant amounts and scores for the 196 Project Support grants.

The following actions were taken after the presentations

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2023 Project Support scores and grant amounts for FRONT International and Jewish Federation of Cleveland. Discussion: Trustee Sherman asked if any grantees received their full grant request. Mr. Sinatra confirmed that 50

organizations received their full grant request. Trustee Sherman said she wanted to confirm whether any applicant requesting more than \$5,000 received their full request amount. Mr. Sinatra said they had not, based on their performance in panel review and the formula used to determine grant award amounts. Vote: Ayes: Isenhart, McGowan, Mendez, Scott Taylor. Abstain: Sherman. The motion carried.

Organization	Score	Grant Amount
FRONT International	81.25	\$ 16,250
Jewish Federation of Cleveland	76.00	\$ 15,200

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2023 Project Support scores and grant amounts (below). Discussion: None. Vote: All ayes. The motion carried.

Organization	Score	Grant Amount
Abrepaso Flamenco	82.25	\$ 4,000
Achievement Centers for Children	82.75	\$ 4,000
America Asian Pacific Islander Organization	90.00	\$ 5,000
America SCORES Cleveland	87.25	\$ 17,450
American Hungarian Friends of Scouting	75.00	\$ 10,184
American Slovenian Polka Foundation	81.00	\$ 4,000
Aradhana Committee	91.75	\$ 5,000
Art of Me	98.50	\$ 5,000
Artful	84.50	\$ 4,000
Arts Renaissance Tremont (ART)	87.25	\$ 4,000
Baldwin Wallace University	92.75	\$ 18,550
Barton Center, Inc.	85.75	\$ 4,000
Baseball Heritage Museum	76.75	\$ 4,000
Bellaire Puritas Development Corporation	89.25	\$ 5,000
Benjamin Rose Institute on Aging	89.50	\$ 5,000
Berea Arts Fest	82.00	\$ 5,050
BigHearted Blooms	90.75	\$ 5,000
Blazing River Freedom Band	82.75	\$ 1,056
BlueWater Chamber Orchestra	84.25	\$ 4,000
BorderLight	89.75	\$ 17,950
Brite Cleveland	89.75	\$ 17,950
Brooklyn Heights Service Clubs	82.25	\$ 4,000
Building Bridges Murals	83.75	\$ 4,000
Canalway Partners	86.75	\$ 4,000
Carolyn L. Farrell Foundation for Brain Health	78.50	\$ 15,700
Case Western Reserve University	85.25	\$ 4,000
Catholic Charities Diocese of Cleveland	88.25	\$ 4,000
Cavani String Quartet	88.75	\$ 17,750
Cedar Fairmount Special Improvement District	75.50	\$ 4,000
Celebrate the Arts Performance Academy [†]	89.50	\$ 5,000

Cesear's Forum	81.50	\$ 4,000
Chagrin Documentary Film Festival	81.75	\$ 16,350
Choral Arts Cleveland	90.25	\$ 5,000
City Ballet of Cleveland	77.25	\$ 4,000
CityMusic Cleveland	86.25	\$ 17,250
Cleveland Chamber Choir	84.50	\$ 8,602
Cleveland Chamber Collective	81.50	\$ 4,000
Cleveland Chamber Music Society	88.25	\$ 13,238
Cleveland Chamber Symphony	88.25	\$ 4,000
Cleveland Composers Guild	87.75	\$ 4,000
Cleveland Cultural Gardens Federation	83.25	\$ 16,650
Cleveland Dance Project Company	93.25	\$ 5,000
Cleveland Grays Armory Museum	78.75	\$ 4,000
Cleveland Inner City Ballet†	82.25	\$ 4,000
Cleveland Leadership Center	80.00	\$ 4,000
Cleveland Opera Theater	91.50	\$ 5,000
Cleveland Philharmonic Orchestra	75.25	\$ 3,200
Cleveland Photo Fest	83.25	\$ 4,000
Cleveland Print Room	88.50	\$ 17,700
Cleveland Rape Crisis Center	91.00	\$ 5,000
Cleveland Repertory Orchestra	88.00	\$ 4,000
Cleveland Rocks: Past Present and Future	86.75	\$ 17,350
Cleveland School of the Arts Board of Trustees	89.00	\$ 17,133
Cleveland Seed Bank	84.75	\$ 4,000
Cleveland Shakespeare Festival	81.50	\$ 4,000
Cleveland Silent Film Festival and Colloquium	85.25	\$ 4,000
Cleveland TOPS Swingband	80.25	\$ 4,000
Cleveland Treatment Center	83.75	\$ 8,427
Cleveland Uncommon Sound Project	94.25	\$ 5,000
Cleveland Wind Symphony	77.25	\$ 4,000
Cleveland Women's Orchestra	80.75	\$ 4,000
CollectivExpress	86.75	\$ 4,000
Colors+Youth Center	94.75	\$ 5,000
Comité Mexicano	86.75	\$ 4,000
Community Cup Classic Foundation	79.75	\$ 4,000
Connecting for Kids of Westlake OH	93.50	\$ 5,000
convergence-continuum	80.50	\$ 12,779
Coventry PEACE Campus	83.75	\$ 4,000
Coventry Village Special Improvement District	82.50	\$ 4,000
DANCEVERT	89.75	\$ 5,000
Diversity Center of Northeast Ohio	84.75	\$ 4,000
Downtown Cleveland Alliance	87.50	\$ 17,500
East Cleveland Farmers' Market Preservation Society	77.00	\$ 2,512

Edward E. Parker Museum of Art	85.75	\$ 4,000
Empowering Epilepsy	88.50	\$ 5,000
ENCORE Chamber Music	75.75	\$ 7,438
Environmental Health Watch	92.75	\$ 18,550
Euclid Beach Park Now	82.00	\$ 4,000
Famicos Foundation	86.25	\$ 4,000
Far West Center	93.50	\$ 5,000
Food Strong	91.00	\$ 5,000
Fostering Hope Ohio	92.50	\$ 5,000
Friends of the East Cleveland Public Library	86.50	\$ 4,000
Friends of the McGaffin Carillon	77.50	\$ 7,402
From Me 2 U	88.50	\$ 5,000
Front Steps Housing and Services	93.25	\$ 5,000
FrontLine Service	93.25	\$ 5,000
FutureHeights	89.25	\$ 5,000
Gardening in the District	82.25	\$ 4,000
German Music Society	86.25	\$ 1,600
Greater Cleveland Film Commission	89.25	\$ 5,000
Greater Cleveland Neighborhood Centers Association	86.25	\$ 17,250
Group Plan Commission	90.25	\$ 5,000
Harvard Community Services Center	89.00	\$ 5,000
Hasani Management Inc	80.25	\$ 4,000
Heights Youth Theatre	88.50	\$ 16,387
Henry Johnson Center	88.75	\$ 5,000
Hispanic Police Officers Association	87.00	\$ 4,000
Historic Gateway Neighborhood Corporation	87.00	\$ 11,636
Hospice of the Western Reserve	88.50	\$ 15,283
In Harmony Therapeutic Services	75.00	\$ 10,612
India Fest USA	87.50	\$ 4,000
International Women's Air & Space Museum	88.00	\$ 4,000
Italian Cultural Garden	79.75	\$ 4,000
Jennings Center for Older Adults	86.50	\$ 17,300
Jewish Family Service Association of Cleveland Ohio	89.00	\$ 5,000
Jones Road Family Development Corporation	77.25	\$ 12,681
Kaboom Collective	85.75	\$ 4,000
Kulture Kids	88.25	\$ 17,272
Lakewood Young Filmmakers Academy	90.00	\$ 4,950
LakewoodAlive	89.50	\$ 5,000
Larchmere PorchFest	87.00	\$ 4,000
Les Délices	75.75	\$ 15,150
LGBT Community Center Greater Cleveland	89.50	\$ 5,000
Literary Cleveland	91.00	\$ 18,200
Little Italy Redevelopment Corporation	83.00	\$ 3,200

Little Lumpy's Center for Educational Initiatives	81.00	\$ 13,094
Local 4 Music Fund	90.75	\$ 18,150
LYLESART	97.00	\$ 5,000
Maelstrom Collaborative Arts	76.75	\$ 15,350
Malachi Center	90.50	\$ 4,750
Mandel JCC	78.00	\$ 15,600
May Dugan Center	86.00	\$ 4,000
Men of Independence	80.50	\$ 4,000
MidTown Cleveland	91.75	\$ 5,000
MorrisonDance	91.75	\$ 5,000
Music and Art at Trinity	79.75	\$ 13,807
Naach Di Cleveland	88.25	\$ 4,000
NAMI Greater Cleveland	89.00	\$ 5,000
New Avenues to Independence	85.50	\$ 3,485
No Exit	87.75	\$ 4,000
North East Ohio Musical Heritage Association	93.00	\$ 5,000
North Union Farmers Market	89.00	\$ 5,000
Northeast Ohio Hispanic Center for Economic Development	85.50	\$ 3,600
Northwest Neighborhoods CDC	90.00	\$ 9,660
Notre Dame College	83.25	\$ 7,992
OCA Cleveland	89.00	\$ 5,000
Oh Sew Powerful, Inc.	91.25	\$ 5,000
One South Euclid	95.25	\$ 3,000
Open Doors Academy	90.75	\$ 18,150
Open Tone Music	75.00	\$ 15,000
Pakistani Cultural Garden	79.75	\$ 4,000
PALS for Healing	85.25	\$ 17,050
Parma Area Fine Arts Council	79.75	\$ 2,000
Poise Entertainment Education Inc	79.25	\$ 4,000
Polish Village Parma	82.00	\$ 4,000
Praxis Fiber Workshop	85.75	\$ 4,000
Providence House	89.25	\$ 5,000
Quire Cleveland	84.25	\$ 4,000
Reaching Heights	82.75	\$ 4,000
Refresh Collective	94.00	\$ 18,730
Refugee Response	96.25	\$ 5,000
Renovare Music	75.00	\$ 6,396
Roberto Ocasio Foundation	82.75	\$ 4,000
Rollin' Buckkeyez	90.50	\$ 5,000
Schmooze Ohio	83.00	\$ 2,000
Shaker Arts Council	93.25	\$ 5,000
Slavic Village Development	80.25	\$ 4,000
SOS: Strengthening Our Students	87.00	\$ 4,000

StandUP! For Change	80.25	\$ 4,000
Stellar Acrobatic Dance Academy	82.75	\$ 4,000
Suburban Symphony Orchestra	90.25	\$ 5,000
Talespinner Children's Theatre	86.00	\$ 17,190
Tender Hearts Crusades	87.50	\$ 4,000
The Association of African American Cultural Garden	96.25	\$ 5,000
The City Club of Cleveland	88.50	\$ 17,700
The Gathering Place	92.50	\$ 5,000
The German Central	86.50	\$ 4,000
The Harvard Square Center	81.75	\$ 4,000
The Land	81.75	\$ 4,000
The Makers Alliance	90.75	\$ 5,000
The Movement Project	80.25	\$ 15,009
Thea Bowman Center	84.25	\$ 4,000
Tremont West Development Corporation	84.75	\$ 8,962
UCI	86.25	\$ 15,927
Ukrainian Cultural Arts Association of Greater Cleveland	92.75	\$ 4,700
Union Miles Development Corporation	91.25	\$ 5,000
Upcycle Parts Shop	86.75	\$ 4,000
UpStage Players	86.50	\$ 4,000
Ursuline College	82.00	\$ 4,000
VIVA Bavaria	83.00	\$ 4,000
West Park Kamm's Neighborhood Development	77.75	\$ 3,600
West Shore Chorale	80.50	\$ 4,000
West Side Catholic Center	90.25	\$ 5,000
Western Reserve Chorale	89.50	\$ 5,000
Western Reserve Land Conservancy	83.25	\$ 4,000
Westown Community Development Corporation	84.00	\$ 4,000
Windsong, Cleveland's Feminist Chorus	81.00	\$ 4,000
Woodland Cemetery Foundation of Cleveland	79.75	\$ 4,000
Writers in Residence	95.75	\$ 4,999
Youth Challenge	90.50	\$ 5,000

Trustee Mendez thanked the applicants and CAC staff for their diligent work and thanked the Cuyahoga County residents for their generous support.

5. FINANCE AND GENERAL BUSINESS

Trustee Mendez stated that the 2023 Board meeting schedule was included in the packet for the Board's approval.

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2023 Board Schedule. Discussion: Trustee Sherman asked that the location of future meeting be more accessible (centrally located) for community members to attend. Trustee Scott Taylor agreed with Trustee Sherman, noting that

the impact of COVID-19 has caused a decrease in participation in public events overall. Trustee McGowan also agreed and said that CAC should find locations on public transit lines while also noting that CAC serves the entire County, which is large. Trustee McGowan also asked that CAC staff share the participation number of the Zoom for the Board Meeting. Vote: All ayes. The motion carried.

Ms. Harris' financial report can be found [here](#).

Trustee Sherman asked about the forecast modeling (provided to the Board earlier in the year) and to how to determine the overhead cost of administering the GOS program. Trustee Sherman noted that there was an amount budgeted in the model for 2027 to provide grants even if the levy was not renewed. Ms. Harris explained this number is a place holder to indicate that some level of staffing would exist even if the levy were to end. She explained that the model considers that 20 years of grants would be provided and since the tax needs to be collected the prior year to distribute grants, even if the levy were to end, grants would be made in 2027. She emphasized that this was just a forecasting model and not a budget. Ms. Harris noted that it is too far out to provide actual numbers. Trustee McGowan said she appreciated the operating number included in the forecast modeling. Trustee McGowan added that 8% overhead is very lean for the size of this organization.

6. CONNECT WITH CULTURE

Ms. Murphy welcomed Geralyn Presti, Executive Director of The Music Settlement.

Ms. Presti, said that CAC funding has been important to their work, that the work of music truly connects people. Ms. Presti provided an overview of the arts services TMS provides to the residents of Cuyahoga County.

7. ASSEMBLY FOR THE ARTS

Jeremy Johnson, President and CEO of Assembly for the Arts, provided an update on the current work of Assembly. He said that announcements for ARPA grant awards for artists and creative for-profit businesses totaling approximately \$1.5 million would be announced in the coming weeks.

The next meeting will be held at 3:30 pm on Wednesday, December 14, 2022.

8. PUBLIC COMMENT

There was no public comment.

9. ADJOURNMENT

Motion by Trustee Isenhart, seconded by Trustee McGowan, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 5:16 pm.

Attest:

Karolyn Isenhart, Secretary, Board of Trustees

Executive Director's Report

Regular Meeting of the Board of Trustees: December 14, 2022

Today we gather for our final Board meeting of the year.

At this meeting the Board will take several important actions to position CAC for a positive 2023. Most notably, approval of CAC's 2023 budget and 2023 Resident-Led and Support for Artist grants.

Memos in this packet provide further detail on all action items.

Additionally, see the Staff Report for a high-level overview of CAC's 2022 accomplishments. This work is done together: Board, staff, and grant recipients. Thank you!

I appreciate your attention to matters before the Board today.

Respectfully,

Jill Paulsen
Executive Director

Updates from CAC Staff: 2022 Highlights

November 9, 2022

CAC's work is rooted in our [10-year community planning process](#), that identifies the two constituents that we must serve as: 1) nonprofit arts organizations; and 2) the residents of Cuyahoga County. Every year staff creates a flexible [work plan](#) that is grounded in this framework and CAC's [Mission, Vision & Values](#). What follows is a summary 2022 CAC accomplishments.

1. GRANTMAKING: Connecting with and serving nonprofit organizations

Managed the Portfolio and Built Stronger Relationships. To better understand our grant recipients' work and deepen our commitment to racial equity, CAC:

- Managed a portfolio of 249 grant recipients in our core grantmaking, offering personalized customer service.
- Led four grant recipient workshops, attended by 140 grantees, including all new 2022 grant recipients. To ensure their success during the grant period, topics covered included crediting and reporting requirements, payment requests and connecting with their grant manager.
- Staff regularly connected with the majority of grant recipients through technical assistance calls, report feedback meetings, and site visits, to help them maximize their grants while navigating the continued pandemic and informing our work.
- Hosted virtual report-outs for organizations with grant up to \$5,000, These events continue to be a well-attended alternative to the written report format and provide connections with and support from peer organizations.
- Continued supporting resident-led projects through grants to Neighborhood Connections and ioby.
 - Since 2013, CAC has co-funded over 420 resident-led arts and culture projects with Neighborhood Connections. In 2022, our \$50,000 investment helped co-fund 32 neighborhood arts and culture-based projects responding to groups of residents who organize projects that offer creative solutions to challenges in their neighborhoods. Successful applicants received grants of up to \$5,000.
 - CAC completed its 4th year of the [ioby](#) Cuyahoga Arts & Culture Match Fund. The fund provided up to \$3,000 per project in match funds, totaling \$83,350 in resident-led arts projects. CAC funds helped residents raise an additional \$99,823 on ioby.org, for a total of \$183,673 directed to 42 local arts and culture projects. This includes a 34% increase in the number of projects supported compared to the previous year of this partnership.

CAC and ioby's shared value of racial equity was demonstrated through ioby's focus on removing barriers to local action for BIPOC residents. In this round of the Cuyahoga Arts & Culture Match Program, 65% of the participating projects were led by residents who self-identified as BIPOC, and 69% of available match funds went to BIPOC-led projects.

- To continue this successful work, CAC will bring before the board at its December meeting a recommendation to continue its resident-led arts and culture grantmaking through ioby and Neighborhood Connections. See the Resident-Led Grantmaking memo in this packet for more details.

Launched 2023 Grantmaking Process.

- The application process opened for 2022 Project Support and 2022-23 General Operating Support, and 2022 Cultural Heritage, CAC's newest grants.
- Staff hosted multiple, informative workshops and Q&A sessions covering every step of the application process, funding criteria and changes to the application. Participation in all these sessions totaled 282, with some participants attending multiple offerings.
- CAC staff conducted proactive outreach and consistent one-on-one technical assistance via phone, email, and meetings with applicants, resulting in 273 recommended grant recipients with grants totaling \$11,755,225.

Coordinated Public Panels. To review and recommend grants in a transparent and impartial manner, CAC staff recruited 40 panelists from around the country. Staff trained panelists in the review process and funding criteria. For the live and written panels, staff chaired the proceedings, provided technical support to panelists, shared progress on social media. Staff worked to prioritize panelist diversity across age, race, gender, and discipline.

Highlighting New Grant Recipients. 27 Project Support applicants are first-time grant recipients. CAC promoted their work through our media channels. The grant team will connect with these organizations early in 2023 to help ensure our newest grant recipients are successful during the grant period. These new organizations and their projects cover a range of programming that reflects the arts and cultural ecosystem of Cuyahoga County.

Technical Assistance Offerings. In response to requests and to ensure the success of grant recipients throughout the grant period, CAC:

- **Racial Equity.** CAC continued to support grant recipients in becoming more equitable, in alignment with its grant.
 - GOS grantees continue to set and work toward Racial Equity goals as part of their annual grant process. Based on these goals CAC continued to provide access to Racial Equity Institute trainings and added Art Equity's Finding the Keys session around equitable hiring practices.
 - As of November 2022, individuals from 20 grantee organizations participated in Art Equity's Finding the Keys webinar; and individuals from 35 grantee organizations participated in REI sessions through ThirdSpace Action Lab, including the half-day Groundwater Training, two-day Latinx Challenge, and the two-day Phase I Training.
- Worked with SMU DataArts to present "Getting Started with SMU DataArts," a workshop for arts & cultural organizations learn how to participate in SMU DataArts' online platform for data collection, produce reports, and gain insights into the cultural sector. More than 55 participants learned how to use the DataArts system as a powerful planning and storytelling tool.

- Continued to offer “CAC Top Three,” a newsletter for our grant recipients (12 issues sent in 2021 to more than 900 individuals each month), that responds to the interest of the groups we fund and connects them to resources. This newsletter continues to receive higher than average open rates.

Provided Relief Funding to Arts Nonprofits. With funding made possible by the American Rescue Plan Act and awarded to CAC by Cuyahoga County, CAC launched the Nonprofit Arts Organizations Relief Grants in July to make one-time relief grants to CAC-funded nonprofits. CAC received 149 eligible applications and recommended grants ranging from \$2,000 to \$75,000, based on past grant amount or organizational budget size. In September, CAC awarded \$1.65 million to those 149 arts and cultural nonprofits to provide continued relief from the COVID-19 pandemic.

Made Grants to Nonprofits to Provide Support and Funding to Artists. Throughout 2022, Cuyahoga Arts & Culture funded three nonprofits to provide a range of support and funding opportunities for Cuyahoga County artists. Grants to Julia de Burgos Cultural Arts Center, SPACES and Karamu House supported dozens of Cuyahoga County artists in 2022. These grants provided fellowships, project-based funding, access to physical spaces to create and display artworks, professional development, relationship-building and collaboration between artists and nonprofit organizations, and more.

	unrestricted support	project support	physical spaces	institutional connections	professional development
Julia de Burgos Cultural Arts Center	X	X	X	X	X
Karamu House	X	X	X	X	X
SPACES	X	X	X	X	X

The memo that follows in this packet outlines recommendations to continue to serve the diverse spectrum of artists in our community, including a recommendation to expand support for artists with a grant to Assembly for the Arts. For more information about this process and Support for Artists partners, visit www.cacgrants.org/artists.

2. COMMUNICATIONS: Connecting with residents

2021 Report to the Community. In Q2, CAC released its annual report in a digital and mailed print format. The report summarizes the resilience of grantees and impact of CAC funding during the continued pandemic. The report has been viewed by hundreds of grantees, public officials, and other engaged residents. View and share the report at <http://www.cacgrants.org/2021>.

Highlighted the Work of CAC Grantees. FreshWater Cleveland did six features that raised awareness of CAC’s grant recipients. Each piece shared a unique perspective on CAC-funded activities. These stories received thousands of views through FreshWater Cleveland’s website and social media pages.

In addition, WKYC Channel 3 did five TV segments highlighting the work of CAC grantees and promoting the ClevelandArtsEvents.com website. The stories reached thousands of people through wkyc.com and Facebook advertising.

Website traffic increased 14% from 2021 to 2022. The ClevelandArtsEvents.com website has continued in 2022 to see more than 7,250 users per month who view more than 17,000 pages each month in 2022.

Also, of note, the most visited page on the ClevelandArtsEvents.com website continues to be the “jobs” section listing job postings, calls for artists, and other opportunities for artists and creatives. This page alone saw more than 17,000 views in 2022. CAC grew or maintained strong participation on its social platforms:

Cuyahoga Arts & Culture Social Media Awareness

	Dec 2020	Dec 2021	Dec 2022
Facebook Followers	16,191	16,622	17,078
Twitter Followers	127,536	124,942	123,429
Instagram Followers	3,374	4,200	4,843

Gathered the Arts & Cultural Community. Working with Neighborhood Connections, CAC offered opportunities to convene our grant recipients, artists, and residents. In 2022, CAC offered four virtual and two in-person Arts & Culture Network Nights. These events were well attended by representatives from CAC-funded organizations, artists and residents engaged in the arts & cultural community.

The goal of these events is to spark connection and inspire collective action among our arts and cultural community. Each Network Night and Community of Practice was attended by 30-50 participants and fostered conversations and connections. These sessions also created a space for people to connect during a time when many of us are isolated from one another. In 2023, we will co-host these events with Assembly for the Arts.

Media Placements. Cuyahoga Arts & Culture continues to see steady and broad-reaching traditional media coverage in print, radio, and on broadcast media. In addition to consistent crediting of Cuyahoga Arts & Culture in the media by our partners, below are a sampling of the more than 65 media placements focused on or mentioning CAC’s work or support in 2022, that contributed to continued awareness of CAC:

- [Greater Cleveland arts economy still far from recovery says Cuyahoga Arts and Culture | Arts & Culture | Ideastream Public Media](#)
February 9, 2022
- [Cleveland artists seek lifeline in Covid relief money \(thelandcle.org\)](#)
February 17, 2022
- [Two cents: Creatives campaign for a slice of Cleveland's Rescue Plan funds \(freshwatercleveland.com\)](#)
March 1, 2022
- [Cuyahoga County announces another \\$30.6 million in ARPA spending - cleveland.com](#)
March 28, 2022
- [Interested in 2023 Cuyahoga Arts & Culture funding? Join today's virtual workshop \(freshwatercleveland.com\)](#)
May 4, 2022
- [Summer \(arts\) loving: With CAC funding, these summer arts camps aim to cultivate minds and bodies \(freshwatercleveland.com\)](#)
May 5, 2022
- [Boosting the dream: Cuyahoga Arts & Culture grants set these two artists on an upward trajectory \(freshwatercleveland.com\)](#)
May 19, 2022
- [Cuyahoga County arts organizations getting \\$3.3 million in ARPA funding | Arts & Culture | Ideastream Public Media](#)
July 6, 2022
- [Bouncing back through Arts & Culture: CAC annual report highlights resilience in the arts \(freshwatercleveland.com\)](#)
July 21, 2022

- [Cuyahoga Arts & Culture approves \\$1.65 million in ARPA grants | Arts & Culture | Ideastream Public Media](#)
September 14, 2022
- [Come together: Arts Innovation Summit seeks unity, collaboration in uncertain times \(freshwatercleveland.com\)](#)
October 11, 2022
- [Cuyahoga Arts & Culture announces 2023 grants totaling nearly \\$12 million | Arts & Culture | Ideastream Public Media](#)
November 9, 2022
- [Cuyahoga Arts & Culture grants \\$11.76 million to 273 organizations - cleveland.com](#)
November 10, 2022

3. EFFECTIVE TEAMWORK AND OPERATIONS

- **Received the Auditor of State Award.** Once again, CAC received the highest opinion that the Auditor of State gives: no findings and no material weaknesses for our 2020 financial audit, which led to CAC once again receiving the Auditor of State Award, an award received by fewer than 5% of public agencies in Ohio. Thanks to Meg for her longstanding attention to this work.
- **Set and Measured Goals.** All CAC staff members tracked progress against their personal professional development plans each quarter, concentrating on ways to work smarter, not just harder, resulting in a team that stayed focused on key objectives.
- **Continued Participation in Government Alliance on Race & Equity (GARE).** Staff participated regularly in GARE’s Arts & Culture Working Group and used discussion boards and resources to connect with public sector peers throughout the country and inform our work.
- **Maintained a Commitment to Learning and Action, with a Focus on Racial Equity.** CAC’s Core Racial Equity Working Group continued its support of the internal learning and action within the organization.
- **Honored for Diversity, Equity, Inclusion and Belonging Efforts.** In October, Cuyahoga Arts & Culture received the Michael G. Shinn Award for Diversity, Equity, Inclusion and Belonging in Philanthropy from [Philanthropy Ohio](#) for the agency’s efforts to implement equitable practices in organizational operations and its grantmaking.
- **Staff Updates.**
 - Wished farewell to Heather Johnson Banks, CAC’s former director of grantmaking.
 - Congratulated Jake Sinatra on his promotion to director, strategic grantmaking and communications.
 - Welcomed Laura Matteo, associate, grantmaking and communications.

FINANCIAL UPDATE 2022 YTD

Revenue. Tax revenue through November 30 was \$10,083,989. This is \$484,354 (4.6%) below budget year-to-date and \$859,607 (7.9%) below revenue for the same period in 2021. Interest revenue through November was \$204,715 which is 80,115 (64.3%) above forecast.

As of November 30, CAC investment of inactive monies were as follows:

- RedTree Investment Group: \$13,118,389 (target yield 2.48%)
- STAR Ohio: \$2,798,412 (yield 3.88%)

Expenditure. Non-grant expenditures through November were \$883,187 and are tracking under budget by \$103,585 due open staff positions earlier in the year and modest reduced spending in most budgeted categories.

2022 Year End Outlook

Revenue is expected to be lower than forecast at year end, pending tax receipts for December. Expenses for 2022 will be slightly below budget primarily due to a reduction in grant payments and overall lower than budgeted expenses. CAC will draw approximately \$1,592,330 from the reserve to balance expenditures vs revenue for the year. The approved 2022 budget planned for a draw on the reserve of \$1,508,136. The additional draw is due to a shortfall in tax revenue.

Audit and Finance Advisory Committee

The committee met on November 4 to review and discuss CAC's Investment Policy and its investment of inactive monies with Red Tree Investment Group. There were no recommended changes to the Investment Policy.

Cuyahoga Arts & Culture				
Through 11/30/22				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 10,083,989	\$ 10,568,343	\$ (484,354)	95.42%
Interest	\$ 204,715	\$ 124,600	\$ 80,115	164.30%
Other revenue	\$ 1,650,000	\$ -	\$ 1,650,000	
Total Revenue	\$ 11,938,704	\$ 10,692,943	\$ 1,245,761	111.65%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 314,361	\$ 337,653	\$ (23,293)	93.1%
Grant Panel Expenses	\$ 8,949	\$ 15,100	\$ (6,151)	
Grant Management Expenses	\$ 28,456	\$ 52,000	\$ (23,544)	54.7%
Awareness Activities	\$ 16,695	\$ 26,000	\$ (9,305)	
Cuyahoga County Grants***	\$ 1,650,000	\$ -	\$ 1,650,000	
Grants**	\$ 11,898,492	\$ 12,120,452	\$ (221,961)	98.2%
Total A&C Exenditures	\$ 13,916,952	\$ 12,551,205	\$ 1,365,747	110.9%
General & Administrative				
Salaries, Wages and Benefits	\$ 297,681	\$ 315,219	\$ (17,538)	94.4%
Facilities, Supplies, Equipment	\$ 63,429	\$ 75,431	\$ (12,003)	84.1%
Professional Fees	\$ 153,617	\$ 165,368	\$ (11,751)	92.9%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 514,727	\$ 556,019	\$ (41,292)	92.6%
Total Expenditures	\$ 14,431,679	\$ 13,107,224	\$ 1,324,455	110.1%
Net Ordinary Revenue	\$ (2,492,974)	\$ (2,414,281)	\$ (78,693)	

** Outstanding 2021 and 2022 grant obligations are on the balance sheet.

*** Cuyahoga County Grants will fully pass through CAC in September 2022.

Non-grant cash disbursements YTD	\$ 883,187	\$ 986,772	\$ (103,585)
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Cuyahoga Arts & Culture
Balance Sheet as of

Nov 30, 22

ASSETS

Current Assets

Checking/Savings

KeyBank \$ 24,862

RedTree (U.S.Bank) \$ 13,118,389

Star Ohio \$ 2,798,412

Total Checking/Savings \$ 15,941,663

Accounts Receivable

Accounts Receivable \$ 954,068

Total Accounts Receivable \$ 954,068

Total Current Assets \$ 16,895,731

Fixed Assets

Furniture and Equipment \$ 870

Leashold Improvements \$ 388

Total Fixed Assets \$ 1,258

TOTAL ASSETS \$ **16,896,989**

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable \$ 850

Total Accounts Payable \$ 850

Other Current Liabilities

Payroll Liabilities \$ 3,957

GOS Grants \$ 1,033,550

PS and CH Grants \$ 569,575

SFA and Other (CC) Grants \$ 110,000

Total Other Current Liabilities \$ 1,717,082

Total Current Liabilities \$ 1,717,932

Total Liabilities \$ 1,717,932

Equity

Retained Earnings \$ 17,672,032

Net Income \$ (2,492,974)

Total Equity \$ 15,179,057

TOTAL LIABILITIES & EQUITY \$ **16,896,989**

CIGARETTE TAX RECEIPTS FY 21 VS FY 22 YTD				
	<u>2021</u>	<u>2022</u>		
Month	2021	2022	\$VAR	21-22%VAR
JANUARY	\$ 879,251.89	\$ 1,020,374.75	\$ 141,122.86	16.1%
FEBRUARY	\$ 767,148.61	\$ 672,520.40	\$ (94,628.21)	-12.3%
MARCH	\$ 1,160,248.70	\$ 835,735.13	\$ (324,513.57)	-28.0%
APRIL	\$ 1,110,191.70	\$ 1,027,927.45	\$ (82,264.25)	-7.4%
MAY	\$ 887,123.22	\$ 784,357.79	\$ (102,765.43)	-11.6%
JUNE	\$ 1,919,137.93	\$ 1,814,603.74	\$ (104,534.19)	-5.4%
JULY	\$ 249,437.79	\$ 229,478.81	\$ (19,958.98)	-8%
AUGUST	\$ 1,133,490.66	\$ 1,029,783.44	\$ (103,707.22)	-9%
SEPTEMBER	\$ 856,790.12	\$ 862,646.97	\$ 5,856.85	1%
OCTOBER	\$ 1,115,112.10	\$ 852,483.05	\$ (262,629.04)	-24%
NOVEMBER	\$ 865,654.26	\$ 954,067.95	\$ 88,413.69	10%
DECEMBER	\$ 1,065,654.97			
TOTALS	\$ 12,009,241.95	\$ 10,083,979.49	\$ (859,607.49)	-7.9%



MEMORANDUM

Date: December 14, 2022
To: CAC Board of Trustees
From: Jake Sinatra, director – grantmaking strategy and communications
Re: 2023 Resident-Led Grantmaking

Board Action: Cuyahoga Arts & Culture recommends grants to two organizations totaling \$160,500, to provide grants for responsive, resident-led work in 2023. These organizations are Neighborhood Connections (\$60,500) and ioby (\$100,000).

CAC’s Commitment to Resident-Led Grantmaking

Through its resident-led grantmaking, CAC supports emerging community-based and neighborhood projects across Cuyahoga County. Since 2013, **CAC has co-funded over 420 resident-led arts and culture projects** in Cleveland and East Cleveland and invested a total of \$786,985 through Neighborhood Connections grants and Arts & Culture Network Nights. Since 2019, **CAC has invested \$268,350 in matching funds into 119 resident-led arts and culture projects** through the ioby-CAC Match Fund. See the Staff Report for more on the impact of 2022 Resident-Led grants.

Neighborhood Connections: \$60,500 to co-fund resident-led projects in Cleveland and East Cleveland and host five in-person gatherings for artists, arts & culture organizations, and residents in 2023; for the first time, this work will be co-presented by Assembly for the Arts. Neighbors work together to propose creative, arts and culture-based solutions to challenges their communities. Applicants are eligible for grants of up to \$5,000, with CAC matching up to 50% of the award. Neighborhood Connections makes grant selections by a committee of residents throughout the year, providing responsive grassroots grantmaking.

ioby: \$100,000 for the Cuyahoga Arts & Culture Match Fund to support resident-led arts and culture projects in Cuyahoga County in 2023. Ioby leverages CAC funding through a 1:1 match from citizen philanthropy. \$83,350 in match funds from CAC will generate an additional \$83,350 in funds raised through crowdfunding on ioby.org, for a total of at least \$166,700 supporting local arts and culture projects. An estimated 28-40 projects will receive up to \$3,000 in match funds in 2023. Participants will be trained in crowdfunding best practices, building fundraising competence and confidence for the long term, while investing in their own communities.

Next Steps

Following Board approval, CAC staff will work with Neighborhood Connections and ioby to launch and co-promote these grants to potential applicants in 2022.



MEMORANDUM

Date: December 14, 2022
To: CAC Board of Trustees
From: Jake Sinatra, director – grantmaking strategy and communications
Re: 2023 Support for Artists - grant recommendations

Board Action: CAC recommends four grants totaling up to \$400,000 to provide flexible support and services to artists in 2023. These organizations are Assembly for the Arts, Julia de Burgos Cultural Arts Center, Karamu House, and SPACES.

The 2023 Support for Artists grants address the needs of Cuyahoga County artists as outlined by CAC’s Support for Artists Planning Team (SFAPT), a group of local artists/residents and community leaders that provided recommendations that were unanimously accepted by CAC’s Board of Trustees in December 2017. Together, these four grants provide financial and other types of critical support to artists. The nonprofits that receive CAC SFA grants design and manage their projects within the framework provided by the SFAPT.

	unrestricted support	project support	physical spaces	institutional connections	professional development
Assembly for the Arts	X	X	X	X	X
Julia de Burgos Cultural Arts Center	X	X	X	X	X
Karamu House	X	X	X	X	X
SPACES	X	X	X	X	X

About the grants:

Assembly for the Arts: \$140,000 to support transformative arts projects with a focus in areas that lack arts investment or amenities. Assembly will provide sixteen artists with \$6,250 in flexible funding and project-based placemaking awards, access to space to create and present art that reflects and represents the surrounding community, resources, space, professional development, marketing, connections (creative, business, and institutional), and an Assembly membership.

Julia de Burgos Cultural Arts Center: \$70,000 for Unidos por el Arte. This SFA project unites artists to celebrate the diversity of Cleveland’s Latinx community. Ten Cuyahoga County artists of all disciplines will receive \$5,000 flexible funding and project-based awards and access to space to create and present art that represents and supports the Latinx community. The work will culminate in an art showcase for Julia de Burgos’s Hispanic Heritage Month celebrations.

Karamu House: \$120,000 for the Room in the House Residency. Karamu House will award 16 visual and performing arts fellowship awards to support each artist’s growth, expansion, and creative process. Eight

visual artists and eight performing artists will receive access to space, participate in a digital exhibition of their work, marketing support, and a \$5,000 flexible funding award. Room in the House residents demonstrate a strong alignment to Karamu's vision of culturally and socially relevant artmaking or experiences that celebrate the Black experience.

SPACES: \$70,000 for the Urgent Art Fund. Twelve Cuyahoga County artists will receive \$4,000 in flexible funding awards and resources, including space, tools, and professional development opportunities, to create new art that is socially, politically, or culturally responsive and help awardees establish institutional connections. SPACES staff will assist artists in securing a public exhibition space when necessary. The grantees will also receive SPACES membership, which gives them free access to networking and artist professional development opportunities.

Funding and Support for BIPOC Artists

Since 2019, more than 275 artists have directly benefitted from CAC's SFA grants to nonprofit partners through fellowships, project-based funding, access to physical spaces, and professional development. Of all the artists awarded flexible support, more than 85% identified as Black, Indigenous, or Persons of Color (BIPOC).



MEMORANDUM

Date: December 14, 2022
 To: CAC Board of Trustees
 From: Jill Paulsen, executive director and Meg Harris, director of administration
 Re: 2023 Budget Appropriation

ACTION: At the December 14 board meeting, Trustees will be asked to approve the 2023 annual budget for CAC in the amount of \$13,400,000.

Background

CAC appropriates its budget annually based on what we plan to accomplish during the next fiscal year. Our budget is a representation of organizational values and recognizes the challenges of a long-lasting pandemic and longstanding, anticipated revenue declines.

2022 Approved Budget vs. 2023 Proposed Budget

Revenue	Approved 2022 Budget	Planned 2023 Budget	Change in Budget	Change in Budget
Excise Tax	\$ 11,594,333	\$ 10,673,500	\$ (920,833)	-8%
Interest Income	\$ 130,000	\$ 400,000	\$ 270,000	208%
	\$ 11,724,333	\$ 11,073,500	\$ (650,833)	-6%
Expenditures	2022 Budget	2023 Budget	Change in Budget	% Change
Grants & Grants Management				
Salaries, Wages and Benefits	\$ 378,852	\$ 382,622	\$ 3,771	1%
Grant Program Management	\$ 108,000	\$ 67,050	\$ (40,950)	-38%
Grants	\$ 12,120,452	\$ 12,345,795	\$ 225,343	2%
Total Grants/Grants Management Expense	\$ 12,607,304	12,795,467	106,264	1%
General & Administrative				
Salaries, Wages and Benefits	\$ 364,597	\$ 373,756	\$ 9,160	3%
Facilities, Supplies, Equipment	\$ 81,274	\$ 80,509	\$ (765)	-1%
Professional Fees	\$ 178,298	\$ 149,767	\$ (28,531)	-16%
Depreciation	\$ 500	\$ 500	\$ -	0%
Total G&A Expenditures	\$ 624,669	\$ 604,532	\$ (20,136)	-3%
Total Annual Expenditures	13,231,972	13,400,000	\$ 168,028	1%

2023 Budget and Annual Objectives

Overall, this annual budget ensures that CAC is positioned to achieve its 2023 organizational and team objectives, while limiting expenses wherever possible. This includes:

- Effectively managing an organizational portfolio of nearly 300 grants throughout 2023.
- Centering equity in our daily work and long-term strategy.
- Connecting more residents to CAC-funded arts and culture events.
- Investing appropriately in staff to retain our strong team.

Revenue

Excise tax revenue projections for 2023 are \$10,673,500. This projection is based on a three-year rolling average of the decrease in tax receipts seen over the past three years (2020/2019, 2021/2020, and 2022/2021). Interest revenue is forecast to be \$400,000, net of investment fees, based on projections provided by our investment advisor.

Year	Rev	Decrease	
2020	\$ 12,732,464	\$ 179,675	1.43%
2021	\$ 12,009,236	\$ (723,228)	-5.68%
2022 Forecast	\$ 11,105,000	\$ (904,236)	-7.53%
2023 Estimate	\$ 10,673,500	\$ (431,500)	-3.93%

Expenses

We anticipate that our expenses, detailed below, will be approximately \$13,400,000, the majority of which is already committed to grants and grant programs, being approved by the Board at the November meeting. CAC will allocate \$2,326,500 from the cash reserve to meet approved grant commitments and operating expenses for 2023. Using the cash reserve is an intentional part of CAC's long-range budgeting and expenditure model. This approach allows the agency to strive to provide predictable funding over multi-year periods, with adjustments as needed, typically every two to three years, to address typical annual decreases in tax revenue. (It is important to note that we have provided consistent funding of \$10.2 million to the General Operating Support program for six years, which is two years more than was anticipated.)

Appropriation Detail

1. Grants and Grants Management

a. Salaries, Wages and Benefits: \$382,622

This category includes salaries for the director of grantmaking strategy and communications (80%), three grants managers (100%), grantmaking & communications associate (75%) and director of administration (25%). Benefits include health, dental and vision insurance, and contributions, as required by law, to Medicare, Bureau of Workers Compensation, and the Ohio Public Employee Retirement System. Note: the health insurance premiums will increase by 10% in 2023.

b. Grantmaking Management: \$67,050

The expenditures in this area are comprised of three broad categories: application and panel review activities; grantmaking management, technical assistance for grant applicants and recipients; and

awareness activities including marketing of CAC-funded arts and culture events through ClevelandArtsEvents.com.

c. Grants: \$12,345,795

This category represents grants awarded through: General Operating Support (\$10.2mil.); Project Support and Cultural Heritage (\$1.56mil.) grant programs; Neighborhood Connections for grassroots grantmaking and convening (\$60.5k); ioby for crowd-funded grants (\$100k) SMU DataArts for use of the Cultural Data Project (\$20k); and the Support for Artists grants (\$400k).

2. General and Administrative

a. Salaries, Wages and Benefits: \$373,756

G&A staff salaries include the executive director, 20% director of grantmaking strategy and communications, 25% grantmaking & communications associate and 75% director of administration. Benefits include health, dental and vision insurance, and contributions, as required by law, to Medicare, Bureau of Workers Compensation, and the Ohio Public Employee Retirement System. Note: the health insurance premiums will increase by 10% in 2023.

b. Facilities, Supplies, Equipment: \$80,509

This category includes expenses for rent, utilities, office supplies, printing, postage, computer software and other business machines.

c. Professional Fees: \$149,767

This category includes fees for banking, legal, communications/strategy, IT support, visual identity/design, accounting, and financial services.

Action Requested

We ask that Trustees approve the 2023 annual budget in the amount of \$13,400,000. We look forward to answering your questions at the December 14 Board meeting.

2023 Budget Appropriation Overview

Revenue		2021 Actual	2022 Projection	2023 Budget
Excise Tax		\$ 12,009,236	\$ 11,105,000	\$ 10,673,500
Interest Income (cash)		\$ 178,849	\$ 221,215	\$ 400,000
		\$ 12,188,085	\$ 11,326,215	\$ 11,073,500
Expenditures		2021 Actual	2022 Projection	2023 Budget
Grants and Grants Management				
	Salaries, Wages and Benefits	\$ 374,520	\$ 359,350	\$ 382,622
	Grantmaking Expenses (panel, app system, etc)	\$ 91,305	\$ 67,400	\$ 67,050
	Grants	\$ 12,437,440	\$ 11,900,992	\$ 12,345,795
	Total Grants/Grants Mgmt Expenditures	\$ 12,903,265	\$ 12,327,741	\$ 12,795,467
General & Administrative				
	Salaries, Wages and Benefits	\$ 355,803	\$ 348,396	\$ 373,756
	Facilities, Supplies, Equipment	\$ 72,654	\$ 72,191	\$ 80,509
	Professional Fees	\$ 142,340	\$ 169,717	\$ 149,767
	Depreciation	\$ 924	\$ 500	\$ 500
	Total G&A Expenditures	\$ 571,721	\$ 590,804	\$ 604,532
	Total Annual Expenditures	\$ 13,474,986	\$ 12,918,545	\$ 13,400,000
	Change in Net Position	\$ (1,286,901)	\$ (1,592,330)	\$ (2,326,500)
	Reserve at YE	\$ 17,672,032	\$ 16,079,702	\$ 13,753,202
		12/31/2021	12/31/2022	12/31/2023
		Actual	Projection	Budget

2023 Budget Appropriation Detail		
		Draft 2023 Budget
Revenue		
	Excise Tax (est)	\$ 10,673,500
	Interest Income	\$ 400,000
	Other Revenue	
Total Revenue		\$ 11,073,500
Expense		Draft 2023 Budget
Salaries and Benefits		
	G&A Payroll	\$ 252,272
	Grants Management Payroll	\$ 283,226
	Benefits	\$ 220,881
Total Salaries, Wages and Benefits		\$ 756,379
Facilities, Supplies, Equipment		
	Office Supplies and Equipment	\$ 13,000
	Meals & Catering	\$ 200
	Professional Development	\$ 11,795
	Postage and Mailings	\$ 300
	Space Rental	\$ 50,505
	Travel	\$ 629
	Utilities (telecom)	\$ 4,080
Total Facilities, Supplies, Equipment		\$ 80,509
Professional Fees		
	Web Site hosting and mgmt	\$ 2,157
	Visual Identity	\$ 12,500
	Accounting Fees	\$ 13,500
	Bank Service Fees	\$ 3,000
	Legal Fees	\$ 28,000
	Communications/PR + Strategy	\$ 57,000
	Insurance	\$ 8,200
	Other Professional/Contract Svc	\$ 25,410
Total Professional Fees		\$ 149,767
Grants and Grants Management		
	Panel Expenses	\$ 5,250
	Grantee Capacity Blding and Training	\$ 41,250
	Grantee and Event Promotion	\$ 20,550
	General Operating Support Grants*	\$ 10,200,000
	Project and Cultural Heritage Grants*	\$ 1,565,295
	Support for Artists	\$ 400,000
	Resident-Led Grants	\$ 160,500
	DataArts	\$ 20,000
Total Grants and Grants Management		\$ 12,412,845
	Depreciation Expense	\$ 500
Total Expense		\$ 13,400,000
Draw on Cash Reserve		\$ (2,326,500)

*Approved November 9, 2022

APPROPRIATION RESOLUTION FOR CUYAHOGA ARTS & CULTURE
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2023

Be it resolved by the Board of Trustees of Cuyahoga Arts & Culture, a regional arts and cultural district and political subdivision of the State of Ohio, that to provide for the expenditures of Cuyahoga Arts & Culture for the fiscal year ending December 31, 2023, the following amounts are appropriated from the General Fund:

SECTION 1. There is appropriated for Grants and Grants Management \$12,795,467.

SECTION 2. There is appropriated for General & Administrative Expenses \$604,532.

SECTION 3. The Executive Director is authorized to draw on the Cuyahoga Arts & Culture treasury for payments from any of the foregoing appropriations, subject to approval of contracts by the Board of Trustees, as defined by the Bylaws of Cuyahoga Arts & Culture.

SECTION 4. This Resolution shall be in full force and effect from and immediately upon its adoption.

Trustee _____ moved the adoption of the resolution, and Trustee _____ seconded the motion.

Upon roll call on the adoption of the resolution, the vote was as follows:

Isenhart	XX
McGowan	XX
Mendez	XX
Scott Taylor	XX
Sherman	XX

CERTIFICATION

The above is a true and correct excerpt from the minutes of the regular meeting of the Board of Trustees of Cuyahoga Arts & Culture held on December 14, 2022, showing the adoption of the Resolution set forth above.

Secretary, Board of Trustees
Cuyahoga Arts & Culture

Approved December 14, 2022

Contracts & Grants Update for Board				
Contractor	Amount	Purpose	Term	Require Board Approval
Compelling Communications	\$27,000	Strategic communication and public relations, including Assembly partnership and expanded public funding efforts.	1/1/2023 - 12/31/2023	Y
DataArts	\$20,000	Tool to track program participation and financial measures and support advocacy coalition efforts.	1/1/2023 - 12/31/2023	Y
R Strategy Group	\$30,000	Strategic advising.	1/1/2023 - 12/31/2023	Y