



Minutes of the Regular Meeting of the Board of Trustees

Monday, April 4, 2011

A regular meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 3:58 p.m. in the Conference Room at the Idea Center at Playhouse Square, 1375 Euclid Avenue, Cleveland, Ohio.

The roll call showed Trustees Matt Charboneau, Sari Feldman, Vickie Johnson and Steven Minter to be present. Chris Coburn was absent. It was determined that there was a quorum.

Also in attendance were: CAC Staff: Karen Gahl-Mills, executive director, Jill Paulsen, director of grant programs, Jonah Weinberg, director of external affairs, Meg Harris, director of administration; and Donnie Gill and Stacey Hoffman, program managers.

1. APPROVAL OF MINUTES

Motion by Trustee Feldman seconded by Trustee Johnson, to approve the minutes of the February 7th, 2011 Regular Meeting of the Board of Trustees. Discussion: None. Vote: All ayes. Motion carried.

2. EXECUTIVE DIRECTOR'S REPORT

Ms. Gahl-Mills welcomed all in attendance and introduced special guest Judy Lee Reed from Leveraging Investments in Creativity (LINC).

Ms. Gahl-Mills stated that the board meeting would include several action items that will continue to move CAC's agenda forward. A landmark project, spearheaded by CPAC, which will further embed the arts and culture sector into the community, would be presented. The next steps for staff as a result of CAC's charrette held in January would be discussed. And, most importantly, revised guidelines for the 2012 Project Support grant program would be presented for Board approval.

Ms. Gahl-Mills added that good progress was being made on the 2010 Report to the Community. This would be released online and (in limited quantities) in print within the next two weeks.

3. CONNECT WITH CULTURE

Ms. Paulsen introduced Bill Wade, founder of Inlet Dance Theatre, and presented his video.

Ms. Gill added that Inlet Dance Theatre was one of seven new grantees in the 2011-12 General Operating Support program.

Mr. Wade stated that Inlet Dance Theatre was in its tenth year. He informed the Board that with the General Operating Support grant from CAC Inlet Dance has been able to hire additional staff for the

first time and has increased the number of performances. He stated that he was very grateful to CAC for its support.

4. REVIEW AND DISCUSSION

CPAC: Artists in Residence/Creative Compass Launch

Kristin Puch, Research Manager, reported on the *Putting Artists on the Map* research project, a five-part study of greater Cleveland artists' living location decisions.

Ms. Puch stated that CPAC had contracted the services of the Northern Ohio Data and Information Service (NODIS) to help design and conduct research CPAC believed would help increase their understanding of the location decisions of artists. They rigorously explored the housing and space preferences of artists in Cuyahoga County through the development of four streams of research: geographic analysis, attitudinal analysis, predictive analysis and properties analysis.

Ms. Puch stated that through the research, CPAC has confirmed that Cleveland's artist population is a significant asset that is not contained in any one area. It is far reaching and adds a diverse character to the city's neighborhoods. The research also identified many attributes of communities and housing stock that artists find desirable which could be leveraged by community developers seeking to foster a stronger relationship with artists.

Seth Beattie, Program Manager, described the Artists in Residence program. The two-year, \$500,000 pilot program will focus its efforts on this relationship in a target area within one pilot neighborhood within Cleveland.

Mr. Beattie stated that the pilot neighborhood would be selected by a panel of arts, community development and planning experts through a competitive proposal process.

Mr. Schorgl stated that the program currently focused on the City of Cleveland, but would expand out to the county and region in the future.

Charrette: Next Steps

Ms. Gahl-Mills reminded the Board that Vickie Johnson and Matt Charboneau shared the headlines that emerged from our January 21st planning charrette at the February board meeting. She stated that the Board had received a copy of the wrap-up memo that went to all charrette participants. The memo summarized the charrette discussions and listed what CAC was prepared to "do" and what needed more "exploration" in the near term. Many of the "doing" things are works in progress, including the pilot of our small grants program.

Ms. Gahl-Mills continued, stating that CAC needs to explore the role that CAC can/should play in the area of Arts Learning. Before diving into this work, however, a better understanding is needed of the landscape as it currently exists. This will enable CAC to figure out where CAC's involvement could add real value. CAC and CPAC are discussing ways that CPAC's research expertise can help CAC with this work.

Ms. Gahl-Mills stated that CAC needs to explore ways to tackle the broad concept of building resilience into the arts and culture sector. She continued that this seems an interesting vehicle for the public/private arts funding partnership that has been discussed in the past, and Maureen Robinson is working with CAC to shape the questions that will need to frame this discussion.

Ms. Gahl-Mills concluded by stating that it was her goal to have these “explorations” in progress by the June 22nd board retreat, so that the Board can have a robust discussion about bold ideas to carry forward in the coming year.

Financials

Ms. Harris reported on CAC’s audit. It was completed and approved by the state. CAC was informed that there would be no findings stated in the audit.

Ms. Harris stated that tax receipts through February 28, 2011 were approximately \$2.5million, slightly ahead of forecast. The anticipated tax receipts for March are \$1.45million, which was in line with CAC’s long term forecast.

5. BOARD ACTION

PS2012

Ms. Paulsen informed the Board that staff would be presenting new program elements for the 2012 Project Support grant program and the reasons behind the recommended changes. The ultimate goal for today’s meeting would be to approve the two Project Support grant programs.

Ms. Paulsen reminded the Board of the work that had taken place over the last several months. Staff had reflected on ways to improve CAC’s work by being more responsive to community needs and maximizing the impact as CAC approaches the halfway point of the current funding. Ms. Paulsen continued, stating that staff had used CPAC research, reviews of national best practices and information from internal reviews of CAC programs. From the information gathered four opportunities for change/improvement emerged:

- 1) Focus on outcomes rather than activities, looking at the ultimate goals/end activity.
- 2) Reach previously “under the radar” organizations through expanded access and outreach.
- 3) Align our grantmaking with national best practice, continuing to reevaluate eligibility thresholds, grant amounts and panel selection process.
- 4) Simplify the approach by reducing barriers.

Ms. Paulsen stated that the goal of “simplifying the approach” led the team to the most visible change for the 2012 Project Support grant program; the creation of two distinct Project Support grant programs.

Ms. Paulsen outlined the Project Support I grant program, which is essentially the same Project Support grant program with modest updates for 2012. The maximum request would remain at \$50,000 for 501c3 organizations, but would be lowered for Units of Government from \$50,000 to \$35,000. This change reflects the budget reality that there are limited funds available to Units of Government.

Ms. Paulsen further explained that in 2013 CAC anticipates tailored applications based on the final outcomes of the proposed project rather than the activities. Such categories could include artistic presentation, arts learning, community cultural development, and cultural heritage.

Ms. Paulsen suggested that the most visible change for 2012 comes in the form of a small grants pilot program, Project Support II. This program would allow for grants up to \$5,000 for 501c3 organizations with less restrictive financial and reporting requirements, and the use of in-kind donations for a portion of the match requirement.

Ms. Paulsen pointed out that organizations may only apply to one program.

Ms. Paulsen concluded her remarks by stating that transparency has always been one of CAC's core values and in recent months CAC has added "Partnership" to that list. With that, it means an increased willingness to reach out to CAC's cultural partners for feedback, advice and recommendations on how best CAC can improve its work. The grant program staff turned to cultural partners in development of these proposed guidelines and in prep for this meeting.

Ms. Hoffman informed the Board that CAC's cultural partners had received a memo highlighting changes to the Project Support program (PS I) that also highlighted the pilot program, PS II. The feedback received was very positive. There was a lot excitement about the pilot program, even from those groups who might not utilize the program. CAC's cultural partners were appreciative to have the opportunity to provide feedback

Ms. Hoffman continued, highlighting several themes of the comments received. Though many of CAC's cultural partners see the value in participating in the Ohio Cultural Data Project, they thought that it could be seen as a barrier to some smaller organizations. Some cultural partners suggested that the small grants program, Project Support II, was a nice entry point for organizations new to the CAC grantmaking processes. Ms. Hoffman further stated that the cultural partners were pleased to see the inclusion of some in-kind support as it opens the doors for organizations with little administrative support/staff capacity, allowing them to focus their resources on programming.

Ms. Hoffman briefly informed the Board of the outreach strategy. Working with CAC's Director of External Affairs, Jonah, an expanded outreach plan has been prepared in order to encourage more groups to apply. This plan includes a series of press releases and emails, direct mailings to past applicants, networking with community partners and a series of outreach workshops to explain the grant programs and application process.

Mr. Minter asked about the shift to allow for in-state panelists. He further inquired about the logistics for running the Panel with two grant programs.

Ms. Paulsen responded that the change to allow for in-state panelists was made based on national best practice. The two panels would be held the same week with different sets of panelists for PS I and PS II.

Motion by Trustee Johnson seconded by Trustee Minter, to approve the Project Support I grant program guidelines. Discussion: None. Vote: All ayes. Motion carried.

Motion by Trustee Minter seconded by Trustee Johnson, to approve the Project Support II grant program guidelines. Discussion: None. Vote: All ayes. Motion carried.

Approval of Office Policies

Ms. Harris stated that staff periodically reviews Board approved policies to ensure that they meet CAC's current business needs. She stated that as a result of this recent policy review, there are several minor revisions proposed to current policies. These revisions will provide more clarity around specific policies and accurately document CAC's business practices related to policy oversight. Ms. Harris presented the policy changes and asked the board to approve the changes.

Motion by Trustee Minter seconded by Trustee Feldman, to approve the modification of the Employee Travel and Panelist Compensation Policies to limit reimbursement for travel related to meals to a per diem scale determined by the Federal Standard Meal Allowance and to eliminate responsibility of the Audit Committee to review expense reports. Discussion: None. Vote: All ayes. Motion carried.

Motion by Trustee Johnson seconded by Trustee Minter, to approve the modification of the existing Food and Beverage Policy to remove the responsibility of the Audit Committee to review food and beverage expenses. Discussion: None. Vote: All ayes. Motion carried.

Motion by Trustee Feldman seconded by Trustee Johnson, to approve the modification the CAC Employee Handbook to add a policy regarding Medical Leave. Discussion: None. Vote: All ayes. Motion carried.

Motion by Trustee Minter seconded by Trustee Feldman, to amend the Audit Committee Charter. Discussion: None. Vote: All ayes. Motion carried.

Motion by Trustee Feldman seconded by Trustee Charboneau, to approve the Business Continuity Policy. Discussion: None. Vote: All ayes. Motion carried.

Contracts

Ms. Harris informed the Board of the following contracts entered into since the last board meeting:

- Mobius Grey for the creation of the 2010 Report to the Community, \$7,500.
- Nonprofit Finance Fund for the evaluation of the GOS funding formula, \$7,500.
- New Media Campaigns for website redesign, \$6,500.
- Liggett Stashower for branding strategy approved by the Board in September, 2010, \$35,000.

Ms. Harris stated that there was one new contract for board approval, a contract with VanMeter-Ashbrook for a 12 month term effective April 1, 2011 through March 31, 2012 and cancellable with 30 days notice, to provide strategic services to CAC at the amount of \$5,000 per month while the Ohio legislature is in session and \$3,000 a month when it is not in session.

Mr. Minter stated that there was a lot at stake for CAC with the new leaders in the State in place; this was a prudent step.

Motion by Trustee Johnson seconded by Trustee Feldman, to approve entering into a contract with VanMeter-Ashbrook in the amount of \$5,000 per month while the Ohio legislature is in session and \$3,000 per month when it is not in session. Discussion: None. Vote: All ayes. Motion carried.

Election of Officers

Ms. Johnson stated that she had served as the chair for the Nominating Committee. She presented the following slate of officers: Sari Feldman to the position of President, Christopher Coburn to the position of Vice President and Vickie Eaton Johnson to the position of Secretary of the Board of Trustees.

Motion by Trustee Minter, seconded by Trustee Charboneau to elect Sari Feldman to the position of President, Christopher Coburn to the position of Vice President and Vickie Eaton Johnson to the position of Secretary of the Board of Trustees for the 2011-2012 term. Discussion: None. Vote: All ayes. Motion carried.

Ms. Feldman stated that it was an honor to be appointed to the Board two years ago and that it was a great privilege to be appointed as chair.

Mr. Minter stated that it had been a great privilege and pleasure to serve as Board president over the past four years. Mr. Minter stated how terrific it would be to have Ms. Feldman as the new chair.

6. PUBLIC COMMENT

Mr. Minter stated how proud he was of Ms. Gahl-Mills' presentation at the City Club the previous week. The turnout was great and it made it very clear that a lot had been accomplished since Ms. Gahl-Mills came on board in February of 2010.

Sari Feldman presented a resolution honoring the service of Steven A. Minter as the president of the Board of Trustees for the past four years.

For EXEMPLARY LEADERSHIP & SERVICE TO CUYAHOGA ARTS & CULTURE

WHEREAS, Mr. Steven A. Minter was appointed to the Cuyahoga Arts & Culture Board of Trustees by the Cuyahoga County Commissioners on April 1, 2007 and April 1, 2008 and has served four terms as President of the Board of Trustees and;

WHEREAS, as President of the Board of Trustees, Steven A. Minter was responsible for overseeing the formation of the arts and cultural district, Cuyahoga Arts & Culture, and for guiding the distribution of grant funding to over 150 arts and cultural organizations and programs totaling nearly \$65million in public investment in the arts;

RESOLVED, that the Board of Trustees and Staff of Cuyahoga Arts & Culture do hereby express their highest respect and sincerest appreciation to Steven A. Minter for his

exemplary service and leadership to Cuyahoga Arts & Culture, and that the Board of Trustees fully supports and looks forward to his continued service on the Board of Trustees.

BE IT FURTHER RESOLVED that this RESOLUTION be presented to Steven A. Minter and a copy of this document be placed in the official files of the Board of Trustees as part of the permanent record of Cuyahoga Arts & Culture as a lasting tribute to the ongoing accomplishments and contributions of Steven A. Minter as a member of the CAC Board of Trustees.

To be signed by Board Chair, Sari Feldman and attested to by Board Secretary, Vickie Eaton Johnson.

Motion by Trustee Johnson seconded by Trustee Charboneau, to approve the resolution for Exemplary Leadership & Service to Cuyahoga Arts & Culture by Steven A. Minter. Discussion: None. Vote: All ayes. Motion carried.

7. OTHER

Next Meeting

The next meeting of the CAC Board of Trustees is scheduled for Monday, June 13th, 2011 at 4:00 p.m. at Karamu House, 2355 E. 89th Street, Cleveland, Ohio 44106.

Motion by Trustee Feldman seconded by Trustee Johnson to adjourn. Discussion: None. Vote: All ayes. Motion carried. Meeting adjourned at 5:07 p.m.

Sari Feldman, President, Board of Trustees

Attest:

Vickie Eaton Johnson, Secretary, Board of Trustees