



**Regular Meeting of the
Cuyahoga Arts & Culture Board of Trustees**
Rock and Roll Hall of Fame and Museum
Monday, November 24, 2014, 4 p.m.

- 1. Call to order, approval of minutes**
- 2. Public Comment on Meeting Agenda**
- 3. Executive Director's Report**
- 4. Finance Report**
- 5. Board Action**
 - a. Grantmaking Overview
 - b. General Operating Support
 - i. Approve scores
 - ii. Approve allocation
 - iii. Approve awards
 - c. Project Support
 - i. Approve scores
 - ii. Approve allocation
 - iii. Approve awards
 - d. Administrative matters – Sari calls on Meg
 - i. Approve contracts as needed

6. Public Comment

Next Meeting:

December 15th, Miller Classroom at the Idea Center at PlayhouseSquare
3 p.m. executive session for personnel matters, 4 p.m. meeting

7. Adjourn



About Cuyahoga Arts & Culture

Our Mission

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC was approved by Cuyahoga County voters in 2006, and since 2007, CAC has invested more than \$112 million dollars in 259 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:

[Matthew Charboneau](#), professional musician

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

[Joseph Gibbons](#), Attorney, Schneider, Smeltz, Ranney & LaFond P.L.L.

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

[Eliza Wing](#), Director of Digital Brands, American Greetings

For more information, visit www.cacgrants.org.

Executive Director's Report
Regular Meeting of the Board of Trustees
24 November 2014

Thank you all for joining us for today's important meeting and celebration.

This meeting will concentrate on the important operational work of **approving grants to both of our primary grant programs**. As you review the materials that follow, I hope you will be pleased to note that we continue to recommend grants to nearly 200 organizations located in and serving all areas of Cuyahoga County. 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 we look forward to making these grants public on November 24th.

While today's meeting will concentrate on this important operational issue, let me take a moment to bring you up to date on a number of other strategic issues that continue to move forward:

- Following from the discussion at our June board retreat, **Holly Sidford** and **Nick Rabkin** will be with us on **December 3rd and 4th to do some preliminary work prior to beginning our 2015 strategic planning process**. Once those meetings are complete, we will have a proposal to bring forward to the board for approval, likely at the December meeting.
- Also following from the board retreat, we intend to **engage Triad Research Group**, supervised by Galen Schuerlein of Melamed Communications, to conduct a **telephone public opinion survey** that aims to capture information about how the community at large perceives our agency and the importance of arts and cultural organizations in our County. The survey will likely take place in the first week of December, with a contract to come before the board at the December meeting.
- We are pleased to report that the **Community Partnership for Arts and Culture is preparing a proposal for another round of individual artist funding**; you will recall that we asked them to review the criteria and decide whether/not they wanted to move forward, and they do. We expect a draft proposal from them in early December, which will be refined for board review and potential approval at the February meeting. I will prepare a status update on this program for our December meeting.
- In the meeting packet on page 15, you will find a **memo outlining the rationale for the 2015 operating budget**, which we will bring before you for review and approval at the December meeting. Our budget codifies our strategic priorities for the year, ensuring that we have the resources that we will need to carry out our plans; this year, you will note reductions to both the grantmaking and general / administrative budgets, in line with our decreased revenues. Note that revenues continued their downward track in October – see the finance report on page 11 for details. I encourage you to spend a few minutes with the memo between now and the December 15th meeting and send any comments or questions to me or to Meg Harris, our director of administration.

Finally, many thanks to Greg Harris and his team at the Rock and Roll Hall of Fame and Museum for hosting today's celebration. While this will be a relatively short meeting, I hope you will plan to stay and enjoy some fellowship with our cultural partners at the conclusion of the formal proceedings.

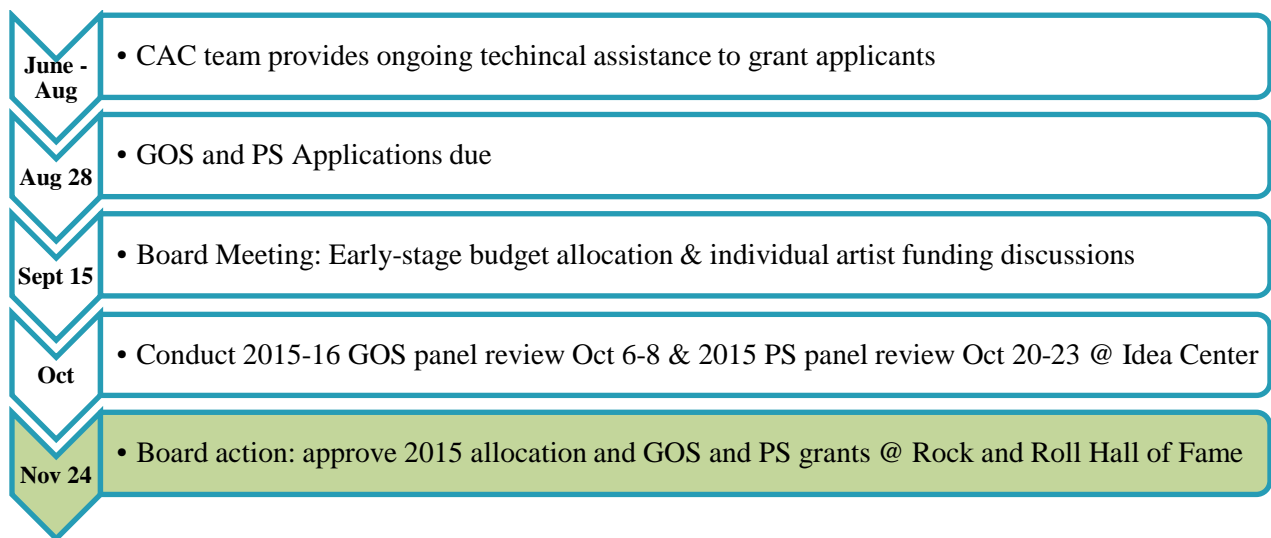
Thank you, as always, for your attention to the important matters before the board today.

CAC Board Meeting November 24, 2014 Updates from Staff

Each year, Cuyahoga Arts & Culture staff members identify [team objectives](#) to guide our work. For 2014, our team objectives fall into three areas: 1) grantmaking and knowledge-building; 2) raising awareness; and 3) building internal capacity. In an effort to share our progress in each of these areas with the Board, we present our staff updates using this framework.

GRANTMAKING & KNOWLEDGE-BUILDING

Since last the Board met, we successfully managed another public panel process for 215 nonprofit organizations that applied for funding in 2015. This work progresses as staff also manages the 2014 cohort of 196 organizations currently receiving CAC funding. Below is a snapshot of key program dates, along with brief updates on our recent grantmaking and knowledge-building work.



2015 Recommendations for Programs & Investments

- **2015-16 General Operating Support:** The 2015-16 cycle saw a similar number of applicants (64) and organizations recommended for funding (58) as previous cycles, while also marking the first time that each current GOS recipient chose to apply again for GOS funding in 2015-16. Staff will ask the Board to approve an allocation of \$12,700,000 to fund the program, which will allow for meaningful awards to organizations that range from roughly \$10,000 to over \$1.5 million, and align with CAC's Allocation Policy given the declining revenue. Further details on the 2015-16 GOS cycle can be found in the board memo on page 17.
- **2015 Project Support:** In 2015, the Project Support grant program will fund a similar number (138) of projects as 2014, which includes 27 new organizations. An overall allocation of \$1,783,239 is proposed for the 2015 Project Support program. With the Board's approval, this allocation will allow us to distribute meaningful grants in a fair and consistent manner as in years past. Further details on the 2015 Project Support cycle can be found in the board memo on page 27.

- **Online Presence and Social Media Supported Transparent Panel Process**

In line with our values of transparency and collaboration, and to further educate our Cultural Partners and the community about our grantmaking processes, staff leveraged increased social media presence before and throughout the panel review. A live “Twitter Chat” was held on Thursday, October 2, 2014 to answer questions about the process in an open and informal manner. As in past grantmaking cycles, CAC used its website to share detailed information about the process and offer a live audio stream of the panel review meetings. Regular updates to CAC’s Twitter feed shared the panel’s progress and encouraged web users to interact with the panel review process.

Neighborhood Connections: 25 Additional Projects Co-Funded in 2014

In February, the Board approved an \$85,000 contract with Neighborhood Connections, The Cleveland Foundation’s resident-led small grants program, to support informal, grassroots arts and culture projects happening in city neighborhoods.

Earlier this year, 46 projects were co-funded through this partnership. In mid-November, CAC and Neighborhood Connections agreed to support an additional 25 projects for a total of 71 co-funded projects this year. See the [News Release](#) for details. Through these resident-led projects, CAC’s support infuses neighborhoods with arts and culture creating a more vibrant community.

Cultural Partners Connected to Free Public Relations Opportunity

Jennifer encouraged our cultural partners to take advantage of a local communications learning opportunity, the Public Relations Society of America Cleveland Chapter’s annual Pro Bono Day held October 17. Her efforts led to 19 of our cultural partners participating in the day’s activities, which included one-on-one public relations advice from some of the region’s leading PR professionals free of charge and “speed storming” sessions with a team of professionals to brainstorm PR ideas.

RAISING AWARENESS

Our 2014 objectives in this area focus on strategically communicating the impact of CAC funding to County residents and key regional and national stakeholders.

Telling CAC’s Story

In addition to our formal communications such as our website and Report to the Community, all CAC team members are making extra efforts this year to get out into the community and tell CAC’s story, and, more importantly, share with stakeholders the importance of public funding for arts and culture. **To date CAC staff have directly reached more than 3,600 people.** Recent presentations include:

- *Conference Presentation:* Karen attended the Grantmakers in the Arts conference in Houston in October. She moderated a conversation with Holly Sidford and Nick Rabkin on the findings of CAC’s public value work.
- *Panel Presentation:* On November 4, Jennifer spoke on a panel of communications professionals at the Public Relations Society of America Cleveland Chapter’s Student Day held at Eaton Corporation’s headquarters in Beachwood.

- *America SCORES*: On November 14, Jake served as a judge and award presenter at America SCORES 10th Annual Poetry SLAM! at Cuyahoga Community College. Nine Cleveland Metropolitan Schools showcased their poetic talents by performing original poems, both as teams and as individuals. America SCORES is a 2014 Project Support Cultural Partner.

Cleveland Museum of Art – partnering to educate members about CAC

The Cleveland Museum of Art included an article about CAC on page 16 of its November/December issue of [Cleveland Art: The Cleveland Museum of Art Members Magazine](#). Karen was also invited to submit an article to run in *Jottings*, the monthly newsletter of the Women’s Council of the Cleveland Museum of Art, which reaches the Council’s more than 500 members. Her guest column, which educated readers about the importance of public funding for arts and culture in our community and the impact of CAC funding on the Museum, ran in the November 2014 edition. View it here (on page 8): [Jottings, November 2014](#).

Email Communications

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

- [12 Arts & Culture Events to Greet the Holiday Season](#) (11/19/14)
- [10 Free, Must-See Arts & Culture Events](#) (11/06/14)
- [10 New Ways to Explore the Visual Arts in Cuyahoga County](#) (10/16/14)
- [Nine Sizzling Theater Events in Cuyahoga County](#) (10/03/14)

Media Placements

CAC was mentioned in the following news stories:

Date	Media Outlet	Headline
Oct 30	Hudson Hub-Times	Valley Art Center Opens 43rd Annual Juried Art Exhibit
Oct 15	Cool Cleveland	Uno Lady’s unique music released on record at the new Euclid Tavern
Oct 14	The Plain Dealer	Happy Dog at the Euclid Tavern to host CD release party for unique Cleveland singer Uno Lady
Oct 14	The Sun News	Notre Dame College in South Euclid presents stage version of ‘On Golden Pond’ this weekend
Oct 10	Fresh Water Cleveland	The house is a-rockin’: Heights Music Hop is set for Saturday
Oct 8	Crain’s Cleveland Business	County arts and cultural groups see dip in short-term revenue
Oct 8	The Plain Dealer	Cuyahoga cigarette tax for the arts grows in importance as other sources of government support shrink: new report
Oct 3	Design Boom	AHA! festival of lights illuminates the atmosphere of downtown Cleveland
Sept 30	Cleveland Urban Design Collaborative Blog	Garden at men’s shelter becomes a welcoming place for all
Oct 1	WCPN 90.3 FM	Changes in fellowship program prompt questions about how we put a value on the work of artists
Sept 28	The Plain Dealer	Letter to the Editor: Cuyahoga County Creative Workforce Fellowships allow best artists to advance their work
Sept 17	CAN Journal	Cuyahoga Arts and Culture, individual artists and the return on public investment
Sept 16	The Plain Dealer	Cuyahoga Arts and Culture heads toward a renewal of individual artist fellowships, with a steep budget cut

BUILDING INTERNAL CAPACITY

Our 2014 objectives in this area focus on developing team members and improving each team member's personal efficiency so we are better prepared to support our cultural partners and carry out CAC's mission.

Staff Professional Development. Much of our staff professional development work took place during the first half of the calendar year. New events:

- Jake attended the Americans for the Arts National Arts Marketing Project conference in Atlanta, Georgia. Networking and learning alongside hundreds of marketing professionals, he learned digital marketing trends and best practices that can be leveraged both in CAC's communications and as we develop new learning opportunities for our Cultural Partners.
- Stacey attended the National Trust for Historic Preservation annual conference in Savannah, Georgia. She was able to network with preservation and design professionals from across the country. Of interest were discussions about *creative placemaking* and strategizing to tell your story to a specific audience. This is helpful as we continue to fund organizations whose primary mission may not be arts and culture, but that have initiated meaningful programming in the sector.
- Meg completed the Ohio Bureau of Worker's Compensation Safety Program. As part of this program an ergonomist provided an assessment and recommendations to all staff to improve their work environment. Participation in this program has earned CAC a discount on its Workers Compensation insurance premium.
- Jennifer attended an all-day workshop on intermediate Excel skills offered by Cleveland State University. Improved skills in Excel will provide additional tools to analyze social media data and create meaningful visual aids to share this information.

FINANCIAL UPDATE

Revenue. Tax revenue through October 31 was \$13,424,433. This figure is \$443,000 or 3.2% under forecast for the first ten months of the fiscal year and 5.11% below revenue for the same period in 2013. Interest revenue through October was \$74,344. This figure exceeds our YTD forecast by \$9,694.

As of October 31, CAC inactive monies are invested as follows:

- STAR Plus: \$7,550,805 (yield .20%)
- Baird Public Investment Advisors: \$13,077,442 (target yield .67%)
- STAR Ohio: \$370.77 (yield .05%)

Expenditure. Cash expenditures through October were \$14,759,837. This figure is nearly \$200,000 below expenditures budgeted through October due to a combination of timing of payments and reductions in spending for the year. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2014 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

Audit and Finance Advisory Committee: The committee met on October 16 at 8 a.m. in CAC's office. In addition to meeting with investment advisor Ryan Nelson of Red Tree Investment Group the committee reviewed and discussed CAC's Investment Policy and current investment strategy. Committee members were in agreement that CAC is currently maximizing its investment opportunities for inactive monies. The committee did recommend making a minor update to the investment policy in relation to the allowable maximum investment period. Currently CAC's policy calls for no investments that mature in greater than three years. The committee recommends that this be updated to be no more than five years. This is in accordance with Ohio Revised Code 135.35. This change will be brought to the board for consideration at the December 15 board meeting.

Cuyahoga Arts & Culture Revenue and Expenditures through October 31, 2014

Accrual Basis	Through 10/31/2014 Actual	Through 10/31/2014 Budget	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 13,424,438	\$ 13,867,432	\$ (442,994)	96.8%
Interest	\$ 74,344	\$ 64,650	\$ 9,694	115.0%
Other revenue	\$ 2,100	\$ -	\$ 2,100	
Total Revenue	\$ 13,500,882	\$ 13,932,082	\$ (431,200)	96.9%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 258,087	\$ 293,094	\$ (35,007)	88.1%
Program	\$ 310,141	\$ 311,812	\$ (1,671)	99.5%
Grants**	\$ 15,949,623	\$ 13,770,376	\$ 2,179,247	115.8%
Total A&C Exenditures	\$ 16,517,852	\$ 14,375,282	\$ 2,142,570	114.9%
General & Administrative				
Salaries, Wages and Benefits	\$ 264,673	\$ 293,175	\$ (28,503)	90.3%
Facilities, Supplies, Equipment	\$ 52,647	\$ 90,742	\$ (38,094)	58.0%
Professional Fees	\$ 139,937	\$ 191,100	\$ (51,163)	73.2%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 457,257	\$ 575,017	\$ (117,760)	79.5%
Total Expenditures	\$ 16,975,109	\$ 14,950,299	\$ 2,024,810	113.5%
Net Ordinary Revenue	\$ (3,474,227)	\$ (1,018,217)	\$ (2,456,010)	

** Actual grants figure represents accrual for approved grants for 2014. Outstanding obligations to be paid in 2014 are on the balance sheet.

	<u>Actual - Accrual</u>	<u>Budget</u>	<u>Actual - Cash</u>
Total Expenditures	\$ 16,975,108.92	\$ 14,950,299.14	\$ 14,759,837

Cuyahoga Arts & Culture
Balance Sheet
As of October 31, 2014

ASSETS

Current Assets

Checking/Savings

Baird (U.S.Bank) 13,077,441.98

KeyBank 88,494.42

Star Ohio Excise Tax 370.77

STAR Plus 7,550,804.54

Total Checking/Savings 20,717,111.71

Accounts Receivable

11000 · Accounts Receivable 1,408,941.00

Total Accounts Receivable 1,408,941.00

Total Current Assets 22,126,052.71

Fixed Assets

15000 · Furniture and Equipment 68,902.67

15001 · Software and Webdesign 10,000.00

17000 · Accumulated Depreciation -57,413.88

Total Fixed Assets 21,488.79

TOTAL ASSETS 22,147,541.50

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 · Accounts Payable 103,331.38

Total Accounts Payable 103,331.38

Other Current Liabilities

24000 · Payroll Liabilities 10,206.66

24200 · GOS Grants 1,370,001.00

24300 · Project Support Grants 845,271.00

Total Other Current Liabilities 2,225,478.66

Total Current Liabilities 2,328,810.04

Total Liabilities 2,328,810.04

Equity

32000 · Operating Reserve 23,292,963.60

Net Income -3,474,232.14

Total Equity 19,818,731.46

TOTAL LIABILITIES & EQUITY 22,147,541.50

CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2014 ACTUAL REVENUE				
	2013		2014	
Month	Monthly Tax	12-13% Change	Monthly Tax	13-14% Change
JANUARY	\$ 1,418,698.62	14.80%	\$ 1,441,567.19	1.61%
FEBRUARY	\$ 1,195,793.73	10.15%	\$ 901,110.50	-24.64%
MARCH	\$ 1,319,151.89	-7.25%	\$ 1,356,099.96	2.80%
APRIL	\$ 1,519,876.59	-0.20%	\$ 1,456,486.30	-4.17%
MAY	\$ 3,004,713.36	6.87%	\$ 2,568,321.06	-14.52%
JUNE	\$ 1,025,108.65	-22.12%	\$ 1,112,606.44	8.54%
JULY	\$ 437,767.31	22.62%	\$ 383,105.59	-12.49%
AUGUST	\$ 1,135,767.36	-18.03%	\$ 1,369,293.72	20.56%
SEPTEMBER	\$ 1,544,794.00	14.83%	\$ 1,426,900.79	-7.63%
OCTOBER	\$ 1,545,708.64	5.81%	\$ 1,408,941.00	-8.85%
NOVEMBER	\$ 1,095,862.10	-28.47%		
DECEMBER	\$ 1,476,364.07	12.19%		
TOTALS	\$ 16,719,606.31	-0.43%	\$ 13,424,432.54	-5.11%



Board of Trustees 2015 Meeting Schedule

All regular meetings will held from 4:00 to 5:30 pm unless otherwise noted

Date	Location
Monday, February 9	Idea Center, Miller Classroom 1375 Euclid Avenue Cleveland 44115
Monday, April 13 (<i>Annual Meeting</i>)	Cleveland Play House Allen Theater 1407 Euclid Avenue Cleveland 44115
Monday, June 8 (4:00-8:30 pm, includes retreat)	Lake Erie Nature and Science Center 28728 Wolf Road Bay Village 44140
Monday, September 21	TBD
Monday, November 16	Olmsted Performing Arts 6941 Columbia Road Olmsted Falls 44138
Monday, December 14 (3:00-5:30 pm) (executive session to discuss annual performance review of staff)	Idea Center, Miller Classroom 1375 Euclid Avenue Cleveland 44115



MEMORANDUM

Date: November 24, 2014
To: CAC Board of Trustees
From: Jesse Hernandez, program manager
Cc: Karen Gahl-Mills, executive director
Meg Harris, director of administration
Re: 2015-16 General Operating Support: approval of panel scores, funding allocation and grant amounts

SUMMARY

Cuyahoga Arts & Culture's General Operating Support (GOS) program strengthens the community by deepening its access to arts and culture through *meaningful, multi-year core support grants* to arts and cultural organizations based in and serving Cuyahoga County.

Detailed background information on the GOS program, 2015-16 application cycle, and three Board decision points are included within this memo. In addition, the following summarizes the key points and actions outlined within the document.

- CAC received 64 applications to the 2015-16 GOS program and is **recommending to the board the approval of 58 grant awards**, numbers that are similar to previous application cycles.
- Staff recommends **an allocation of \$12,700,000**, a reduction of \$1 million from the 2013-14 cycle; this will allow for meaningful grants to our diverse pool of cultural partners ranging from approximately \$10,000 to over \$1.5 million each year for 2 years.
- No significant changes were made to the program guidelines, process or funding formula.
- The most heavily weighted funding criteria, public benefit, was evident throughout the panel proceedings.
- In-line with CAC's values, policies and practices, staff actively worked to provide education and training to applicants to allow for success at all levels of the GOS process.

Board Actions

At the November 24 meeting, we look to the Board to formally approve 2015-16 GOS:

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

Further background detail on each of the three Board decision points begins on page 20.

I. BACKGROUND

What stayed the same this cycle?

The 2015-16 General Operating Support (GOS) cycle marks the fourth time CAC has run its core support grant program. Each cycle the program has remained steadfastly committed to supporting Cuyahoga County-based organizations that have:

- a primary mission to create, provide, present or produce arts or cultural services for the public;
- a history of vibrant artistic or cultural programming; and
- strong organizational capacity.

GOS continues to provide *meaningful* grants to organizations of *all sizes* and receives the largest allocation, per CAC's spending policy, of any of our grant programs.

What changed?

While no major policy changes were made this cycle, we always seek ways to improve our work. To that end, this cycle we made minor refinements to the application and revised two financial health measures.

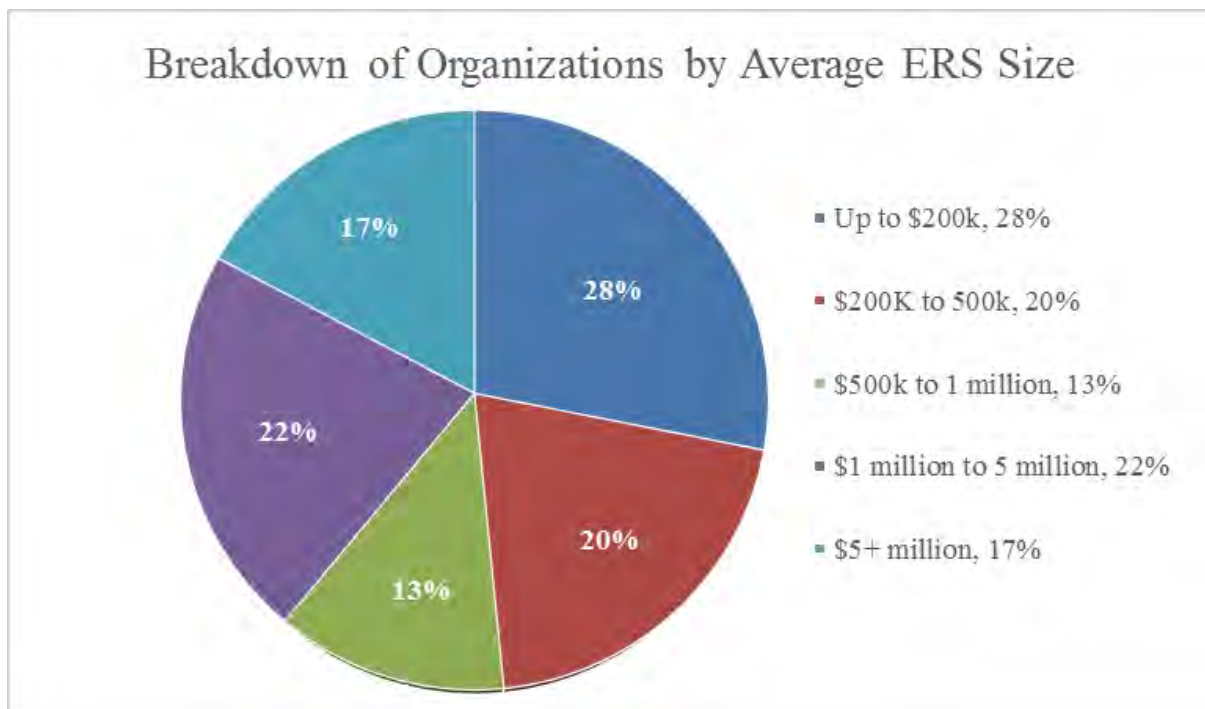
II. APPLICANT POOL OVERVIEW & TRAININGS

All applicants were familiar with the CAC process

All of the 64 applicants to the 2015-16 GOS program had received either Project Support or GOS funding from CAC in the past, with all but two receiving CAC funding during 2014. Every cultural partner receiving 2013-14 GOS funding chose to apply again for GOS funding during the next cycle.

GOS applicants included organizations of all sizes

The diversity of the applicant pool in terms of budget size was derived by looking at an internal calculation of eligible revenue based on the self-reported information on each organization's Eligible Revenue and Support (ERS) forms. The chart below shows that organizations of all sizes applied for and – with the vast majority recommended for funding (58) – succeeded in the 2015-16 GOS grant program.



CAC worked to prepare cultural partners for success

CAC provided a number of opportunities to prepare applicants for success in the application process, through both formal events and individual meetings with cultural partners. Highlights of this work include:

- Staff led an informational Kickoff Meeting and Workshop on May 29, 2014, that provided 96 attendees with overview information on the 2015-16 GOS process as well as specific application and grant writing tips.
- CAC partnered again with the Nonprofit Finance Fund (NFF) to provide GOS applicants the opportunity to participate in one-on-one financial health consultations with NFF staff. Similar consultations were offered two years ago to 2013-14 GOS applicants and received high praise from participants. This year, 34 organizations took advantage of the opportunity with over 90% indicating they would be very likely to participate in them in the future.
- Staff held individual meetings via phone or in person with over 30 applicant organizations in 2014 to provide personal assistance in navigating the application process and assist in developing strong applications. Staff met with some organizations multiple times during the 2013-14 grant cycle to provide support, in addition to more informal interactions and phone calls.

III. PANEL REVIEW MEETINGS

Panelists and day-of panel process

Ten qualified arts and culture professionals from outside Ohio served as 2015-16 General Operating 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 64 applications on October 6-8 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 8 of the [2015-16 GOS Grant Program Guidelines](#). Approximately 114 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 722 unique visitors to its website during the three-day period. CAC distributed an Audience Guide to help all in-person and online observers understand the panel review process, and for the first time allowed for public comments and information correction forms to be submitted online via a web form to engage those unable to attend in-person.

Using audio recordings tracks as educational tools

The 2015-16 GOS panel review meetings were recorded for the public record and are accessible on the [CAC website](#). The applicants received their scores and a link to the audio recordings via email the week after panel. 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, many organizations have already done so. Recordings from all three 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 panel (October 8), CAC invited audience members and panelists to participate in an informal public comment session. That discussion is recorded on its [own track](#). Staff uses this feedback to inform our future work.

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

1. Panelists and applicants appreciated our process. They highlighted the transparency with which we operate, the staff's accessibility and assistance, and our focus on serving the community.
2. Applicants were more knowledgeable of our panel process this cycle, but more education is needed. The majority of respondents (76%) said they understood the panel process, but 12% said they still had questions, and a few respondents indicated within text narratives that additional knowledge on the panel process, panelist training and panelist selection would be helpful. Staff will continue to identify ways to educate applicants on this process.

IV. LOOKING FORWARD

While the 2015-16 grant period is only just about to kick-off, staff has already reflected on the grant process to identify where we can improve our work for future grant cycles.

Continue to Emphasize and Clarify Public Benefit: In alignment with our mission, it is vital that CAC continues to reinforce that publicly-funded organizations must serve the public. Panelists were unanimous in their support of CAC's focus on public benefit and the beneficial impact this can have on our community and arts and cultural organizations. A handful of applicants provided feedback that the process of addressing this criteria was an invaluable learning tool for the organization, and has been the driving force behind institutional and programmatic changes. Still, feedback from applicants, panelists, and panel comments demonstrate that many organizations continue to have a difficult time defining their community and speaking to how their organization works with and serves the public. Staff should continue to work with cultural partners to further their understanding of public benefit and how to address it within an application.

Deepen Our Relationship with Cultural Partners: CAC's work with and support of our cultural partners can be strengthened by actively working to deepen our knowledge of their organizations and programming. As we move into the eighth year of working with many of these organizations, staff will seek ways to build knowledge gathering opportunities into the GOS process and strengthen our relationships with cultural partners.

NEXT STEPS

With a summary of the GOS 2015-16 process complete, staff now turn to the CAC Board to take three distinct board actions. Each action builds off the preceding action. Together, they will ensure that CAC's grants are wisely stewarded and support arts and cultural organizations that serve the residents of Cuyahoga County.

- **BOARD ACTION #1: Approve total scores**
- **BOARD ACTION #2: Approve funding allocation**
- **BOARD ACTION #3: Approve grant amounts**

All recommendations for Board action build off of the data in Appendices 1 and 2.

BOARD ACTION #1: Approve panel scores.

At the November 24 meeting, the Board will be asked to approve the 2015-16 GOS panel scores.

- See Appendix 1 for a list of total scores of the 58 applicants recommended for funding.
- See Appendix 2 for a list of the six organizations that received fewer than 75.00 points from the panel 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 panel score. All applicants that received a panel score of 75.00 or higher have been recommended for a grant. Any applicant with a panel score lower than 75.00 has not been recommended for a grant. Once an organization is in the funding pool, it can earn up to 15 additional bonus points for financial health for a "total score" of up to 115 points.

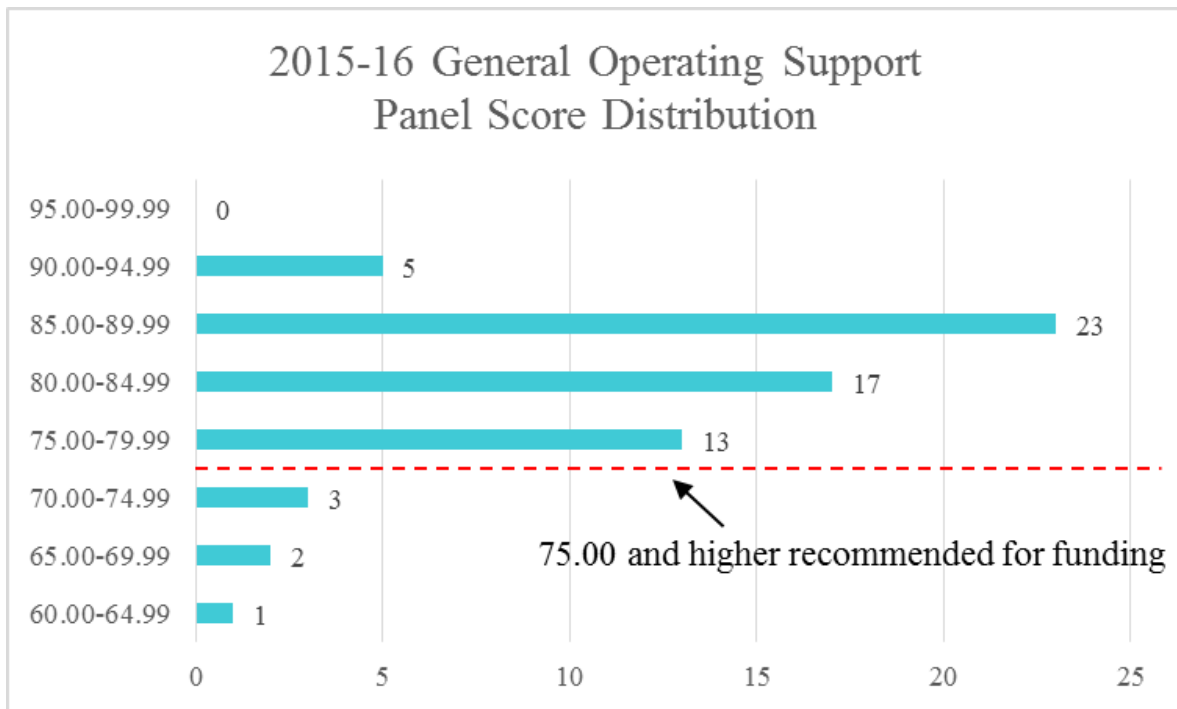
CAC's Funding Criteria

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. The funding criteria for 2015-16 GOS 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

For the 2015-16 GOS cycle, 58 organizations received panel scores of 75.00 or higher, and are recommended for funding. Panel scores for the group fell across a 30-point spread, with an average score of 82.54 and median score of 83.13 (out of 100). The group distribution of the panel scores is illustrated in the chart below. For a full listing of total scores, including the financial health bonus points (totaling 115 points), see Appendix 1.



BOARD ACTION #2: Allocate 2015-16 General Operating Support funds.

At the November 24 meeting, the Board will be asked to allocate funding for 2015-16 General Operating Support funds totaling \$12,700,000.

Allocation Background

CAC recommends an allocation of \$12,700,000 each year for two years for a total investment of \$25,400,000. The recommendation aligns with its [Allocation Policy](#) by investing the majority of its revenues into the GOS program, and also takes into consideration an appropriate draw from the reserve fund that allows for the largest allocation amount while planning intelligently for the future. Staff used these goals as our guide when considering the implications of multiple allocation scenarios, and after reviewing many options, are confident that the \$12,700,000 recommendation is the correct amount to allow CAC to maximize our investment while balancing the need to responsibly steward our declining revenue source. This represents a decrease of 7.3% from the last cycle's allocation of \$13.7 million and reflects the discussion at the [September Board meeting](#). Of note, this amount represents the same decrease as CAC made between the first and second cycles. We are pleased to be able to recommend an allocation figure that is prudent, but still invests as much money back into the community as possible.

Allocation History

Program Year	Allocation	Number of Grant Recipients
2008-10 GOS	\$15,000,000	68
2011-12 GOS	\$14,000,000	68
2013-14 GOS	\$13,700,000	57
2015-16 GOS	\$12,700,000*	58*

**Pending board approval on November 24, 2014*

Board Action #2: Allocation

We ask that the Board approve the following annual allocation: \$12,700,000 for 2015-16 GOS.

BOARD ACTION #3: Approve grant award amounts.

At the November 24 meeting, the board will be asked to approve 2015-16 General Operating Support grant award amounts.

- See Appendix 1 for a list of all 58 cultural partners' recommended grant award amounts.

Determining Grant Award Amounts

GOS grant award amounts are determined by a consistent formula which is designed to generate an equitable distribution of funding to recommended organizations by considering several factors including:

- The total annual proceeds collected from the excise tax;
- The total amount allocated to be awarded for that GOS cycle;
- The operating budget for the previous three fiscal years (FY11, FY12 and FY13) of each organization, as determined by each applicant's Eligible Revenue and Support (ERS) forms;
- The aggregation of all GOS grant recipients' operating funds as determined by ERS forms;
- Each organization's panel score;
- Each organization's financial health scores:
 - Operating Performance – automatically determined from FY11, 12 and 13 Cultural Data Project data
 - Working Capital – automatically determined from FY13 Cultural Data Project data
 - Financial Situation and Planning – scored by panel-based on application
- The percent of the award to the smallest organization in relation to its budget compared to the percent decrease in allocation between the current and previous GOS cycles.

Board Action #3: Grant Amounts

In order to determine grant amount recommendations (Board Action #3), CAC applied the method outlined above. If approved, the 2015-16 GOS portfolio will be made up of **58 grants totaling \$12,700,000.**

NEXT STEPS: November 24 Board Meeting

We look forward to addressing your questions at the November 24 Board meeting as we move to approve all three Board actions.

APPENDIX 1: Reference for Board Actions #1, 2 and 3

2015-16 General Operating Support Applicants		Board Action #1	Board Action #3	
Total Scores and Funding Recommendations (listed alphabetically)				
Rank	Organization	Total Score	Grant Amounts	Award as % of ERS Revenue
38	Apollo's Fire, the Cleveland Baroque Orchestra	89.28	\$106,917	8.79%
18	Art House	94.68	\$25,038	16.00%
34	Baycrafters (BAYarts)	90.97	\$49,053	11.97%
33	Beck Center for the Arts	91.14	\$172,280	7.52%
42	Brecksville Theater On The Square	87.36	\$10,518	20.38%
49	Broadway School	85.51	\$23,847	14.71%
6	Center for Arts-Inspired Learning	99.38	\$150,471	8.62%
36	Chagrin Valley Little Theatre	89.53	\$39,946	12.72%
56	Cleveland Botanical Garden	83.80	\$351,286	5.30%
39	Cleveland Choral Arts (North Coast Men's Chorus)	88.83	\$27,192	14.56%
32	Cleveland Institute of Art	91.32	\$672,572	4.54%
10	Cleveland Institute of Music	98.63	\$737,886	4.74%
7	Cleveland International Film Festival	99.33	\$164,506	8.34%
45	Cleveland Jazz Orchestra	86.60	\$33,977	13.06%
35	Cleveland Modern Dance Association (DANCECleveland)	89.90	\$55,941	11.27%
13	Cleveland Museum of Art	96.48	\$1,232,694	3.83%
24	Cleveland Museum of Natural History	93.90	\$577,499	4.94%
23	Cleveland Play House	94.23	\$337,280	6.06%
47	Cleveland POPS Orchestra, Inc.	86.02	\$80,224	9.43%
4	Cleveland Public Theatre, Inc.	100.06	\$109,278	9.78%
22	Cleveland Restoration Society	94.28	\$83,412	10.18%
14	Community Partnership for Arts and Culture	96.38	\$92,515	10.02%
16	Contemporary Youth Orchestra	95.40	\$27,100	15.65%
46	Dobama Theatre	86.60	\$35,816	12.81%
3	Eleanor B. Rainey Memorial Institute	103.65	\$69,486	11.98%
37	Great Lakes Museum of Science, Environment and Technology	89.33	\$361,952	5.59%
48	Great Lakes Theater Festival	85.61	\$215,042	6.50%
50	GroundWorks DanceTheater	85.18	\$46,293	11.45%
53	Heights Arts Collaborative, Inc.	84.23	\$23,075	14.67%
57	ICA Art Conservation	82.35	\$92,381	8.56%
17	ideastream	94.91	\$879,245	4.27%

2015-16 General Operating Support Applicants (continued)

Total Scores and Funding Recommendations (listed alphabetically)

		Board Action #1	Board Action #3	
Rank	Organization	Total Score	Grant Amounts	Award as % of ERS Revenue
51	Inlet Dance Theatre	84.95	\$22,376	14.97%
15	Lake Erie Nature & Science Center	95.59	\$105,772	9.45%
5	LAND Studio	99.67	\$231,920	7.36%
12	Maltz Museum of Jewish Heritage	97.85	\$155,493	8.39%
29	Morgan Papermaking	92.28	\$33,779	13.95%
9	Museum of Contemporary Art Cleveland	98.80	\$158,954	8.40%
27	Musical Arts Association (The Cleveland Orchestra)	92.83	\$1,518,755	3.41%
43	Near West Theatre	87.35	\$62,461	10.51%
58	Opera Circle, Inc.	81.38	\$19,200	15.18%
40	Piano International Association of Northern Ohio (Cleveland International Piano Competition)	88.60	\$70,177	10.21%
19	Playhouse Square Foundation	94.53	\$1,395,695	3.58%
20	Professional Flair, Inc. (Dancing Wheels)	94.45	\$50,262	12.32%
26	Progressive Arts Alliance, Inc.	93.26	\$47,105	12.46%
55	Roots of American Music	84.14	\$25,984	14.02%
31	Shaker Lakes Regional Nature Center	91.40	\$80,495	10.01%
8	SPACES	99.08	\$52,853	12.68%
28	The Children's Museum of Cleveland	92.58	\$89,434	9.74%
30	The Cleveland Music School Settlement	92.25	\$225,193	6.89%
21	The Northern Ohio Children's Performing Music Foundation, Inc.	94.45	\$44,216	12.92%
2	The Rock and Roll Hall of Fame and Museum, Inc.	104.78	\$989,574	4.51%
41	The Sculpture Center	87.75	\$16,582	17.28%
25	The Shaker Historical Society	93.85	\$18,805	17.64%
54	Ukrainian Museum-Archives	84.20	\$14,583	17.39%
44	Valley Art Center	87.01	\$34,359	13.07%
52	Verb Ballets	84.33	\$39,674	12.01%
11	Western Reserve Historical Society	98.20	\$280,343	6.76%
1	Zygote Press	106.45	\$31,234	16.57%
Board Action #2	Total Allocation for 2015-16 General Operating Support		\$12,700,000	

APPENDIX 2: Reference for Board Action #1

Applicants Scoring Below 75.00 Points: Not Recommended for Funding

**Indicates 2013-14 GOS Grant Recipient*

1. *Artist Archives of the Western Reserve* – Panel Score: 68.50
2. *ART Neo** – Panel Score: 67.88
3. *Heights Youth Theatre** – Panel Score: 74.50
4. *International Women's Air & Space Museum* – Panel Score: 63.75
5. *Karamu House** – Panel Score: 74.75
6. *Lakewood Historical Society* – Panel Score: 72.25



MEMORANDUM

Date: November 24, 2014
To: CAC Board of Trustees
From: Stacey Hoffman, program manager
Cc: Karen Gahl-Mills, executive director
Meg Harris, director of administration
Re: 2015 Project Support: approval of panel scores, funding allocation and grant amounts

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 2015, the program's purpose, general structure and eligibility requirements remain the same as last year. Due to CAC's targeted outreach and continued technical assistance, staff is pleased to recommend to the Board a **slate of 138 grants** totaling **\$1,783,242** for the 2015 Project Support program.

Several items of note:

- CAC staff recommends funding a similar number of Project Support grants as last year.
- Though the recommended allocation to the Project Support program is lower than last year, it is in line with CAC's values, policies and practice. The recommendation allows CAC to make meaningful grants to organizations of all sizes, ranging from approximately \$1,250 to nearly \$50,000.
- The most heavily weighted criteria, public benefit, was evident throughout the panel proceedings.

Board Actions

At the November 24 meeting, we look to the board to formally approve 2015 Project Support, including the following:

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

Further background detail on each of the three Board decision points begins on page 30.

I. BACKGROUND

What stayed the same this cycle?

2015 marks the seventh 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. The maximum request amounts for each program remained the same as in past years, up to \$50,000 for Project Support I and up to \$5,000 for Project Support II.

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 and simpler application for 2015. Specifically, the small grant application (Project Support II) had fewer questions and both programs had a simplified budget. The goal with these revisions was to make the amount of work equivalent to the amount of funding available to the applicant.

Revised Scoring Structure: In tandem with the simplified application, CAC experimented with a simplified scoring structure for Project Support II. This year CAC changed the evaluation of the funding criteria from a numeric scale to asking panelists if the application demonstrated evidence of CAC's funding criteria. Panelists answered with a simple, yes, somewhat or no.

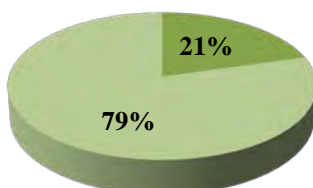
Targeted Outreach: Our research of nonprofits in the County indicated that we have not reached all potential applicants; there was room to grow participation in the Project Support program. We reached out to a set of organizations that we encountered over the course of the year. Of the new organizations being recommended for funding, 37% received direct outreach from CAC regarding the program.

II. APPLICANT POOL OVERVIEW & TRAININGS

151 organizations submitted eligible applications that were reviewed by the panel. First-time applicants made up 21% of the applications received (Chart 1). Fifty-five percent of organizations applied to the Project Support II small grants program (Chart 2). The geographic location of applicants remains in line with past years, with a majority of applicants based in or coming from the City of Cleveland (Chart 3).

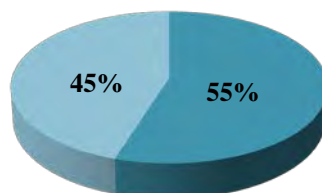
1. New vs. Previous Applicants

■ New ■ Previous



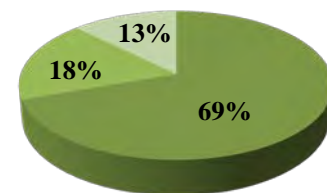
2. Applicants per Program

■ PS II ■ PS I



3. Geographic Distribution

■ Cleveland
■ Eastern Suburbs
■ Western and Southern Suburbs



Staff provided personalized technical assistance to applicants at workshops and through one-on-one meetings, “help-desk” calls, and regular emails leading up to the deadline. Approximately 80 applicants attended three workshops in Cleveland Heights, downtown Cleveland and Lakewood, to learn more about the 2015 Project Support application and panel review process.

III. PANEL REVIEW MEETINGS

Panelists and day-of panel process

Nineteen qualified arts and culture professionals served as 2015 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 151 applications on October 20-23 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 pages 9 and 10 of the 2015 Project Support Grant Program Guidelines ([Project Support I](#); [Project Support II](#)). Individuals, primarily from applicant organizations, attended the panel review. As in previous years, the panel review was also audio-streamed live from the CAC website and many organizations tuned in to listen. CAC distributed an Audience Guide ([Project Support I](#); [Project Support II](#)) to help all in-person and online observers understand the panel review process. For the first time, organizations were able to submit public comments and information correction forms via a web form to engage those unable to attend in-person.

Using audio recordings as educational tools

The 2015 PS panel review meetings were recorded for the public record and are accessible on our website ([Project Support I](#); [Project Support II](#)). The applicants received their scores via email the week after panel and received their audio recordings in early November. The panelists’ comments and feedback are represented in the scores each organization received.

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 meetings are posted on CAC’s website so organizations may listen and learn from their peers.

Seeking feedback

At the conclusion of each panel review meeting (October 21 and 23), 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 ([Project Support I](#); [Project Support 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. Several headlines emerged from our surveys:

- 1) Applicants view the panel process as a learning opportunity and appreciate the transparency.
- 2) Applicants and panelists appreciated CAC’s ongoing communication throughout the application process. The respondents agreed that the amount of communication and the content was appropriate to aid them in their success.
- 3) Panelists see the experience as a chance to network and learn from peers. They appreciated the brief orientation session prior to the panel opening and voiced their interest in spending more time with the CAC staff.

IV. LOOKING FORWARD

Planning for the 2016 grant cycle

While the 2015 grant period is only just about to kick-off, staff has already identified where we can improve our work for future grant cycles.

Address high request amount: With less tax revenue, we cannot sustain the program as it currently exists. CAC staff will work to determine where request amounts need to be scaled back to meet the high demand for the program, while acknowledging our declining tax revenues.

Serve as a resource: In response to consistent panel feedback and staff observations, CAC will continue to offer focused technical assistance in 2015 with a learning agenda for Cultural Partners.

NEXT STEPS

With a summary of the 2015 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 2015 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 24 meeting, the board will be asked to approve 2015 Project Support panel scores.

- See Appendix 1 for a list of all 151 applicants' scores.
- See Appendix 2 for a list of the 13 organizations that will NOT be recommended for funding.

Scoring Background

Project Support I: 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 70.00 or higher have been recommended for a grant. Any applicant with a score lower than 70.00 has not been recommended for a grant.

Project Support II: Panelists reviewed the applications based on the funding criteria. Panelists were asked if an application demonstrated evidence of the funding criteria, with an emphasis on public benefit. Panelists answered with a simple, yes, somewhat or no.

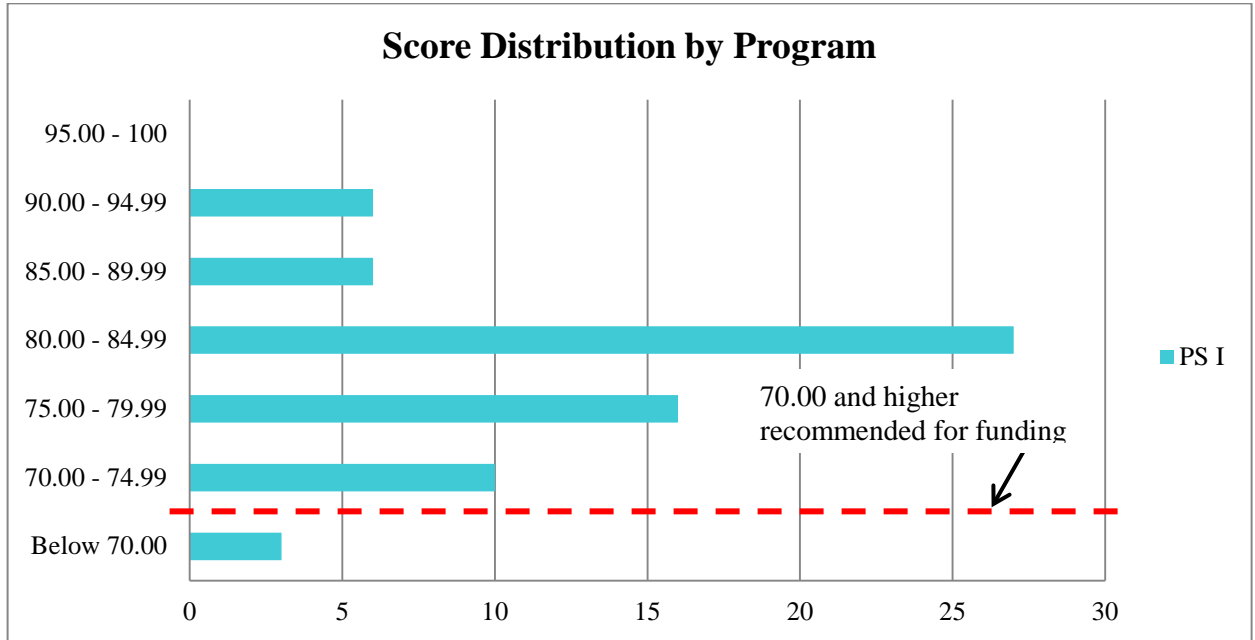
Applications that demonstrated evidence of CAC's funding criteria have been recommended for full or partial funding based on the outcome of the panel's evaluation of each application. Applicants that did not provide evidence that it met the funding criteria have not been recommended for a grant.

CAC's Funding Criteria

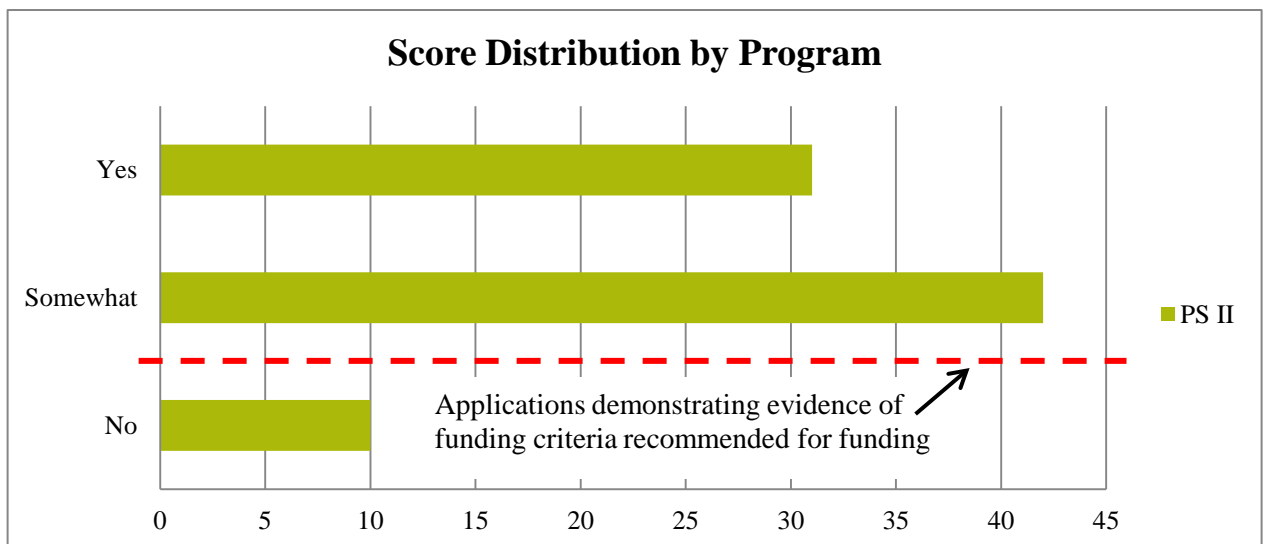
To reflect CAC's role as a public funder – committed to using public dollars to benefit the public – CAC weighted Public Benefit more heavily than the other two funding criteria in both Project Support programs. The funding criteria for 2015 Project Support are Public Benefit, Artistic or Cultural Vibrancy and Organizational Capacity.

Board Action #1: Panel Scores

2015 Project Support I: 65 applications received a score of 70.00 points or higher, while three applications received a score below 70.00 points.



2015 Project Support II: 73 applications demonstrated evidence of the funding criteria, while 10 did not.



BOARD ACTION #2: Allocate 2015 Project Support funds.

At the November 24 meeting, the Board will be asked to allocate funding for: Project Support I and Project Support II totaling \$1,783,242.

Allocation Background

You will recall the discussion at the September Board meeting regarding program allocations. Staff shared revenue projections noting that revenue has declined at a greater than anticipated rate in 2014 and is forecast to continue the same trend in 2015. We are working in an environment where there is less revenue and there will need to be reductions to the allocations for all grant programs.

We are recommending an allocation of \$1,789,242. That number is in line with CAC's Board-approved Allocation Policy, which states "*CAC will endeavor to grow the (Project Support) program and provide meaningful grants that meet community demand.*" Staff recommends a smaller overall allocation to the Project Support program, in line with cuts to all other CAC programs.

The recommended allocation is nearly 6% less than the \$1,891,902 allocated to the 2014 Project Support program. We arrived at our recommendation by using the same methodology as in prior years (recommended grants = a percentage of the request amount based on the score). While in the past we applied a curve to the funding formula in order to fully fund the organization with the highest score, this year no curve has been applied. This allows us to achieve a reduced allocation for the 2015 program.

Board Action #2: Allocation

We ask that the Board approve the following allocations for the 2015 Project Support program:

1. \$1,783,242 to Project Support
 - \$1,481,033 for Project Support I
 - \$302,209 for Project Support II

Together, this makes for a **2015 Project Support allocation of \$1,783,242.**

BOARD ACTION #3: Approve grant award amounts.

At the November 24 meeting, the Board will be asked to approve 2015 Project Support grant award amounts.

- See Appendix 1 for a list of all 138 cultural partners' grant award amounts.

Determining Grant Amounts

2015 Project Support I: Grant award recommendations for 2015 Project Support are determined in a fair and impartial manner in which score matters. Staff recommends applicants approved for funding receive the percentage amount of their grant request equivalent to their score. For example, the highest scoring application, Hospice of the Western Reserve, received a panel score of 93.43. Staff recommends a grant of \$34,569, which represents 93.43% of their request amount.

2015 Project Support II: Applications that provide evidence throughout the application that funding criteria are *fully* met have been recommended for full funding (of their request amount, keeping in mind that the maximum request for this program is \$5,000).

Applications that provide *some* evidence throughout the application that funding criteria are met have been recommended for partial funding (75% of their request amount).

Applications that *do not* provide evidence throughout the application that funding criteria are met have not been recommended for a grant.

Board Action #3: Grant Amounts

Recommended total grants and grant amounts for 2015 Project Support are:

1. 138 grants totaling of \$1,783,242

NEXT STEPS: November 24 Board Meeting

We look forward to addressing any questions or concerns you have at the November 24 Board meeting, which we hope will result in the approval of all three Board actions.

APPENDIX 1: Reference for Board Actions #1, 2 and 3

2015 Project Support I Applicants Panel Scores and Funding Recommendations (listed alphabetically)			Board Action #1		Board Action #3
#	Organization	Request	Score	% of Request	Award
1	America SCORES Cleveland	\$27,441	83.00	83.00%	\$22,776
2	American Hungarian Friends of Scouting	\$21,000	72.57	72.57%	\$15,240
3	Aradhana Committee	\$50,000	84.86	84.86%	\$42,429
4	Art Therapy Studio	\$44,400	85.43	85.43%	\$37,930
5	Baldwin Wallace University	\$50,000	73.86	73.86%	\$36,929
6	Berea Arts Fest	\$13,359	82.14	82.14%	\$10,973
7	BlueWater Chamber Orchestra	\$21,686	86.29	86.29%	\$18,712
8	Boys & Girls Clubs of Cleveland	\$27,128	78.57	78.57%	\$21,315
9	Brite Cleveland	\$8,733	90.00	90.00%	\$7,860
10	Cassidy Theatre, Inc.	\$26,519	70.00	70.00%	\$18,563
11	Chagrin Foundation for Arts and Culture (Chagrin Arts)	\$33,414	76.57	76.57%	\$25,586
12	ChamberFest Cleveland	\$44,077	82.43	82.43%	\$36,332
13	CityMusic Cleveland	\$50,000	79.43	79.43%	\$39,714
14	Cleveland Center for Arts and Technology (NewBridge Cleveland)	\$50,000	83.57	83.57%	\$41,786
15	Cleveland Chamber Music Society	\$15,000	81.57	81.57%	\$12,236
16	Cleveland Classical Guitar Society	\$9,633	74.71	74.71%	\$7,197
17	Cleveland Contemporary Chinese Culture Association	\$23,500	79.43	79.43%	\$18,666
18	Cleveland Festival of Art & Technology (Ingenuity Cleveland)	\$50,000	90.57	90.57%	\$45,286
19	Cleveland TOPS Swingband	\$7,467	82.14	82.14%	\$6,134
20	Cleveland Women's Orchestra	\$9,330	73.14	73.14%	\$6,824
21	convergence-continuum	\$13,125	80.71	80.71%	\$10,594
22	Detroit Shoreway Community Development Organization	\$42,000	82.29	82.29%	\$34,560
23	Downtown Cleveland Alliance	\$50,000	84.00	84.00%	\$42,000
24	Duffy Liturgical Dance	\$20,000	80.14	80.14%	\$16,029
25	Earth Day Coalition	\$50,000	76.86	76.86%	\$38,429
26	Ensemble Theatre of Cleveland	\$20,060	84.86	84.86%	\$17,022
27	Family Connections of Northeast Ohio	\$7,437	79.14	79.14%	\$5,886
28	Fevered Dreams Productions (Chagrin Documentary Film Festival)	\$21,025	81.14	81.14%	\$17,060
29	Foluke Cultural Arts Center, Inc.	\$14,000	79.43	79.43%	\$11,120
30	Friends of Cleveland School of the Arts	\$22,253	88.57	88.57%	\$19,710
31	Historic Gateway Neighborhood Corporation	\$9,211	83.29	83.29%	\$7,671
32	Historic Warehouse District Development Corporation	\$9,670	84.86	84.86%	\$8,206
33	Hospice of the Western Reserve, Inc.	\$37,000	93.43	93.43%	\$34,569

2015 Project Support I Applicants (continued)

Panel Scores and Funding Recommendations (listed alphabetically)

			Board Action #1		Board Action #3
#	Organization	Request	Score	% of Request	Award
34	Jennings Center for Older Adults	\$25,000	83.57	83.57%	\$20,893
35	Jewish Federation of Cleveland	\$34,933	81.43	81.43%	\$28,445
36	Jones Road Family Development Corporation	\$22,431	70.57	70.57%	\$15,830
37	Julia De Burgos Cultural Arts Center	\$28,911	79.57	79.57%	\$23,005
38	Kulture Kids	\$22,750	82.43	82.43%	\$18,753
39	Lake Erie Ink: a writing space for youth	\$7,500	83.57	83.57%	\$6,268
40	Local 4 Music Fund	\$33,885	71.43	71.43%	\$24,204
41	Mandel Jewish Community Center of Cleveland	\$50,000	74.00	74.00%	\$37,000
42	Mercury Summer Stock	\$18,528	74.57	74.57%	\$13,817
43	Merrick House	\$10,493	83.43	83.43%	\$8,754
44	Music and Art at Trinity Cathedral, Inc.	\$28,996	88.00	88.00%	\$25,516
45	North Union Farmers Market	\$8,521	82.43	82.43%	\$7,024
46	Northeast Shores Development Corpotation	\$50,000	79.83	79.83%	\$39,917
47	Notre Dame College	\$31,301	77.14	77.14%	\$24,146
48	Ohio City Incorporated	\$36,600	75.14	75.14%	\$27,502
49	Olmsted Performing Arts	\$22,000	75.00	75.00%	\$16,500
50	Open Doors, Inc.	\$50,000	93.00	93.00%	\$46,500
51	Orange Community Arts Council (Orange Art Center)	\$33,952	79.29	79.29%	\$26,919
52	Quire Cleveland	\$8,707	84.29	84.29%	\$7,339
53	Scenarios USA	\$50,000	90.57	90.57%	\$45,286
54	Shore Civic Centre Corporation (Shore Cultural Centre)	\$11,000	74.57	74.57%	\$8,203
55	St Clair Superior Development Corporation	\$45,000	78.86	78.86%	\$35,486
56	The McGregor Home	\$14,250	75.86	75.86%	\$10,810
57	The Musical Theater Project	\$50,000	84.29	84.29%	\$42,143
58	The Singers' Club of Cleveland	\$12,400	81.43	81.43%	\$10,097
59	The West Shore Chorale	\$9,811	78.86	78.86%	\$7,737
60	Theater Ninjas	\$8,742	89.14	89.14%	\$7,793
61	Tremont West Development Corporation	\$26,123	80.00	80.00%	\$20,898
62	University Circle Inc.	\$50,000	83.43	83.43%	\$41,714
63	University Hospitals Health System	\$42,340	87.00	87.00%	\$36,836
64	Waterloo Arts	\$44,835	83.71	83.71%	\$37,533
65	West Side Community House	\$25,000	91.29	91.29%	\$22,821
Board Action #2	TOTAL ALLOCATION for PS I	\$1,812,477	N/A	N/A	\$1,481,033

2015 Project Support II Applicants

Panel Scores and Funding Recommendations (listed alphabetically)

			Board Action #1		Board Action #3
#	Organization	Request	Score	% of Request	Award
1	Achievement Centers for Children	\$5,000	Somewhat	75%	\$3,750
2	Arts for All of Northeast Ohio	\$5,000	Yes	100%	\$5,000
3	Arts in Strongsville	\$5,000	Somewhat	75%	\$3,750
4	Arts Renaissance Tremont	\$5,000	Somewhat	75%	\$3,750
5	Beachwood Historical Society	\$4,864	Somewhat	75%	\$3,648
6	Beech Brook	\$5,000	Somewhat	75%	\$3,750
7	Bellaire Puritas Development Corp.	\$5,000	Yes	100%	\$5,000
8	Broadview Heights Spotlights	\$5,000	Somewhat	75%	\$3,750
9	Brooklyn Heights Service Clubs	\$1,500	Somewhat	75%	\$1,125
10	Building Bridges Murals, Inc.	\$5,000	Yes	100%	\$5,000
11	Case Western Reserve University	\$5,000	Somewhat	75%	\$3,750
12	Catholic Charities Corporation (Fatima Center)	\$5,000	Yes	100%	\$5,000
13	Cedar Fairmount Special Improvement District	\$5,000	Yes	100%	\$5,000
14	Choral Arts Society of Cleveland	\$4,800	Yes	100%	\$4,800
15	Cleveland Blues Society Incorporated	\$5,000	Somewhat	75%	\$3,750
16	Cleveland Chamber Symphony	\$5,000	Somewhat	75%	\$3,750
17	Cleveland City Dance Company (City Ballet of Cleveland)	\$5,000	Somewhat	75%	\$3,750
18	Cleveland Composers Guild	\$5,000	Yes	100%	\$5,000
19	Cleveland Grays Armory Museum	\$5,000	Somewhat	75%	\$3,750
20	Cleveland Inner City Ballet (Pink Tutu Outreach Company)	\$5,000	Somewhat	75%	\$3,750
21	Cleveland Leadership Center	\$5,000	Yes	100%	\$5,000
22	Cleveland Philharmonic Orchestra	\$4,000	Yes	100%	\$4,000
23	Cleveland Rape Crisis Center	\$5,000	Somewhat	75%	\$3,750
24	Cleveland Umadaop	\$5,000	Yes	100%	\$5,000
25	Coventry Village Special Improvement District	\$5,000	Yes	100%	\$5,000
26	Cudell Improvement, Inc.	\$4,800	Somewhat	75%	\$3,600
27	Cuyahoga Valley Preservation and Scenic Railway Association (Cuyahoga Valley Scenic Railroad)	\$5,000	Somewhat	75%	\$3,750
28	Doan Brook Watershed Partnership	\$4,895	Somewhat	75%	\$3,671
29	Eliza Bryant Village	\$5,000	Yes	100%	\$5,000
30	Facing History and Ourselves National Foundation, Inc.	\$2,040	Yes	100%	\$2,040
31	Famicos Foundation	\$5,000	Yes	100%	\$5,000
32	Foundation for New Creative Projects	\$5,000	Somewhat	75%	\$3,750
33	FutureHeights	\$5,000	Yes	100%	\$5,000
34	Greater Cleveland Urban Film Foundation	\$5,000	Somewhat	75%	\$3,750
35	Green Triangle	\$5,000	Yes	100%	\$5,000
36	Irish American Archives Society Inc.	\$5,000	Somewhat	75%	\$3,750

2015 Project Support II Applicants (continued)

Panel Scores and Funding Recommendations (listed alphabetically)

			Board Action #1		Board Action #3
#	Organization	Request	Score	% of Request	Award
37	Jewish Family Service Association of Cleveland	\$5,000	Yes	100%	\$5,000
38	Joyful Noise Neighborhood Music School	\$4,725	Yes	100%	\$4,725
39	Kamm's Corners Development Corporation	\$5,000	Yes	100%	\$5,000
40	LakewoodAlive, Inc.	\$5,000	Yes	100%	\$5,000
41	Larchmere PorchFest	\$5,000	Yes	100%	\$5,000
42	Les Délices	\$5,000	Somewhat	75%	\$3,750
43	Lexington Bell Community Center	\$5,000	Somewhat	75%	\$3,750
44	Mamai Theatre Company	\$5,000	Somewhat	75%	\$3,750
45	MorrisonDance	\$5,000	Yes	100%	\$5,000
46	Musical Upcoming Stars in the Classics (M.U.S.i.C.)	\$5,000	Somewhat	75%	\$3,750
47	New Avenues to Independence, Inc.	\$4,500	Yes	100%	\$4,500
48	Ohio City Bicycle Co-op, Inc.	\$4,000	Somewhat	75%	\$3,000
49	Old Brooklyn Community Development Corporation	\$5,000	Yes	100%	\$5,000
50	Operation StandUP!	\$5,000	Somewhat	75%	\$3,750
51	Reaching Heights	\$5,000	Somewhat	75%	\$3,750
52	SAW, Inc. (HeARTworks)	\$5,000	Somewhat	75%	\$3,750
53	Schuhplattler und Trachtenverein Bavaria	\$5,000	Somewhat	75%	\$3,750
54	Shaker Arts Council	\$5,000	Yes	100%	\$5,000
55	Slavic Village Development	\$5,000	Yes	100%	\$5,000
56	Society for Photographic Education (SPE)	\$5,000	Somewhat	75%	\$3,750
57	Sokol Greater Cleveland Gymnastic and Educational Organization, Inc. (Sokol Greater Cleveland)	\$5,000	Somewhat	75%	\$3,750
58	St. Malachi Center	\$3,800	Somewhat	75%	\$2,850
59	Strongsville Community Band	\$5,000	Somewhat	75%	\$3,750
60	Suburban Symphony Orchestra	\$5,000	Somewhat	75%	\$3,750
61	Symphony West	\$5,000	Somewhat	75%	\$3,750
62	Talespinner Children's Theatre	\$5,000	Yes	100%	\$5,000
63	Teaching Cleveland Foundation	\$4,000	Somewhat	75%	\$3,000
64	The Benjamin Rose Institute	\$5,000	Somewhat	75%	\$3,750
65	The Hummingbird Project (The Cleveland Seed Bank)	\$5,000	Yes	100%	\$5,000
66	The Roberto Ocasio Foundation	\$5,000	Yes	100%	\$5,000
67	Union Miles Development Corporation	\$5,000	Somewhat	75%	\$3,750
68	UpStage Players	\$5,000	Somewhat	75%	\$3,750
69	West Side Catholic Center	\$5,000	Yes	100%	\$5,000

2015 Project Support II Applicants (continued)

Panel Scores and Funding Recommendations (listed alphabetically)

			Board Action #1		Board Action #3
#	Organization	Request	Score	% of Request	Award
70	Western Reserve Chorale	\$5,000	Somewhat	75%	\$3,750
71	Westlake Chinese Cultural Association (Westlake Chinese School)	\$5,000	Somewhat	75%	\$3,750
72	Westown Community Development Corporation	\$5,000	Somewhat	75%	\$3,750
73	Woodland Cemetery Foundation of Cleveland, Ohio	\$5,000	Yes	100%	\$5,000
Board Action #2	TOTAL ALLOCATION for PS II	\$352,924	N/A	N/A	\$302,209

APPENDIX 2: Reference for Board Action #1

Applicants Not Recommended for Funding

**Indicates Past Grant Recipient*

2015 Project Support I

1. *Bureau of Drug Abuse, Cleveland Treatment Center** – Panel Score: 62.43
2. *Independent Pictures** – Panel Score: 62.14
3. *The City Club of Cleveland** – Panel Score: 67.86

2015 Project Support II

1. *American Slovenian Polka Foundation**
2. *Artistic by Design Center, Inc.*
3. *Bodwin Theatre Company*
4. *Cesear's Forum**
5. *Cleveland Classical Ballet Association, Inc. (Ballet in Cleveland)*
6. *FiveOne Music, Inc.**
7. *Mental Health Services for Homeless Persons Inc. (FrontLine Service)*
8. *Northeast Ohio Council on Higher Education**
9. *Opera per Tutti**
10. *Organization of Chinese Americans of Greater Cleveland (OCA Cleveland)**